



2023 | ANNUAL REPORT



UNIVERSITY OF MPUMALANGA



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 2023

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.

THE PIONEERING JOURNEY

"Ihambo lwemhlahlandlela"

**Celebrating a
"Decade of Excellence and Creating Opportunities"**



"Pioneers have to build a firm foundation, mindful that what they create should be durable, marketable, sustainable and enduring. Generations yet unborn must find a thriving University, one they will be proud to join because we who pioneered it, laid a firm foundation, and got into this immense project with body, mind and soul". 2015

VICE-CHANCELLOR-UMP

Prof Thoko Mayekiso




UNIVERSITY OF MPUMALANGA



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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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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



10 Year Celebrations

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 terms of its typology, UMP offers career-oriented, professional and general formative qualifications. It, therefore, provides access and articulation possibilities to students.

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 at both campuses.

As a new institution, the University of Mpumalanga continued in 2023 in its developmental trajectory as informed by its Strategic Plan: Vision 2030. 2023 was the first year of the implementation of the new Strategic Vision 2030. 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.

The 2023 Academic Year saw the University resuming most of the pre-COVID-19 activities in person. Although the majority of academic activities were conducted in person a limited amount of online teaching continued. Assessments were conducted in person. Ongoing capacity development of staff was provided on the different facets of online teaching and assessment including the use of the Moodle Learning Management System. An e-learning specialist was appointed to drive online teaching and learning and to provide support to academic staff and students. Staff continued to participate in meetings both in person and virtually to improve on efficiencies.

In 2023, a total of 8480 students enrolled in 62 academic programmes. These qualifications range from Higher Certificate to Doctoral Degrees. 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 eighth Graduation Ceremony on 12 and 13 May 2023. 1235 students (835 females and 400 males) graduated from 40 programmes. 40 qualifications were awarded CUM LAUDE. Top performing students received Merit Awards and 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 2023, accreditation by the Council on Higher Education, for 6 new qualifications that were going to be offered for the first time in 2024. The Council on Higher Education (CHE) conducted a site visit from 22 – 26 May 2023 as part of the institutional audit. This was preceded by the submission of the Self-Evaluation Report to the CHE on 30 January 2023. Another important milestone in 2023 was the development of the Business Plan for the introduction of Health Sciences which was submitted to the Department for Higher Education and Training in December 2023.

Five staff members completed their Doctoral Degrees in 2023 and the number of NRF-rated scientists increased from 11 to 13. 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 2023 and there was also participation in international conferences, facilitated by our partners. An example of such a partnership is with the University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania.

The creation of a vibrant student life remains a strategic priority and students participated in a number of events. Students participated in a number of sporting codes as well as a wide array of recreational activities. Two Sports Days were held, one at the Siyabuswa Campus on 27 May 2023 and the second one at the Mbombela Campus on 30 September 2023. These Sports Days provide an excellent opportunity for students from both campuses to participate in activities jointly.

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.

UMP students participated successfully in national and international competitions. UMP ENACTUS won 3 trophies and obtained position 5 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. The Centre for Entrepreneurship Rapid Incubator (CFERI) continued to provide an enabling environment for the development of an entrepreneurial mindset and skills in students. UMP students participated in the entrepreneurship activities conducted under the auspices of the Entrepreneurship Development in Higher Education (EDHE). 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 and Mandela Day were celebrated at both campuses with active participation of both staff and students.

The University celebrated on 3 November 2023, the 10th Year Anniversary since its establishment on 22 August 2013, under the theme, "Decade of Excellence and Creating Opportunities". The Celebrations were preceded by build-up events that commenced on 3 August 2023.

The University continued with the implementation of the New Infrastructure Development Plan 2020/2021 – 2024/2025 to guide the construction of the new infrastructure at both campuses. The maintenance of existing infrastructure received attention.

A number of 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.

The Annual Report provides a snapshot of the achievements of UMP during 2023.



Prof T V Mayekiso
Vice-Chancellor

2. 2023 PERFORMANCE ASSESSMENT REPORT

2.1. INTRODUCTION

The 2023 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 2023 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 (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 exemplary as all of the implementation measures were achieved. The Mid-Term Report on the Annual Performance Plan (January – June 2023) was submitted to DHET.

A detailed analysis of the University's performance in relation to the Annual Performance as at 31 December 2023 is presented in **Annexures 2 and 3**.

2.2. PERFORMANCE AGAINST PREDETERMINED OBJECTIVES AS SPECIFIED BY DHET

The Ministerial approved targets for 2023 were divided into four sections: Access, Success, Efficiency and Research Outputs and these are briefly reported on below.

Access: The overall enrolment target for 2023 was 7701 and the actual enrolment was 8480 - an additional 779 students and a deviation of 9.8%. The target for first time entering students was 2600 and the University enrolled 2997 new students, which was a deviation of 15.2% above the target.

Enrolment in education was 22.7% under the target, with a total of 92 students. The enrolment target in Science Engineering and Technology was 3464, and the actual enrolment was 3693, an additional 229 students and a deviation of 7%. Enrolment in Business/Management was 2246, being 3.1% below the target of 2318.

Enrolment into the Other Humanities was 2054, and 45.8% above the target of 1409. 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 and 4th year classes in 2022 and 2023 having large first year and second year LLB Classes in 2023.

Success: The number of graduating students in 2023 was 1075, which is less than the target of 1856. This was primarily a result of an unrealistic target set for Postgraduate graduates, where the deviation from target was 59% and a slower completion rate than planned.

Efficiency: This section covers Instructional/Research professional staff including part time staff: headcount of permanent Instructional/Research professional staff; percentage of staff with doctoral degrees; number of nGAP staff and a ratio of FTE students to FTE Instructional/ Research staff. The target for the Instructional/ Research professional staff (full time staff) was 200 and the actual was 213, a deviation of 6.5%. The number of nGAP staff engaged was 13, two fewer than the target, due to resignations. The ratio of FTE students to FTE Instructional/ Research staff was 37.5:1 which was higher than the target of 31.4:1. The percentage of staff with Doctoral degrees was 55% and the target set in 2023 was 55%. This stability is due to the fact that the staff who resigned were timeously replaced with staff that have doctoral degrees and many UMP staff studying at other higher education institutions in South Africa are completing their doctoral degrees.

Brief reasons for these deviations are given in **Annexure 2**.

Research Output: The target for publication units per Instructional/Research Staff was 0.55, with the achievement in 2023 of 0.55. 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 64, which is equal to the target of 64.

TABLE 1: PERFORMANCE ASSESSMENT AGAINST MINISTERIAL TARGETS

Key performance indicator	Target (2023) Percentage or total number	Performance indicators for 2023	Reasons for deviation are provided where the deviation is greater than 5%
A. Access			
Headcount totals			
First-time entering undergraduates	2600	2997	+15,2% deviation
Headcount enrolments	7701	8432	+9,5% The introduction of new undergraduate programmes
Headcount enrolments (Foundation Provisioning)	0	0	
Headcount enrolments total UG	7199	8003	+11,2% The introduction of new undergraduate programmes
Headcount enrolments total PG	501	439	-12,4% The availability of funding for postgraduate students is a limiting factor
Enrolments by Major field of study			
Science, engineering, technology	3463	3693	+7,0% deviation
Business/management	2318	2246	-3,1% Delayed introduction of new programmes
Education	511	439	-14,1% deviation
Other humanities	1409	2054	The planned introduction of a new programme was delayed
Distance education enrolments	0	0	+45,8% deviation: The introduction of new undergraduate programmes occurred earlier than planned
B. Success			
Graduates UG	1856	1075	-42,2% deviation Students are taking longer to graduate than expected
Graduates PG	389	160	-59% deviation due to lower enrolments at the postgraduate level

Undergraduate output by scarce skills			
Engineering	0	0	
Life and physical sciences	600	616	+2,7% deviation This is likely due to students completing but in more than the expected number of years .
Animal and human health	0	0	
Teacher education	119	92	-22,7% deviation This is likely due to the enrolment target of 100.
Success rate	29%	17,4%	-40% The calculation of success rate as the number of students graduating divided by the total enrolment in the same year does not work for a university that is rapidly growing
C. Efficiency			
Instructional/Research Professional Staff including part- time staff			
Headcount of permanent instructional/research professional staff	200	213	+6.5% deviation due to the introduction of new programmes
% Staff with doctoral degrees	55%	55%	
Number of nGAP staff	15	13	-13,3% Two nGAP staff have left the University
Ratio of FTE students to FTE instructional/research staff	31.4:1	37.5:1	This deviation is the result of the greater than planned enrolment of students
D. Research output			
Publication units per I/R staff	0.55	0.55	23.3% above target due to the increased proportion of staff with a PhD
Research Masters graduates (Weighted)	64	64	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 2022

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

During 2023, there was a total number of 160 Implementation measures and there were 88 objectives in 8 Activity Areas that formed part of the Annual Performance Plan (Internal). Of these objectives, 160 implementation measures were achieved for a 100% achievement rate. There was 100% achievement in all the 8 Activity Areas as reflected in Table 2.

TABLE 2: SUMMARY OF PERFORMANCE AGAINST THE 2023 APP (INTERNAL)

Activity Area	Objectives	Implementation Measures	Achieved	% Achieved
Governance and Strategic Leadership and Management	7	9	9	100%
Research and Knowledge Generation	11	26	26	100%
Teaching and Learning	12	25	25	100%
Planning and Institutional Support	11	31	31	100%
Quality Student Experience	16	25	25	100%
Engagement and Partnerships	8	11	11	100%
Finance	11	20	20	100%
Human Resources	12	13	13	100%
Total	88	160	160	100%

Activity Area 1: Governance and Strategic Leadership and Management

Goal 1: Establish and maintain effective and efficient governance, strategic leadership and management.

Goal 2: Promote sound Information Governance and Management at all levels of the institution.

Objectives:

- Implement an effective and efficient multi-campus management model;
- Develop and implement academic governance structures, systems, and processes in support of UMP's academic mandate;
- Implement an effective framework for ethical and transformational governance, leadership, and management;

- Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels;
- To promote the preservation of organizational information and institutional memory;
- To develop and implement systems and processes to access information in line with various legislative, regulatory requirements/ frameworks and organisational needs;
- To develop and implement systems and processes in support of data management and cybersecurity.

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

The implementation of the Multi-Campus Management Model was monitored through the meetings of the Siyabuswa Campus Management Committee. The position of Programme Co-ordinator was introduced to provide academic leadership at the postgraduate level. The value of integrity was inculcated in institutional process as one of the measures to embed ethics in the governance framework of the institution. Two workshops on leadership and management were conducted on 1 August, 2 August and 28 November 2023 in order to empower members of EMANCO on leadership and management.

The Risk Register was monitored through the quarterly meetings of the Risk Management Committee and was reviewed on 27 September 2023. The framework for information governance and management was developed and the checklist for regulatory compliance was updated and submitted to MANCO on 30 August 2023. Systems and processes were implemented in support of data management and cybersecurity.

Activity Area 2: Research and Innovation

Goal 1: Create and support an environment that fosters research quality, impact and productivity.

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

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

Objectives:

- Provide an enabling policy environment and funding framework for research to improve research quality, impact and productivity;
- Provide appropriate research and innovation infrastructure and support;
- Promote, recognise and reward research and innovation excellence;
- Increase and diversify external and internal financial resources available to support research related activities;

- Attract, nurture and develop research potential and talent;
- Provide support to emerging researchers, postgraduate students and postdoctoral fellows to become research active;
- Create a culture of research in undergraduate and postgraduate students;
- Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.
- Identify and develop institutional research themes;
- Promote the commercialisation of research outcomes in the form of products, processes and services;
- Promote entrepreneurship and creative problem- solving skills in staff and students.

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. The 2023 funders of the University were: the NRF, DSI, NRF/BRICS, DHET (UCDP), WRC, WIOMSA, Oak Foundation, NEMISA, European Commission (Erasmus+), Rhodes University and Sentech, Citrus International Research, NIHSS, FSA, Red Meat Research and Development SA, ARC, and the DHET-FPP. UMP received R33.2 million in 2023 compared to R15.7million in 2022. Five staff graduated with Doctoral and four with Masters' degrees in 2023.

The number of staff with doctoral qualifications increased to 55% compared to 52% in 2022. Despite the negative effects of Lockdown on academic staff UMP received 82.03 units in 2022. This is an increase of 24.3 in the number of units produced in 2021. The increase in NRF rated researchers was another highlight for 2023, with three academic staff obtaining ratings. This increases the number of NRF rated researchers at the University from 11 to 13.

Faculty experts in proposal writing and research methodology, statistical methods and data analyses supported postgraduate students throughout the year. Emerging researchers presented at the Research Community of Practice Seminars, attended conferences and Public Lectures and Seminars from distinguished presenters. Continuous support with journal article publication fees, research support grants and workshops such as the annual writing retreat and Writing for Scholarly Publication were provided.

The Research Excellence Award Ceremony was held on 5 December 2023 and the winners of the Faculty Researchers of the Year Excellence Awards were Prof 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 Funso Kutu, Prof Vusi Gumede and Dr Liaan Minnie who obtained C2 NRF Ratings in 2022 were recognised by Excellence Awards.

UMP hosted its first Research and Innovation Day on 5 December 2023.

The University continued to expand its partnerships by actively collaborating with national institutions: the National Institute for Humanities and Social Sciences (NIHSS); Public Service Sector Education and Training Authority (PSETA); renewal of the agreement with the SA National Biodiversity Institute (SANBI), and signed agreements with 4 institutions linked to the Work Integrated Learning Programmes [SA National Park Services (SANPARKS), Riverside Park Precinct Association (RPPA), University of the Witwatersrand and the Mpumalanga Tourism and Parks Agency (MPTA)] and the Mpumalanga Legislature. International agreements were formalised with the University of Maryland, Eastern Shore, USA; Botswana University of Agriculture and Natural Resources (BUAN); and the International Christian University (ICU), Japan. UMP was admitted as the newest member of the Australia-Africa Universities Forum (AAUN) on 4 September 2023; and as a core partner in the highly significant African Research University Alliance (ARUA)-The Guild partnership in July 2023. UMP attended the UK2070 Commission Mission 6 Ministerial Visit at the Net Zero Industry Incubation Centre to discuss the Just Energy Transition (JET) on 17 November 2023. Two staff members participated at FH Joanneum University, Austria under the Erasmus+ student and staff exchange programme. UMP hosted the annual Water Research Commission (WRC) Consultation and Water Sector Engagement on 7 September 2023.

The University hosted the 16th Meeting of the SA Association of Political Studies (SAAPS), as convened the Erasmus+-funded ELEPHANT project during 21-25 November 2023, Dr Zakheleni Dube hosted the Pan-African Nematology Network (PANEMA) at UMP during 28 February - 3 March 2023).

Prof Niyimbanira was accepted by DHET to the Future Professors Programme.

Activity Area 3: Teaching and Learning

Goal 1: Develop and implement PQM and enrolment plan that are relevant and responsive to UMP's context.

Goal 2: Develop and recognise teaching excellence pursuant to graduate attributes.

Goal 3: Broaden access to UMP and facilitate student success.

Objectives:

- To develop 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.

- 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 Support for Teaching & 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 nurture and develop academics as reflective practitioners.
- To provide support for the use of multimedia and ICTs in teaching & learning.
- To facilitate articulation to UMP.
- To provide a scaffolded programme of student support and mentorship.
- To provide structured tutorials to promote success.
- To improve completion rates and undergraduate throughput.

100% of the objectives were achieved in this Activity Area. In the teaching and learning portfolio, significant progress was made in achieving the three primary goals. This was as evidenced by the successful submission of programmes for approval and accreditation by the Department of Higher Education and Training (DHET) and the Council on Higher Education (CHE) respectively. Specifically, UMP submitted five programmes to DHET for Programme Qualification Mix (PQM) clearance, namely;

1. Bachelor of Arts in Media, Culture and Communication (BAMCC) submitted on 02 March 2023.
2. Bachelor of Tourism was submitted on 06 March 2023.
3. PhD (Education) was submitted on 28 March 2023.
4. Diploma in Entrepreneurship was submitted on 24 August 2023.
5. Business Plan for Diploma in Emergency Medical Care and Bachelor of Dietetics were submitted on 02 December 2023.

Additionally, five programmes were submitted to CHE for accreditation as follows:

1. Bachelor of Science Honours in Environmental Science on 02 March 2023.
2. Bachelor of Arts in Media, Culture and Communication (BAMCC) on 15 May 2023.
3. Bachelor of Social Sciences on 24 July 2023.
4. Bachelor of Tourism Management on 28 September 2023.
5. Bachelor of Information and Communication Technology (BICT) Honours on 20 October 2023.

Over and above this submission to CHE, the following additions of CESM categories were made:

1. Addition of Business Management to MCom on 16 January 2023.
2. Addition of Geography and Geology to MSc 19 January 2023.

3. Addition of Psychology, Industrial Psychology, Geography, English and SiSwati to existing PhD 19 January 2023.
4. Addition of Archaeology to general BA Hons on 14 April 2023.
5. Addition of Tourism to BA Hons on 18 May 2023.
6. Addition of Gender Studies, Political Studies, isiNdebele and Culture and Heritage Studies to MA, on 29 August 2023.

In improving the use of technology in teaching and learning, two workshops were conducted with staff on how to record and upload lectures on Moodle (UMP's Learning Management System) on 09 and 23 February 2023 to enhance capacity on the use of diverse modes of programme delivery.

Furthermore, based on the demand to offer more training more workshops were conducted on integration of multi-media and ICT in Teaching & Learning as follows:

- Assessment Design for online learning held on 13 February and 18 July;
- E-learning Workshop held on 24 February;
- Digital tools for oral presentation/digital story telling held on 02 May;
- Development of E-portfolio held on 04 May and
- Digital story telling held on 02 August 2023.

In improving employability of students all new Diploma programmes will now include a Work-Integrated Learning (WIL) component and this was evidenced by the submission of the new Diploma programme in Entrepreneurship to DHET that has a WIL component included.

Experts on teaching and learning pedagogies were appointed to conduct workshops on curriculum development and assessment of teaching and learning presented at both campuses as follows:

Module 1:

- Teaching and Learning in Higher Education held on 17 February and 01 March;
- Design Aspects of Active Learning held on 23 March;
- Developing and aligning Learning Outcomes held on 25 April;

Module 2:

- Incorporation of Bloom's Taxonomy in T&L held on 29 May and 28 July;
- Assessment and Moderation of Learning held on 18 May and 24 August;
- Promoting Reflective and Reflexive Teaching Practice held on 16 and 31 October 2023.

The university has established collaborative with Ehlanzeni TVET college to develop articulation pathways in Hospitality so as to broaden access to UMP by TVET graduates.

The Orientation Week was held on both campuses from 13 to 17 February 2023, with 69% of first-year students attending. This was followed by a First-Year Experience (FYE) programme throughout the year, consisting of information literacy sessions, structured tutorials, and tutor training sessions.

Identification of at-risk modules was done and additional support was provided to students facing challenges through tutorials and extra classes. Annual pass rates and student performance were closely monitored, with reports submitted to the Senate and a cohort-based analysis conducted and submitted in October 2023.

Activity Area 4: Institutional Support

Goal 1: Promote the development of iconic infrastructure.

Goal 2: Promote the maintenance of infrastructure, facilities, and estate.

Goal 3: Provide and enhance quality institutional support services.

Goal 4: Provide and enhance quality ICT institutional support services.

Objectives:

- To maintain effective and efficient systems and processes for new infrastructure development.
- Provide a multifaced environment inspiring both social and intellectual exchange in an atmosphere that is unconventional, original, and creative.
- Create social spaces for crucial conversations.
- Create opportunities for socioeconomic development locally.
- Implement measures for effective and efficient maintenance and renovation of the existing infrastructure and facilities.
- Implement measures for effective maintenance of the University estate.
- To promote and foster an environment that is conducive to health and safety of UMP's internal and external stakeholders.
- To promote and foster an environment that is conducive to the protection of staff, students and property.
- To establish and maintain high-quality services in support of the Institution's operations.
- To provide ICT support to advance the academic project.
- To provide ICT infrastructure, architecture, systems, and processes in support of institutional operations.

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

The New Infrastructure Projects division has maintained the management of project data using the Online Project Progress Documentation and Reporting Management System.

Projects for the construction of the main entrance to the East Campus (Lower campus D725 Northern Entrance), South Campus Gatehouse, East Campus South of D725 boundary fence, Server and Security building were tested, commissioned, completed and handed over for Operation and Maintenance. Completion certificates and occupation certificates for the projects were also issued.

Construction of the new buildings which comprised of NBP0024: Law Building, NBP0025: Nature Conservation, NBP0026: Great Hall and NBP0037: Chiller Plant building as well as the supporting infrastructure at the West Campus have reached satisfactory progress. Project A04e which is the Upgrading of Electrical Infrastructure, Fire Protection Systems and Waterproofing Investigations at the Siyabuswa Campus is in progress.

The Package Order for construction of NBP0023b: Infrastructure and Operations Building Phase 2 has been concluded.

The University successfully implemented and monitored the Maintenance Plan, Integrated Renovation Plan, SHE Management Plan, and the Security Management Plan in 2023 through monthly reports. The implementation of the Siyabuswa Beautification Project Phase III was monitored through monthly reports.

The Hotel and Catering Division provided professional catering services and excellent service quality at the Tfokomala Hotel and Conference Centre and retained its 4 -star rating. Catering services were provided to staff, students and external guests.

In order to improve the learning and teaching experiences for students and lecturers ICT embarked on a project for upgrading and installing audio-visual equipment in the lecture halls at Siyabuswa Campus. The installation of AV equipment in auditoriums A,B,C,D,E, and F was completed on November 2023. These venues are fitted with laser projectors, projector screens, ceiling microphones, document cameras and web cameras at the front and at the back. The Clickshare software application offers wireless connection to the system offering easy video conferencing and presentation to students. The redesign of the Siyabuswa Campus Main Hall and the implementation of the design was completed on 14 September 2023.

Throughout both semesters, academic staff members received training on the University's learning management systems i.e. Moodle. Academic staff were trained in the following courses: Basic Moodle refresher, Design for Online Learning, Assessment Design for Online Learning, Digital Tools for Oral Presentation, Creating Teams and Linking to Moodle and Uploading Marks from a Spreadsheet to the ITS System.

A new 64 Terabytes (TB) Network Video Recorder (NVR) was installed to increase the CCTV storage capacity from 463.TB to 527.TB. The advantages of this upgrade is the ability to store large amounts of footages for a long period of time, provision

of high-quality videos and secured remote access. The upgrade accommodates additional cameras that are being installed in new buildings. Quarterly monitoring of the CCTV storage space was performed to ensure the system does not fail to store footages and to ensure that the system is performing as intended.

The Mbombela Campus Wi-Fi coverage increased from 70% to 90%. This was accomplished by installing additional Access Points (APs) at several buildings around the campus. The Siyabuswa Wi-Fi coverage increased from 70% to 75%. This was also accomplished by the replacement of the Wireless Lan Controller (WLC) on 5 December 2023.

A vulnerability assessment and testing on the University ICT core infrastructure was completed on 10 November 2023. The aim was to improve the University's security posture by identifying and addressing potential weaknesses before they can be exploited by malicious actors. The identified findings were not critical and they were successfully remediated.

ICT Services launched online cybersecurity awareness campaigns to staff and students. The aim of the campaigns is to promote safe online practices and mitigate the risks of social engineering attacks. A cybersecurity presentation was made to new staff during the new staff induction on the 27 of February 2023. Cybersecurity security video links were sent to staff and students on 27 June 2023 and on 23 October 2023 respectively. A cybersecurity event for staff was held on 27 September 2023 and both invited speaker and University ICT Staff gave cybersecurity presentations to staff members. A simulated phishing campaign for both staff and students was conducted on 30 October 2023. ICT sent fraudulent, malicious-like emails to both staff and students and assesses their response behaviour which helped to evaluate the likelihood of staff member or student falling for a phishing attack. ICT technical staff were assigned slots, from 13 February 2023 to 17 February 2023, to make cybersecurity presentations at the orientation for new students.

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 and responsible student leadership structures;
- Promote the adherence and observance of relevant University policies by student leadership and the student body;

- Create effective communication strategies between student leadership and University Management;
- Ensure the promotion of a sporting culture amongst students in the University;
- Promote coherent and active student societies;
- Provide personal development programmes for students;
- Promote the wellbeing of students;
- Support students staying in accredited private accommodation to experience a conducive living and learning environment;
- Recognise and reward excellent performance in co-curricular activities;
- Provide support for students with disabilities;
- Provide a safe environment for students;
- Promote academic engagement;
- Promote living and learning activities and programmes in the residences;
- Promote the use of shared/common spaces for social and academic purposes.

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 now become a tradition at our University; the elections were, once again, through a hybrid mode of both online and in-person voting; 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 used the Investiture to communicate 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 sporting and recreational activities, programmes of the student societies, as well as living and learning activities.

The University provided 20 personal development programmes to students which were under the three identified focus areas for 2023, namely, financial literacy; personal skills development, and academic development. The University was able to add 1932 beds through the accreditation process of private student accommodation facilities. These additional beds provided accommodation to students who could not be accommodated in the University's on-campus accommodation.

Over 25 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 2023 and made it to the ENACTUS National Competition held in July 2023 in Sandton, Johannesburg. Our Winning Team got position 5 out of 21 universities that participated in the 2023 National Competition. Our Team, once again, flew the UMP flag high and made us proud by bringing home 3 trophies.

The year 2023, saw 20 different sporting teams in 8 sporting codes being active in both Campuses of the University. Eleven of the 20 teams represented the University in the 2023 USSA tournaments.

The University Clinics, on both Campuses, continued with the provision of health care to students, particularly primary health care. A permanent Professional Nurse was appointed for the Siyabuswa Campus Clinic. 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 the 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 the UMP.

Objectives:

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

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

The University of Mpumalanga had a very successful year in this activity area. Four meetings were held with stakeholders. Among these were a meeting with the representatives of the Public Private Growth Initiative (PPGI) on 23 January 2023, the Office of the Premier on 18 April 2023, members of the Mpumalanga Provincial Legislature on 18 April 2023, the Local Government Sector Education and Training Authority (LGSETA) on 24 August 2024, the MEC for Department of Agriculture Rural Development and Land Affairs (DARDLA) on 03 November 2023, and the Ehlanzeni Economic Growth and Job Creation Work Stream held on 29 November 2023.

In the promotion of social awareness and responsible citizenship among staff and students, the UMP implemented two projects, Africa Day and Mandela Day, which were successful events carried out without a hitch. Africa Day Celebrations were held at Mbombela on 25 May and Siyabuswa Campuses on 29 May 2023. The guest speaker on both campuses was Ms Doris Roos from Namibia. Mandela day activities were successfully carried out by Staff and Students on both UMP Campuses on 18 July 2023.

On the promotion and advancement of public intellectual engagement, a database of experts was compiled and two Public Lectures were organised; the first was presented by Prof Joseph Diescho and second by Prof Thoko Mayekiso on 3 and 25 August 2023, respectively. The last was the Archbishop Thabo Makgoba Annual Lecture, on Moral and Ethical Leadership, presented by Justice Madlanga on 17 October 2023.

Participation in partnerships with School, Technical Vocation Education and Training Colleges (TVET), Higher Education Institutions (HEIs), other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government was covered in the signing of 3 MoUs with strategic partners, namely the Public Service Sector Education and Training Authority (PSETA) on 27 June, Education, Training and Development Practices Sector Education and Training Authority (ETDP-SETA), 10 July, the Mpumalanga Legislature on 30 November and USAf on 12 December 2023. In addition, the implementation of existing partnerships was monitored for the entire year of 2023.

In Promoting and sustaining the participation of staff and students in internationalisation and international partnership activities, the University signed two international agreements (MoUs) with international higher education institutions; namely, Universidade Wutivi on 13 April, the University of Maryland Eastern Shore, USA, 2 May and Botswana University of Agriculture and Natural Resources (BUAN) on 14 September 2023. The monitoring of existing international partnerships was done for 2023 and the comprehensive record of all partnerships was submitted to Council on the Q4 meeting of Council.

To foster and sustain partnerships with alumni, the University launched an Alumni Chapter of KwaZulu-Natal on 11 November 2024. This event was accompanied by the election of the Chairperson and Secretary General of the UMP KZN Alumni Chapter.

Towards promoting the integration of engagement, research, scholarship, teaching and learning, the UMP integrated two engagement projects into teaching and learning and research.

Finally, to recognise and reward engagement at all levels of the institution, the University held an Engagement Excellence Awards Ceremony, on 5 December 2023, in conjunction with Teaching and Learning and Research. Although there was no winner this time around, the event went a long way to demonstrate the significance of Engagement as one of the pillars that the UMP stands on.

Activity Area 7: Finance

Goal 1: Develop and implement an integrated long-term financial sustainability framework.

Goal 2: Have a diverse range of income sources.

Goal 3: Ensure effective and efficient expenditure management processes.

Goal 4: Develop and implement sound financial systems for asset management.

Objectives:

- Develop a three-year rolling budget.
- Allocate resources to support the institutional strategic priorities and goals in a sustainable manner.
- Increase third-stream income.
- Tuition and residence fees.
- Ensure that students have access to funding.
- Effective and efficient finance functions.
- Implement an effective and efficient supply chain management process.
- Implement budget guidelines.
- Capitalise constructed assets.
- Timely recording and classification of acquired assets.
- Effective and efficient disposal of assets.

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

A three (3) year (2024 – 2026) financially sustainable rolling budget was submitted to DHET. While the 2024 budget was submitted to GFIC on 09 November 2023, ARIGC on 13 November 2023, EXCO on 21 November 2023, and Council on 30 November 2023. We implemented the criterion for allocating strategic projects, as approved by MANCO on 06 December 2023. Furthermore, the third-stream revenue increased (from R12.935m to R16.627m) by 29% compared to December 2022.

The Council-approved 2023 tuition and residence fee was implemented on ITS at the beginning of the year. Two awareness workshops were held with the Deans of Faculties and Heads of Schools to create awareness of the costing and cost recovery of tuition fees on 12 June 2023 and 11 December 2023. We also held two workshops with Operations and Student Affairs to create awareness of the costing and cost recovery of residence fees on 5 September 2023 and 11 December 2023. The University received an additional twenty-six new funders, twelve undergraduate and twelve postgraduate and two both undergraduate and postgraduate students doing various programmes in 2023.

All creditors GRV'ed by the 15th were paid before month end. All urgent payments made within five working days of a request by the MANCO member to be treated as urgent per the creditor's payment plan. Student Financial Aid complied with all Funder's Memorandum of Agreements and terms and conditions when processing student bursaries.

Quarterly Management Accounts were submitted to ARIGC, GFIC, EXCO and Council at the scheduled quarterly meetings for 2023. The revised SCM policy, Policy on Student Refunds and Student Financial Aid Policy were approved by the Council on 22 June 2023. The Council approved the revised Investment Policy on 28 September 2023. All tenders were awarded within 120 days of the advert or the extended validity period. The divisional operational budget was captured on ITS per cost centre and account allocated on 24 September 2023. The 2024 budget directives compiled based on the Budget Guidelines were approved by MANCO on 6 December 2023. The 2024 strategic, capital, and operational budget was allocated to ITS.

The IOT and Security Building, Main Entrance, South Gate, Drop-off Zone and Pavilion were capitalised within five working days of receipt of the Certificate of Occupation. All acquired assets were barcoded, recorded, and classified within one month of acquisition. Assets approved for disposal by MANCO on 8 November 2023 were disposed of via the garage sale on 8 December 2023

Activity Area 8: Human Resources

Goal 1: Promote a values-driven institutional.

Goal 2: Attract, develop and retain high calibre and talented UMP staff.

Goal 3: Develop and effective and efficient HR function.

Goal 4: Position UMP as high performing institution.

Objectives:

- Facilitate measures to inculcate a values-driven institutional culture.
- Develop and implement visual icons to visually represent the Values.
- Facilitate the development of associated behaviours and acculturation programmes.
- Implementation recruitment systems and procedures to attract talent and potential to the institution.
- Provide academic and skills development opportunities for staff to enhance their work performance.
- Implement a retention strategy to retain exceptional performing staff.
- Provide effective and efficient HR systems and processes.
- Standard Operating Procedures for all critical HR functions to ensure effective and efficient service delivery.

- Provide a quality and professional HR service.
- Promote positive engagement with Organised Labour.
- Facilitate the implementation of the Promotion, Development and Reward of Excellence at all levels of the institution.
- Performance measures and related performance standards are identified.

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

A Values Adherence Workshop for New Employees was designed and implemented during Quarter 4 to ensure new employees understand and are oriented to the UMP institutional culture. In Quarter 2, design work was undertaken to create awareness of the Values Icons. These were illustrated and have been included in the Values Handbook.

To facilitate the development of associated behaviours and acculturation programmes, key associated behaviours for each of the UMP Values were developed and included in the Values Handbook.

A recruitment system was implemented in Quarter 2 in order to enhance recruitment processes. Workshops for Chairpersons and Recruitment and Selection Panel Committee members were held on the 12 and 14 September 2023. Ongoing efforts and initiatives were undertaken in 2023 to ensure effective implementation of the Employment Equity Plan according to set targets. These included the Employment Equity Forum meeting held on 29 August 2023 and the Equity & Transformation Workshop with Organised Labour held on 22 June 2023.

Sixty-five employees were assisted with funding for formal qualifications. A total amount of R1 240 955.56 was spent on funding. Ten employees were assisted with funding for Short Learning Programmes. The total amount of R133 429.75 was spent on Short Learning Programmes. Two employees were assisted with funding for conferences, for a total amount of R15 048.85. Eighteen employees were assisted with funding for workshops, for a total amount of R43 329.75.

A month-by-month analysis of exit reports was undertaken. Thereafter, a quarterly report was prepared to consider retention factors that need to be applied.

The Employee Orientation Workshop for New Employees was reviewed to include a Values Adherence component. A Standard Operating Procedure on Employee Exit Procedures and Processes was approved by Council on 22 June 2023. The Standard Operating Procedure for Payroll was reviewed.

In order to provide effective and efficient HR systems and processes, meetings were set up with divisional and faculty heads to discuss the signing of service level agreements.

A workshop on Performance Standards to promote and uphold Excellent HR Service Orientation was held on 20 June 2023 to ensure a quality HR service is provided.

To promote positive engagement with Organised Labour, MANCO Engagement meetings with Organised Labour were held with NEHAWU on 21 February 2023, NTEU on 22 February 2023, NEHAWU on 23 August 2023, NTEU on 24 August 2023, NTEU on 30 October 2023 and with NEHAWU on 31 October 2023.

To facilitate the implementation of the Promotion, Development and Reward of Excellence at all levels of the institution, all activities were monitored and completed in accordance with the PDRE Policy.

Performance standards for the Cleaners and Cleaning Supervisor positions were completed.

**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
2023	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.

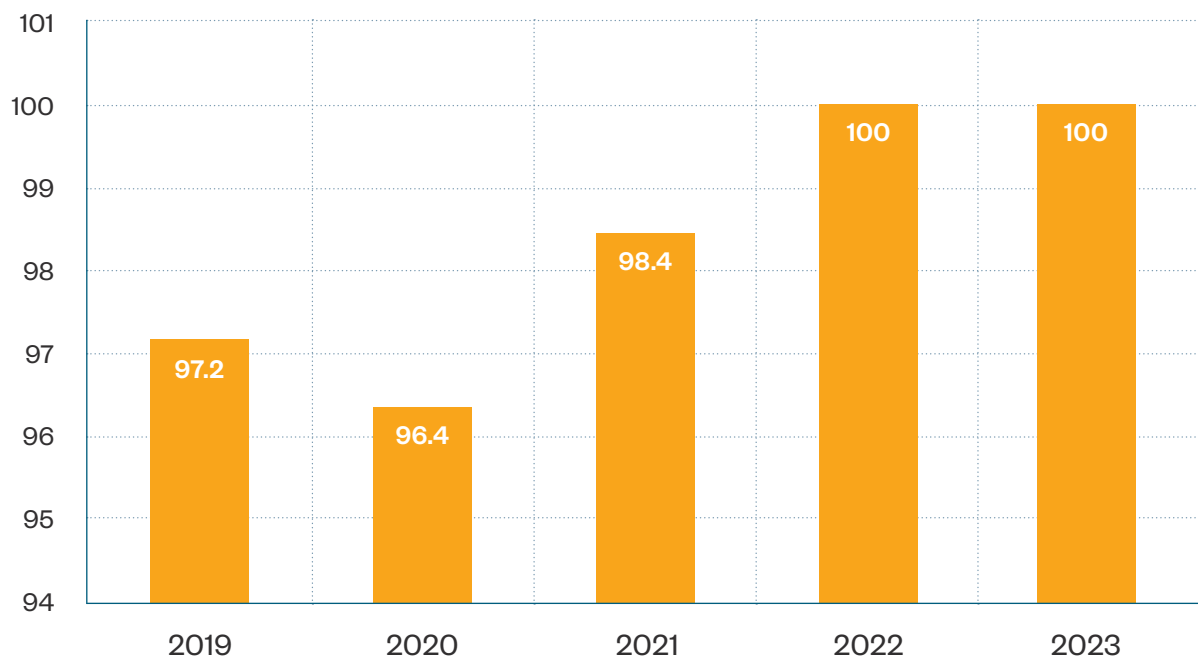


Figure 1: Average Performance (2019-2023)

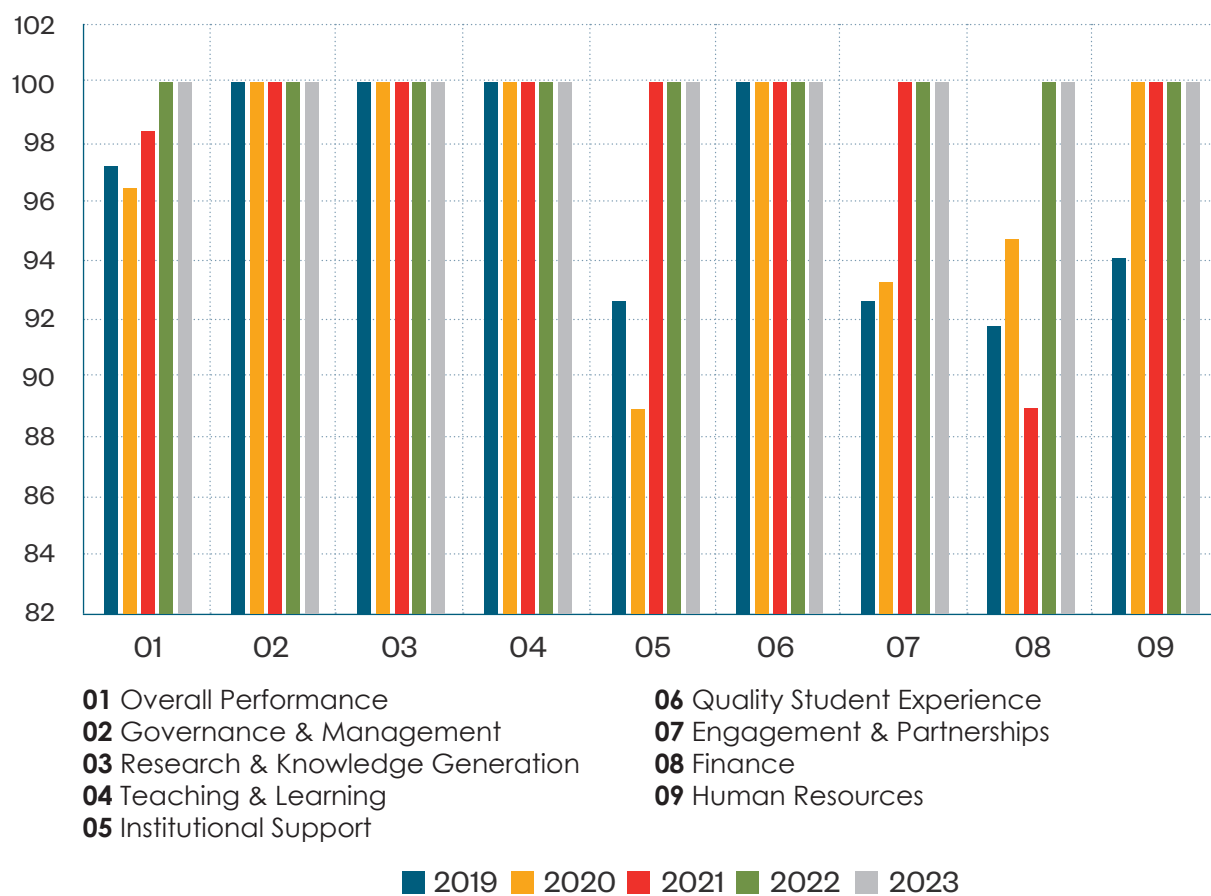


Figure 2: UMP Performance Chart (2019-2023)

2.4. CONCLUSION

The report captures performance against targets as per the 2020 – 2025 Enrolment Plan. Performance on the Annual Performance Plan (Internal) was outstanding at 100% for all 8 Activity Areas. Ongoing monitoring has taken place to ensure that implementation takes place. The parameters of access, success, efficiency and research outputs were attained – mostly with deviation above targets. Where deviations were below target, plausible explanations are provided.

A strong culture of empowerment and support exists so that people are not left to their own devices, but are provided with tools and resources that will ensure their success.

The increase in the number of staff with Masters and Doctoral degrees is noteworthy. So too the increasing numbers of rated researchers- thus bolstering the research capacity of UMP. Furthermore, the use of technology in teaching and learning is a step in the right direction. Embedding our programmes in Work Integrated Learning (WIL) goes a long way in improving the employability of our students.

Also worthy of note is the 90 % Wi-Fi coverage. This comprehensive access, however, takes place in tandem with stepped up cybersecurity training – as a safety measure and risk mitigation.

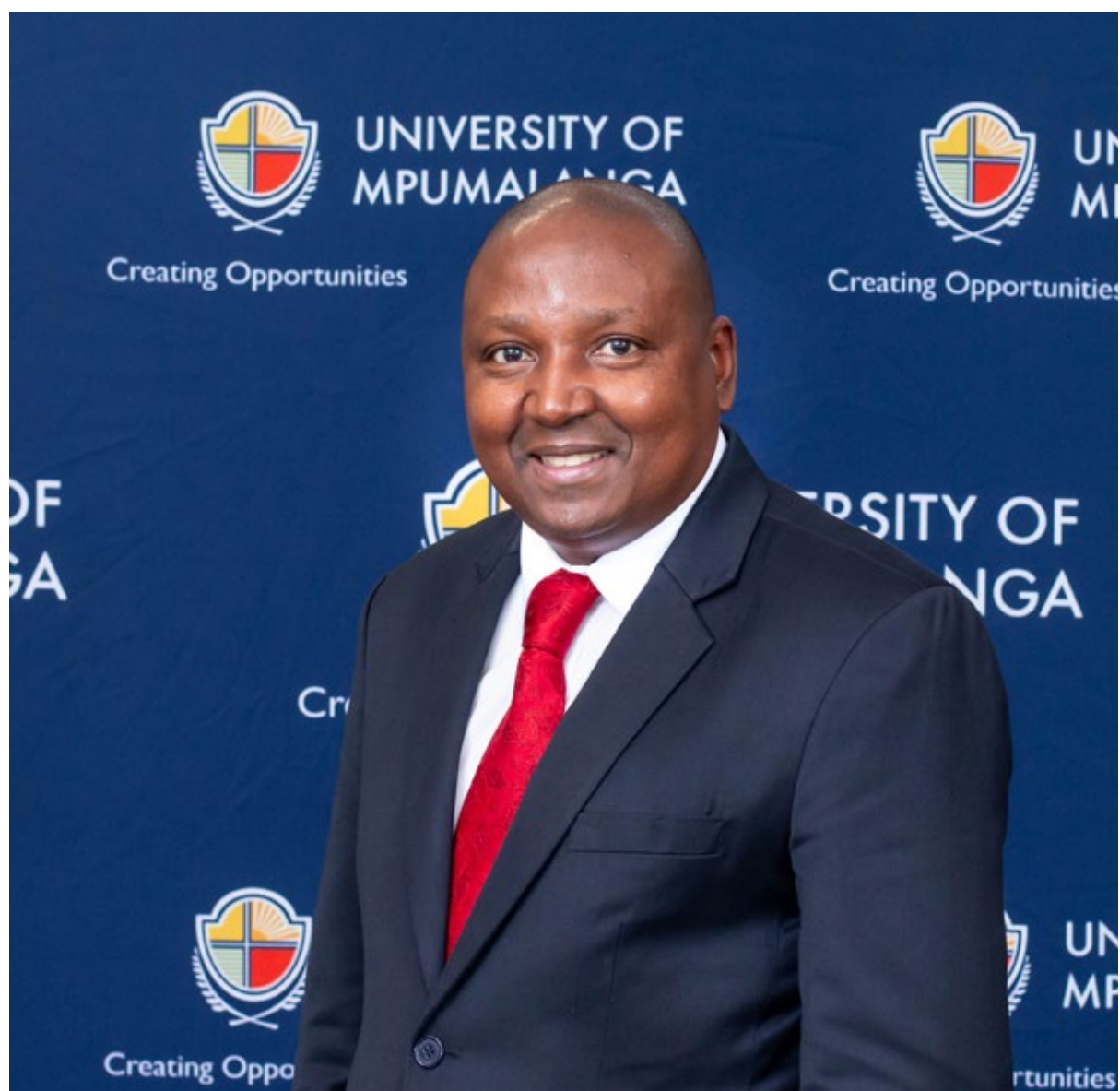


Mr SG Mahlalela
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor

3. REPORT OF THE CHAIRPERSON OF COUNCIL



Mr SG Mahlalela, 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 2030) and to ensure sound governance in the institution. 2023 marked the first year of the implementation of Vision 2030, the eight-year strategic plan that was approved by Council on 19 October 2022. As a result, one of the responsibilities of Council in 2023, was to provide guidance in the implementation of the new Strategic Plan: Vision 2030 by ensuring the alignment of the Annual Performance Plan and the Strategic Plan, Vision 2030. Council and Council Committees were functional in 2023 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. Council members had the opportunity to propose amendments to the Charters, if deemed appropriate.

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. External experts were appointed for the Committees requiring specialised expertise such as the Human Resources Committee of Council and Audit, Risk and IT Governance Committee of Council.

3.2. GOVERNANCE

Council as part of its fiduciary responsibilities, ensures that legislative and regulatory compliance are 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. The institution has developed a checklist to monitor regulatory compliance.

Governance has been characterised by a clear division of responsibilities between Council and MANCO. Council being responsible for the oversight role and MANCO responsible for the day-to-day running of the institution.

New members of Council were taken through a comprehensive induction process to familiarise themselves with the governance of the University of Mpumalanga, as a higher education institution, and the applicable legislation. The induction of new members was attended by existing members who wished to remind themselves of the necessary information.

The University Council met quarterly in a hybrid format 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 and the Vice-Chancellor had regular communication on matters pertinent to the University. 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
- Governance and Management
- Academic Matters
- Information Communication Technology and Operations
- Vibrant Student Life
- Human Resources
- Finance
- Partnerships and Engagement
- Maintenance and New Infrastructure Projects

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 2030. 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 2030.

The performance of the institution on the Department of Higher Education and Training Annual Performance Plan has been very good with a few deviations being noted. The deviations were as a result of overachievement and a few deviations as a result of underachievement. The reasons for the deviations were mainly external, such as the delay in the accreditation of qualifications by the Council on Higher Education and limited funding for postgraduate studies.

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 2023. The reported performance was 100%.

One of the highlights in 2023, was the 10th Year Anniversary Celebrations of the establishment of the University which took place on 3 November 2023. The Celebrations were preceded by Built-Up events which commenced on 3 August 2023.

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

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 2023, 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 2023/2024 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 and by the Audit, Risk and IT Governance Committee of Council. 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 submitting the Institutional Risk Register on a quarterly basis to the Audit, Risk and IT Governance Committee of Council, reporting on the progress with the implementation of the action plans, identification of any UMP emerging risks, overall challenges experienced for the quarter, interventions by management to address the challenges and the assessment by the Risk Management Committee of the effectiveness of risk management for the quarter under review. The emerging risks identified in 2023 were associated with the NSFAS Direct Payments.

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 and reported to the Audit, Risk and IT Governance Committee of Council (ARIGC). The External and Internal Auditors attended the meetings of ARIGC and the Audit Steering Committee by standing invitation. The attendance of the 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 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.

3.5. GOVERNANCE OF INFORMATION AND COMMUNICATION TECHNOLOGY

MANCO directed and monitored the ICT Division to deliver measurable value through ICT by ensuring that ICT projects and services are delivered with appropriate quality, on time and within the specified budget. Reports were presented at MANCO

and written periodic reports and policies were submitted to ARIGC for either noting or consideration. MANCO approved the revised ICT Standard Operating Procedures which describes measures that will ensure the effective Governance of ICT services and the improvement of service delivery. The updated ICT Standard Operating Procedure which includes the following: Email Filtering Procedure, Web Security Procedure, Logging and Monitoring Procedure and Endpoint Detection and Response Procedure were also approved. The ICT Committee provided strategic leadership and ensured the effective and efficient provision of ICT services.

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 and were monitored by the Risk Management Committee and the Audit, Risk and IT Governance Committee of Council. All ICT risks in the University Risk Register were addressed to minimise their impact on strategic objectives of the University. Risks that were identified in the ICT Operational Risk Register were also addressed to minimise the impact of risks on the IT resources and the operations of the University.

3.5.2. CYBERSECURITY RISK

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 appointed the Deputy Director: Information Security responsible for overseeing and managing the information security program within the University. A vulnerability assessment and testing was conducted on the University ICT core infrastructure. The aim is to improve the University's security posture by identifying and addressing potential weaknesses before they can be exploited by malicious actors. The identified findings were not critical, and they were successfully remediated by ICT technical staff.

ICT Services launched online cybersecurity awareness campaigns for staff and students. The aim of the campaigns was to promote safe online practices and mitigate the risks of social engineering attacks. Cybersecurity presentations were made to new staff and new students during the new staff induction and during student orientation respectively. Cybersecurity security video links were sent to staff and students. A cybersecurity event was held with cybersecurity presentations made to staff members by a Guest Speaker and ICT staff.

A simulated phishing campaigns for both staff and students were conducted with fraudulent, malicious-like emails sent to both staff and students and assesses their response behaviour which helped to evaluate the likelihood of staff member or student falling for a phishing attack. ICT technical staff were assigned slots to make cybersecurity presentations at the orientation for new students. 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 staff laptops, as the second phase, to proactively shrink the attack surface, prevent malware infection, and automating responses and remediation procedures with customizable playbooks.

3.5.3. IOT DEVELOPMENTS AT BOTH CAMPUSES

SIYABUSWA CAMPUS AUDIO-VISUAL UPGRADE

In order to enhance the learning and teaching experiences for students and lecturers, IOT embarked on a project to upgrade and install audio-visual equipment in the lecture halls at the Siyabuswa Campus. The Installation of AV equipment at the auditoria A,B,C,D, E, and F involved the fitting with laser projectors, projector screens, ceiling microphones, document cameras and web cameras at the front and at the back. The Clickshare software application which offers wireless connection to the system offering easy video conferencing and presentation to students was also installed. The project included the installation of modern conferencing technology units in the two boardrooms, ie Campus Director's boardroom and the boardroom in Building 11 which is used by academic staff in order to facilitate online meetings.

TRAINING OF ACADEMICS

Throughout the year, academic staff members received training on the University's learning management systems i.e. Moodle. Academic staff were trained in the following courses: Basic Moodle refresher, Design for Online Learning, Assessment Design for Online Learning, Digital Tools for Oral Presentation, Creating Teams and Linking to Moodle and Uploading Marks from a Spreadsheet to the ITS System.

CCTV UPGRADE

A new 64 Terabytes (TB) Network Video Recorder (NVR) was installed to increase the CCTV storage capacity from 463.TB to 527.TB. The advantages of this upgrade is the ability to store large amounts of footages for a long period of time, provision of high-quality videos and secure remote access. The upgrade accommodates additional cameras that are being installed in new buildings. Quarterly monitoring of the CCTV storage space was performed to ensure the system does not fail to store footages and to ensure that the system is performing as intended. A total of six fixed dome cameras were installed in teaching venues at Siyabuswa Campus. The request for additional cameras was in response to the need for enhanced security measures to safeguard the AV equipment recently installed in the venues.

WIRELESS NETWORK UPGRADE

Additional Access Points (APs) were installed at several buildings around the Mbombela Campus. The Additional APs increased the Wi-Fi coverage and offered the campus high network high performance. The old Wireless Lan Controller

(WLC) at the Siyabuswa Campus was replaced with a new Unit that offered flexible networking, fast and reliable network performance.

MONITORING REMOTE ACCESS TO SERVERS

ICT implemented scripts to monitor remote access to servers. Each time a user logon to a server a notification is sent immediately to the technical staff. A SOC email account will be created and shared with the CIO, Deputy Director: End User Support and Deputy Director: Information Security.

NETWORK MONITORING – SOLARWINDS

The University established a comprehensive logging solution, directing all logs from Firewalls, Servers, and Switches to a centralized syslog server. In response, ICT Services developed a Logging and Monitoring As-Built Documentation Procedure using SolarWinds, outlining the systematic monitoring of logs for critical systems.

FortiEDR

FortiEDR is an endpoint security solution that ensures high availability for systems even during a security incident or breach. It delivers real-time visibility, analysis, protection and remediation for servers and endpoints. It proactively reduces the attack surface, prevents malware infection, detects, and defuses potential threats in real time by providing automated response and remediation procedure. The FortiEDR collector has been installed on all the servers on premises as well as on Microsoft Azure.

FortiEDR has been deployed to staff laptops and all University servers. To date 585 collectors has been deployed to servers and staff. FortiEDR has been configured to alert ICT Services immediately of any attack on staff computers and servers. ICT Services has deployed a FortiEDR appliance which collects syslog files from the FortiEDR and parses the logs to FortiAnalyzer which then send instructions to the Firewall to automatically block all malicious traffic or activities detected from the FortiEDR.

3.5.4. ICT INFRASTRUCTURE INVESTMENT

The table below indicates the capital expenditure for implementing the ICT infrastructure at both campuses. These costs include replacement and installation of ICT network fibre optic, repairing of the underground sleeves, ICT platform maintenance and repairs, dual uplinks replacement and installation, network equipment for new buildings and the Cisco network upgrade for both campuses.

TABLE 4: ICT INFRASTRUCTURE INVESTMENT

No	Project Code	Project Description	ICT Project Budget	Funds Committed	ICT Project Expenditure	ICT Project Remaining
1	L19A	Fibre Optic Sleeve Repairs, Replacements and Dual uplinks installation	R5 780 157	R5 780 157	R5 715 855	R64 302
2	LA19A	ICT Platform Maintenance - Cabling and UPS - 6 Month Campus Maintenance, Server UPS, Farm -2023	R1 331 835	R1 331 835	R1 096 095	R235 740
3	LA19A	ICT Platform Maintenance - CCTV - 6 Month Campus Maintenance, Storage and Farm - 2023	R2 118 586	R2 118 586	R1 805 850	R312 736
4	LA19A	ICT Platform Maintenance - Access, Burglar and Fire, 6 Month Campus Maintenance, Server, Residence Alarms, Visitors Management - 2023	R2 612 740	R2 612 740	R2 608 434	R4 306
5	NBP0023b	Operations Support and Facilities Management Phase 2	R1 858 327	R1 096 786	R497 676	R1 360 651
6	NBP0024	Academic Building 1 - LAW	R6 462 945	R4 110 753	R1 911 179	R4 551 766
7	NBP0025	Academic Building 2 – Nature Conservation	R6 249 527	R3 714 899	R1 840 173	R4 409 354
8	NBP0026	Great Hall	R10 872 919	R5 736 104	R2 696 758	R8 176 161
9	NBP0037	Orchard Campus Chiller Plant	R569 326	R569 326	R255 660	R313 666
10	NIC1027	Cisco Core Network Upgrade Project	R38 561 140	R38 561 140	R30 825 859	R7 735 281

Note: All amounts include vat.

3.6. STRATEGIC LEADERSHIP

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 2023, was Council's successful steering of the first year of the implementation of the new Strategic Plan: Vision 2030.

The engagement between Council members 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. These interactions were in line with the principles and prescripts of the Charter of Council.

The Strategy Committee of Council provided strategic leadership in line with its mandate in relation to the Annual Performance Plans and ensured that the Annual Performance Plans are aligned to the Strategic Plan, Vision 2030. Careful attention was paid in ensuring that there was a clear alignment between the indicators and the implementation measures.

3.7. ASSESSMENT OF INSTITUTIONAL PERFORMANCE PER THE ANNUAL PERFORMANCE PLAN

An outstanding performance was achieved in the implementation of the 2023 Annual Performance Plan. 100% of the objectives were achieved in 2023 in all the eight Activity Areas.

Performance in the following Activity Areas was 100%:

- **Activity Area 1:** Governance and Strategic Leadership and Management
- **Activity Area 2:** Research and Innovation
- **Activity Area 3:** Teaching and Learning
- **Activity Area 4:** 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 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 2023 to focus on the advancement of its Vision and Mission (Vision 2030) and living the Values. Significant to note is the sizable investment in ICT infrastructure, so that the University staff and students have the state-of-the-art technology as this forms the backbone of a 21st Century University.

UMP has continued in its developmental trajectory in relation to teaching and learning, research and engagement. 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.



Mr SG Mahlalela
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 of the activities of the University. In terms of its judiciary responsibilities, Council has to ensure that there is sound governance throughout the University.

Functions

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

- after consultation with the Senate or a committee of the Senate appoints and promotes academic employees.
 - 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 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 Mabunda D M (Chairperson)*	Council Appointee	100%
Mr Mahlalela S (Chairperson)**	Council Appointee	80%
Ms Ledwaba M C*	Council Appointee	20%
Mr Mokoena T G*	Council Appointee	20%
Mr Aling J	Ministerial Appointee	80%
Prof Nhlapo T	Ministerial Appointee	100%
Ms Madliwa N	Council Appointee	100%
Mr Khoza M	Council Appointee	100%
Dr Maduna P	Council Appointee	100%
Ms Ravele N	Ministerial Appointee	100%
Prof Kanyane M	Ministerial Appointee	100%
Ms Madlakana N	Ministerial Appointee	100%
Mr Shabangu W*****	Convocation Representative	60%
Mr Schormann M	Council Appointee	100%
Mr Ndebele T	Convocation Representative	100%
Prof Mbewe	Senate Representative	100%
Prof Lukhele-Olorunju P	Senate Representative	100%
Dr Eggink M	Academic Staff Representative	100%
Dr Twaise N	Administrative and Support Staff	100%
Prof Hilda Israel	Chair of the Institutional Forum	100%
Prof Mayekiso TV	Executive Management	100%
Mr Mnisi M	SRC President	60%
Ms Ndevu A	SRC Secretary General	60%
Prof Lebakeng T***	Council Appointee	100%
M Mthembu B***	Council Appointee	100%
Ms Mfihlo N***	Council Appointee	100%
Prof Boshoff E****	Senate Representative	100%
Dr Stroebel A*****	Executive Management	100%
TOTAL		93%

*Term ended on 16 February 2023

**Appointed as a Chairperson on 17 February 2023

***Appointed as a member of Council on 01 April 2023.

****Appointed as a member of Council on 07 September 2023

*****Resigned as a Council Member 22 August 2023

*****Appointed as a member of Council on 01 July 2023

One special meeting of Council was held as follows:

16 February 2023

Four ordinary meetings of Council were held as follows:

30 March 2023

22 June 2023

28 September 2023

30 November 2023

The average attendance was 93%. 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 Ravele N - Chairperson	100%
Prof Mayekiso T V	100%
Ms Madlakana N	100%
Ms Ledwaba M*	100%
Ms Mfihlo N*	100%
Total	100%

**Term of office ended on 16 February 2023*

**Appointed as a member of the NC on 1 April 2023*

Two ordinary Nominations Committee meetings were held as follows:

07 March 2023

7 November 2023

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 M*	100%
Mr Mokoena G*	100%
Mr Mahlalela S**	100%
Prof Mayekiso T V	100%
Prof Boshoff E***	100%
Prof Mbewe M****	100%
Ms Madliwa N	40%
Prof Nhlapo T	40%
Prof Kanyane B	100%
Ms Ravele N	100%

Mr Schormann M*****	100%
Mr Aling J	100%
Total	84%

*Term of office as a member of EXCO ended 16 February 2023

**Appointed as Chairperson of EXCO on 16 February 2023.

*** Appointed as member of EXCO on 07 September 2023

**** Term of office ended on 31 June 2023

***** Appointed as member of EXCO on 01 April 2023

EXCO held one special meeting on:

25 January 2023

Four ordinary EXCO meetings were held as follows:

22 March 2023

13 June 2023

19 September 2023

21 November 2023

The average attendance was 84%.

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%
Dr Maduna T	100%
Prof Mayekiso T V	100%

Prof Mbewe M**	100%
Dr Stroebel A**	100%
Mr Shabangu W*	100%
Mr Ndebele T	100%
Total	100%

**Resigned as a member of Council on 22 August 2023.*

***Appointed as of the SC on 01 July 2023.*

Four ordinary Strategic Committee meetings were held as follows:

7 March 2023

25 May 2023

31 August 2023

2 November 2023

The average attendance was 100%.

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
Ms Madliwa N	80%
Ms Ravele N (Chairperson)	100%
Mr Tshabalala T	100%
Mr Ganesan P	100%
Ms Mfihlo B	60%
Total	88%

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.

Three ordinary meetings of the ARIGC were held as follows:

8 June 2023
21 June 2023
7 September 2023
13 November 2023

Two Special meetings of ARIGC were held as follows:

20 February 2023
21 June 2023

The Special Meetings were in relation to the approval of the External Audit Plan and the discussion of the Audit findings.

The average attendance was 88%.

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 Schormann M – Chairperson**	100%
Mr Pather K	100%
Prof Mayekiso T V	100%
Mr Aling J	75%
Total	95%

**Stepped down as a Chairperson*

***Appointed as a Chairperson on 1 June 2023*

Four ordinary meetings were held in 2023 as follows:

9 March 2023

1 June 2023

7 September 2023

9 November 2023

The average attendance was 95%.

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 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	80%
Prof Mayekiso TV	100%
Mr Mthembu B*	80%
Prof Kanyane M	100%
Dr Govender L	100%
Ms Ngcwabe L	60%
Total	88%

** Appointed as a member on 30 May 2023*

Four ordinary meetings were held as follows:

2 March 2023
 30 May 2023
 5 September 2023
 7 November 2023

One special meeting was held as follows:

7 December 2023.

The average attendance was 88%.

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	100%
Mr Shabangu W	50%
Mr Khoza M	100%
Total	90%

The membership of the Facilities, Planning and Infrastructure Committee includes one external member who is an independent expert on the Built Environment.

Four ordinary meetings were held as follows:

2 March 2023
23 May 2023
6 November 2023
6 December 2023

The average attendance was 90%.

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
Ms Madliwa N - Chairperson	100%
Prof Kanyane M	100%
Prof Mayekiso TV	100%
Mr Pather K	100%
Ms Ravele N	100%
Dr L Govender	100%
Total	100%

The membership of the Committee includes an external independent expert on remuneration matters.

Two ordinary meetings were held in 2023 as follows:

2 June 2023

13 November 2023

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.

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

4.4.1. STATEMENT ON WORKER PARTICIPATION

The University, through the working relationship established by the Recognition Agreements signed with NEHAWU and NTEU respectively, continued to actively engage the trade unions on both strategic and operational issues affecting the conditions of services of the employees.

As a result, the trade unions actively participated in internal Human Resources structures namely, Human Resources Development and Advancement, Employee Equity Committee, Bargaining Forum, PDRE Moderation Committee to mention a few.

These engagements were held on a quarterly basis and were crucial in maintaining a harmonious working environment and ensuring the well-being of all staff members in the University and in fostering dialogue and transparency in resolving disputes, addressing critical and transformation issues.

During the period under review, engagements with trade unions, individually and/or collectively at times, had helped in bringing about improvements in the conditions of workers e.g. support families of staff members who pass on, provision of the safety and security measures for Hotel & Catering Services, management of Workload for academics and support, and the finalisation of the Harmonisation project in terms of aligning the salary levels of ex-LCA support staff to those of the University.

For the improvement of the conditions of services of workers in the University, robust and fruitful engagements with trade unions at the Bargaining Forum also concluded a new Code of Conduct Policy for staff and paved a way for the discussion of a new Overtime Policy which is being finalised in this financial year.

Due to the established working relationship with the trade unions that the Management successfully resolved through pre-conciliation, an Unfair Labour Practice dispute lodged by NEHAWU at Siyabuswa regarding the process of transferring the Kitchen Staff to Mbombela resulting in the withdrawal of the aforesaid dispute by the union at CCMA.

In transforming the workplace, a bilateral engagement with the majority trade union in the University, NEHAWU was held to discuss conclusion of Agency Shop agreement which will provide for all the “free riders” i.e. non-unionised workers in the University who benefit from the outcomes of negotiations which take place in the Bargaining Forum to pay an Agency Shop fee which is the average of the subscription fees of the two trade unions in the University.

Because we recognize the indispensable role of trade unions in fostering collaboration and championing the rights of our valued workforce, as we commemorated a decade

of excellence in 2023, we proudly engaged with trade unions from the inception of our celebratory journey. Their active involvement, from the initial planning stages to the grand event in October 2023, exemplified our commitment to inclusive decision-making and meaningful partnership. The overwhelming attendance and enthusiastic participation underscored the mutual respect and shared dedication to our collective success. That was a testimony that we celebrate not only milestones but also the enduring partnerships that propel us forward, hand in hand with our esteemed trade unions and workforce.

To ensure continuous, uninterrupted provision of security services at the University during striking security workers, a Minimum Service Agreement (MSA) was negotiated and concluded with security workers and their union representatives consistent with the designation of security services in higher education as essential services by law. The MSA has since been submitted to the CCMA for ratification.

In conclusion, the year 2023 saw proactive engagement with trade unions on both strategic and operational matters, addressing a wide range of issues affecting conditions of employment at the University, resulting in the resolution of disputes, the development of policies, and the enhancement of employee well-being. These efforts underscore the University's commitment to fostering positive labour relations and ensuring a conducive working environment for all.

4.4.2. STATEMENT ON STUDENTS' PARTICIPATION

The University Management, in line with the Statute of our University, continued to promote the effective participation and involvement of student leadership in the matters that relate to students. The promotion of engagement between Management and the student leadership continued during the 2023 academic year. It is, therefore, important to report that the year 2023 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 2023 Almanac. These quarterly meetings accorded the student leadership, at the institutional level, an opportunity to engage the Management of the University on strategic and policy matters relating to students. The other level of engagement was the Dean of Students who held scheduled monthly meetings with the SRC. This was another layer that was available for the SRC to discuss matters with the Dean of Students and the Managers in the Student Affairs Division. There is also the other level of engagement with the student leadership between the Managers: Student Governance and Development, and the CRCs at their respective Campuses. These meetings were held on a monthly basis. The Campus Director at the Siyabuswa Campus also held monthly meetings with the CRC at the Campus. All these meetings were used to ensure that student issues are attended to and dealt with immediately and, more importantly, that the SRC and CRCs participate in matters that relate to the well-being of students at the University. All the engagement meetings

referred to were successful in the promotion of continued engagement between the Management of the University and the students.

The participation of student leadership was not only limited to the engagement with Management at different levels as reported above. 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 students were discussed. Some of the Committees where the SRC was represented are 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 was 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 of the University for that particular year. We are pleased to report that in 2023 this constitutional stipulation was also adhered to and two student political structures, namely, the South African Student Congress (SASCO) and the Economic Freedom Fighters Student Command (EFFSO) were recognised. These two student political structures had the required number of membership during the 2023 academic year. The Managers: Student Governance and Development from both Campuses held quarterly meetings with these student political structures which provided further engagement with student leaders at the University. The engagements with the student political structures have been helpful as matters of interest to the political structures were dealt with in amicable ways. This always helps in alleviating unnecessary student protests.

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 closely with the committees of Student Societies to ensure the smooth functioning of the societies and clubs.

Our milestone in the involvement and participation of the students was shown 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 and concluded on 27 October 2023. The elections were peaceful, incident-free and also free and fair. Voting was via a hybrid mode (online and in person) just as it has been the case in the previous three years.

Management is happy to report that the involvement and continued engagement with student leadership, at different levels, was successfully achieved. This ensured that the voice of students was accommodated on matters that relate to students.

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.



Vice-Chancellor, Chancellor and Chairperson of Council

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 2023 calendar year, the construction projects which were in progress contributed to the achievement of empowerment targets.

5.2. SUMMARY OF JOBS CREATED

TABLE 14: BREAKDOWN OF EMPLOYMENT EMPOWERMENT TARGETS ACHIEVED

General workers	461
Youth	420
Women	151
People with disabilities	5

In 2023, a total of 461 direct jobs opportunities were created. These jobs were predominantly offered to local people from surrounding communities who were employed as General Workers on the projects. Out of the 461 jobs, females accounted for 151 whilst the youth accounted for 420. In total across all projects 5 people with disabilities were employed

5.3. TRAINING OF STUDENTS

The projects have created 42 opportunities for Work Integrated Learning (WIL), Internships, and Apprenticeships for the Built Environment Graduates and Artisans. Below is a presentation of some of the students' details:

VUYO SHABANGU - ADVANCED DIPLOMA IN QUANTITY SURVEYING

Vuyo holds a National Diploma in Construction and an Advanced Diploma in Quantity Surveying from the Cape Peninsula University of Technology. He is a graduate under the mentorship of the NPE's Senior Quantity Surveyor.



SINDY NTEKELE - NATIONAL DIPLOMA IN BUILDING SCIENCES (IN-SERVICE TRAINING)

Sindy is studying towards a National Diploma in Building Sciences at Tshwane University of Technology; she is required to undergo In-service training for a period of 12 months to fulfil requirements for her qualification. She chose to direct her focus on Quantity Surveying as she wishes to pursue her studies in the Advanced Diploma in Quantity Surveying so that she can become a Professional Quantity Surveyor.



THANDIWE NTULI - ELECTRICAL INFRASTRUCTURE AND CONSTRUCTION

Thandiwe studied Electrical Infrastructure at the Nkangala TVET College. She is required to undergo 2 years of onsite training for her to gain experience and competency to be eligible to go for a Trade Test and become an artisan.



NJABULO HLATSHWAYO - NATIONAL DIPLOMA IN CIVIL ENGINEERING

Njabulo is enrolled for a National Diploma in Civil Engineering at the Mangosuthu University of Technology. He is required to undergo In-service training for a period of 12 months to fulfil requirements for his qualification. Njabulo aspires to be a Project Manager.



NOMONDE MOKOENA - NATIONAL DIPLOMA IN BUILDING

Nomonde is enrolled for a National Diploma in Building with the Nelson Mandela University. She is required to undergo in-service training for a period of 6 months to fulfil the requirements for her qualification. She aspires to be a Quantity Surveyor and she is under the mentorship of the NPE's Senior Quantity Surveyors.



AURELIA LEKHOWANE - N6 CIVIL ENGINEERING

Aurelia enrolled for a Nated Diploma in Civil Engineering with the Ehlanzeni TVET College and is required to undergo training for a period of 24 months to satisfy the requirements of his qualification. He is training with the quality team and the Foremen on site as he has shown interest in learning more about quality management.



TSHIDISO DIPHALANE - NQF CONSTRUCTION SUPERVISION

Tshidiso is enrolled for Construction Supervision at the White River Technical College and is under the mentorship of NPE's Supervisors and Foremen. He is being trained on various aspects of his qualification.



KHUTSO THOBEJANE - (NCV) ENGINEERING AND BUILDING CONSTRUCTION (PLUMBING)

Khutso is enrolled for an NCV Engineering and Building Construction Qualification at the Nkangala TVET College. She is required to undertake 3 years of onsite training to fulfil the requirements of her qualification. She is determined to acquire more skills in order to do the Trade Test and become an Artisan.



DINAH SITHOLE - ELECTRICAL INFRASTRUCTURE AND CONSTRUCTION

Dinah is an aspiring electrician who is enrolled for a Nated Diploma in Electrical Infrastructure and Construction at the Nkangala TVET College. She is currently under mentorship of the Contractor's Electrical Team.



TSHOLOFELO MOKOENA - ELECTRICAL INFRASTRUCTURE AND CONSTRUCTION

Tsholofelo is enrolled for a Nated Diploma in Electrical Infrastructure and Construction at the Nkangala TVET College. She is placed with NPE Construction to gain practical knowledge for her to fulfil the requirements of her qualification.



SBONGILE QWABE - (NCV) ENGINEERING AND BUILDING CONSTRUCTION (PLUMBING)

Sbongile is studying towards an NCV Engineering and Building Qualification specialising in Plumbing at the Nkangala TVET College. She is placed on site with the NPE Construction team and Plumbing Contractors in to gain experience to meet the requirements for her qualification.



EMMANUEL MASUKU - CIVIL ENGINEERING STUDENT

Emmanuel is enrolled for a Diploma in Civil Engineering with Revine TVET College. He is required to undergo 4752 hours/24 Months practical experience to fulfil the requirements for obtaining his qualification. He is mentored by Trencon Construction's Construction Manager and the team.



Conducting a pre-concrete survey on the slab soffit using Auto level instrument



Setting-out and checking slab edges

SENAMILE SEGAGE - CIVIL ENGINEERING STUDENT

Senamile is enrolled with Brooklyn City College as a Civil Engineering student. She has been doing in-service training with Trencon construction. She requires 24 Months (4752 hours) of on-site training. After completing her in-service training, she will then apply for her National Diploma in Civil engineering and will be able to graduate.



GRACE SIMPHIWE MANYATHI - NATED DIPLOMA CIVIL ENGINEERING

Grace Simphiwe is enrolled for a Nated Diploma in Civil Engineering with Majuba Technology Centre. She has gained experience in various construction areas since she joined Trencon Construction in 2023. Upon Completion of the training, she will be able to obtain her qualification.



HAKEEM ALI - NATIONAL DIPLOMA BUILDING SCIENCES STUDENT

Hakeem is enrolled for a National Diploma in Building Sciences with Tshwane University of Technology. He is required to undergo a 12 month training period for him to meet all requirements for obtaining his qualification.



**WHITNEY MPOKANE - NATED DIPLOMA CIVIL ENGINEERING-CIVIL ENGINEERING
STUDENT**

Whitney is enrolled with Ehlanzeni TVET College. She has been doing in-service training with Trencon Construction. After completing her in-service training, she will then apply for her National Diploma in Civil engineering and will be able to graduate.



NELISIWE MASHIGOANE - NATIONAL DIPLOMA SAFETY MANAGEMENT-HEALTH AND SAFETY INTERN

Nelisiwe holds a National Diploma in Safety Management from the University of South Africa. She requires on-site training to be registered with SACPCMP Board as a Professional Construction Health and Safety Officer.



KHUMBULANI NKOSI - NATIONAL DIPLOMA: BUILDING-QUANTITY SURVEYING INTERN

Khumbulani holds a National Diploma in Building from the Durban University of Technology. Khumbulani requires practical experience in order to integrate what he has learnt theoretically with what is done in practice to enable him to register as a Candidate Quantity Surveyor with the SAQSP.



TEBOGO PHAHLANE - ELECTRICAL ENGINEERING STUDENT

Tebogo is enrolled for a Nated Diploma in Electrical Engineering with CN Mahlangu College. She is required to undergo 18 months in-service training. Upon completion of her training, she will have met the minimum requirements to obtain her qualification.



NKULULEKO MABASA - NATIONAL DIPLOMA: PUBLIC MANAGEMENT-ADMINISTRATION STUDENT

Nkululeko is enrolled for a National Diploma in Public Management with the Tshwane University of Technology. She is expected to undergo 18 months in-service training in order to comply with the minimum requirements to complete her qualification. She has been training on-site for clerical work and Health and Safety Representative assistant. Upon completion of the structured in-service training, she will be able to obtain her qualification.



5.4. EMPOWERMENT OF COMPANIES

The University has, in its construction empowerment documents, targeted to advance Exempted Micro Enterprises (EME) or Qualifying Small Enterprises (QSE) which are, at least, 51% owned by black people. Below is a summary of the details of some of the companies:

5.4.1. EMBHAYINI TRADING

Name of Company – eMbhayini Trading
Registration Number – 2017/282087/07
Shareholders/Owners – Ndumiso Dlozi
Black Owned: 100%
Address – 9 Raymond Street, Nelspruit 1200

eMbhayini is a local small growing company that NPE Construction has decided to appoint to develop and give them experience to grow. The company had a valid and active CIDB grading of 5GB. eMbhayini has been receiving guidance and mentorship on site.

The total value of works executed (To date) by eMbhayini Trading amounted to **R259 722.41**.

5.4.2. MNDawe 83

Name of Company – Mndawe Construction 83 (Pty) Ltd
Registration Number – 2014/275301/07
Shareholders/Owners – Phineas Masinga
Black Owned: 100%
Address: Stand no 78910 Daantji Trust, Sibuyile 1216

Mndawe Construction 83 (PTY) Ltd is owned by Mr Phineas Masinga which is 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 and Formwork. It is NPE Constructions intention to grow Mndawe Construction.

The total value of works executed by Mndawe 83 Construction (PTY) Ltd amounted to **R5 248 649.29**.

5.4.3. SIDLABAHLEKA CONSTRUCTION

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 which is 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 Bricklaying Company?

The total value of works executed (to date) by Sidlabahleka Construction (PTY) Ltd amounted to **R445 512.42**.

5.4.4. BUANG TRADING

Name of Company – Buang Trading 5 cc
Registration Number – 2004/112444/23
Shareholders/Owners – Nonhlanhla Stella Mabunda
Black Owned - 100%
Address – Stand No. 656/1 Elawini Blvd 2b, Elawini Luxury Estate, 1200

Buang Trading is a new and upcoming company. Trencon Construction has decided to appoint Buang Trading to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 1 CE. After the completion of their scope of works at the Law building, Buang Trading will apply to increase their CIDB Grading.

5.4.4.1. NBP0024: LAW BUILDING

The extent of the works entails Excavations of foundations and backfill behind retaining walls and bases. The total value of works executed by Buang Trading 5 (cc) amounted to **R 423 071.31**.

5.4.4.2. NBP0025: NATURE CONSERVATION BUILDING

The extent of the works entails Excavations of foundations and backfill behind retaining walls and bases. The total value of works executed by Buang Trading 5 (cc) amounted to **R1 500 957.53**.

5.4.5. MBHETSE EXPERT SERVICES

Name of Company – Mbhetse Experts Services (Pty) Ltd. (ID.26)
Registration Number – 2012/129613/07
Shareholders/Owners – John Mbhetse
Black Owned - 100%
Address – 27A Kwartz Street, Nelspruit, 1200

Mbhetse Expert Services is a new and upcoming company. Trencon Construction has decided to appoint them for purposes of capacity development. The company had a valid and active CIDB grading of 5 GB. After the completion of their scope of

works at Law Building, Mbhetse Expert Services will apply to increase their CIDB Grading.

5.4.5.1. NBPO024: LAW BUILDING

The extent of the works entails brick work, plaster work, soft joints and skimming to walls. The total value of works executed by Mbhetse Expert Services amounted to **R4 480 215.86**.

5.4.5.2. NBPO025: NATURE CONSERVATION BUILDING

The extent of the works entails Brick work in foundations. The total value of works executed by Mbhetse Expert Services amounted to **R140 686.57**.

5.4.6. SIVUKILE ENG SERVICES

Name of Company – Sivukile ENG services

Registration Number – 2014/259223/07

Shareholders/Owners – McJoseph Ngwerume

Black Owned - 100%

Address – 14 Gregen Street, Nelspruit ext2, Nelspruit, 1200

Sivukile ENG services is an upcoming company. Trencon Construction has decided to appoint this company to provide them with the necessary experience. The company had a valid and active CIDB grading of 4 CE. After the completion of the Civil works at SIP2005 – Civil and Electrical Infrastructure on West Campus, Sivukile ENG services will apply to increase their CIDB Grading.

The extent of the works entails Road works and layer work, installation of bulk services to the new buildings. The total value of works executed by Sivukile ENG services amounted to **R15 725 262.73**.

TABLE 15: SUMMARY OF EMPOWERMENT OF COMPANIES

Project	Construction Cost	Construction Expenditure	Allowance for SMME Participation	Expenditure towards SMME Participation
NBPO023b: Infrastructure and Operations Building	R 54 471 301.59		R13 809 976.80	R 0
NBPO024: Law Building	R138 001 219.42	R29 323 583.75	R 41 400 365.82	R 13 231 473.17
NBPO025: Nature Conservation	R166 710 763.00	R63 958 000.00	R19 187 000.00	R14 410 000.00

NBP0026: Great Hall	R 494 986 178.83	R144 607850.91	R 118 796 682.92	R 38 150 357.46
NBP0037: Chiller Plant Building	R 19 690 386.32	R 16 712 935.74	R 5 240 515.36	R 6 650 989.99
SIP20005: Civil and Electrical Infrastructure	R54 594 171.33	R31 845 603.00	R9 553 680.90	R7 813 791.00
Total	R 928 454 020,49	R 286 447 973,40	R 207 988 221,80	R 80 256 611,62

The total value of the construction project is R 928 454 020.49. The total construction expenditure on the projects as of December 2023 was at R 286 447 973.40. 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 80 256 611.62**.

5.5. CONCLUSION

The University continues to make progress in ensuring 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 Work Integrated Learning opportunities, Internships, as well as apprenticeships for the Built Environment Graduates and Artisans. These students are provided with mentorship and their practical work experience is logged to ensure that their experience meets the requirements for completion of their qualifications and/or registration as built environmental professionals in the respective disciplines.

6. CAMPUS DEVELOPMENT

6.1. INTRODUCTION

This chapter provides an overview of progress on the University of Mpumalanga (UMP) Infrastructure during the 2023 academic year.

The chapter covers a year during which the University of Mpumalanga completed several academic and support buildings and infrastructure projects on the East Campus. 2023 saw the significant initiation of new academic buildings as well as the first academic projects on the West Campus, which included the Great Hall, the Law Faculty, and the Nature Conservation Building. Substantial support infrastructure to enable these academic buildings were also initiated, including the West campus Central Service Building (NBP000) the expansion of road infrastructure, additional parking spaces and landscaping.

In 2023 both the NBP0019 (IOT and Security Building) and the Gate House to the Eastern Campus were successfully concluded and occupied. The completion of these projects ensured that all planned projects on the East Campus have been implemented, allowing the academic programme to proceed uninterrupted. The completion of the East Campus is a significant milestone as it concludes the implementation process started in 2023.

The construction of a secure perimeter around planned infrastructure on the West Campus, together with improved access to the construction works has dramatically reduced the disruptions and community strife experienced in 2022.

6.2. TOWN PLANNING

Acquisition and Transfer of Land

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 2023, 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.

6.3. CAMPUS BUILDING 2022 - 2023: MBOMBELA CAMPUS OVERVIEW

New Infrastructure Development

The primary focus in 2023 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. The implementation of the first phase of development for the Centre for Entrepreneurship Rapid Incubator and expanded Facilities and Infrastructure Management saw extensive renovations being concluded on the existing DARDLA complex during 2023.

Projects completed in 2023

At the start of 2021/2 several university support projects had been initiated for construction completion within the first quarter of 2023 (except for the Lower Campus Main Gatehouse which forms part of a phased project implementation):

- a) NBP0023A Facilities and Infrastructure Management Building
- b) NBP0031 South Campus Drop-off facilities
- c) NBBP0031: East and South Campus Gate House
- d) NBP0031: South Campus Drop-off facilities

Projects ongoing into 2023

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

- a) NBP0026: Orchard Campus Great Hall
- b) NBP0024: Orchard Campus Academic Building: Law Building
- c) NBP0025: Orchard Campus Academic Building: Nature Conservation Building
- d) NBP0037: Orchards Campus Central Service Building
- e) SIP2006: Great Hall Public Open Space

2023 Start of Planning on new projects

The second phase of development on the West Campus includes a Post-graduate Study and Writing Center and two more Academic Buildings which will provide increased capacity for the growing student numbers. A 200-bed student residence is also planned as part of the second phase to keep up with the growing student numbers:

- a) NBP0028: Media, Culture Communication & Languages building
- b) NBP0029: Forestry Building
- c) NBP0042: Student Residence
- d) NBP0034 Post Graduate Writing Centre
- e) NBP0042 Student Residence
- f) Law Clinic

Infrastructure 2023

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 Campus Boundary Fence
- b) SIP2005 Secondary Site Infrastructure.



figure 3: NBP0031 View inside of South Campus Drop-off facility

6.4. BUILDING AND INFRASTRUCTURE DEVELOPMENT: PROJECTS COMPLETED IN 2023

6.4.1. NBP0031 SOUTH CAMPUS DROP-OFF FACILITIES

On the southern side of the D725, opposite the Lower Campus Main Gatehouse, a public transport stop-and-drop-off facility was required. The drop-off facilities comprise of the necessary road infrastructure to accommodate vehicular drop-off and collection of students. The project makes provision for a safe covered student waiting area with ablution facilities and a guard house. The project was left unoccupied for a number of months, due to the finalisation of the operational procedure between the university and the transport operators. The transport operators have started using the facility from mid 2023, removing many of the taxi's along the D725.



figure 4: NBP0315 South Campus Gate House and Drop-off Area.

6.4.2. 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.

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

Phase 01:

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. The Gatehouse construction was significantly delayed with GVK-Siya Zama construction leaving the project and NPE construction taking over the site in October 2022. Completion of the project was due to intervention by the university, and the changing to NPE Construction to complete the project in late 2023.



figure 5: NBP0031 East Campus Main Gate House



Figure 6: Great Hall 3-D Model Perspective view from the south-west

6.5. BUILDING AND INFRASTRUCTURE DEVELOPMENT: PROJECTS COMPLETED IN 2023

6.5.1. NBP0026 THE GREAT HALL

With the construction of civil engineering services on the Hill and Orchards Campuses having been concluded at the end of 2020, the planning and documentation of the first buildings of the campus has been a key focus 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 has been a key informant in the design process. Due to the complex nature of this building, thorough planning and engagement with the necessary specialists are critical.

The project was initiated in the first quarter of 2020, with ongoing client engagement towards developing design for the remainder of the year with consultant briefing taking place in the last quarter of 2020. 2021 had seen extensive design coordination, works information production and tender, and strenuous value engineering exercises to rationalise the design. The contractor has broken ground in the first quarter of 2023, with the anticipated completion by the end of 2025 ready for occupation for the 2026 academic year.



Figure 7: NBP0026 Construction progres – View of Central Auditorium from galleries



Figure 8: 11 NBP0026 Construction progress – View of Central Auditorium main back gallery towards stage



Figure 9: 13 Construction Progress on the Law Building

6.5.2. NBP0024 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. NBP0024 will house the Faculty of Law and house the Bachelor of Law Programme as submitted to the Council for Higher Education (CHE) for accreditation. The facility will include a combination of raked and flat teaching venues and seminar rooms for up to 390 students collectively, alongside offices and support facilities for academic staff. Specialist programme for the Faculty of Law will include a Moot Court for simulated court proceedings as well as a Law Library.

The project was initiated in the first quarter of 2020. With ongoing client engagement, much of 2021 was dedicated to design coordination, works information production, and tender. The contractor has broken ground in the first quarter of 2023, with the anticipated completion by end of 2024.



Figure 10: Construction Progress on the Nature Conservation Building

6.5.3. NBP0025 ORCHARD CAMPUS ACADEMIC BUILDING 02: NATURE CONSERVATION

This building is planned to house an existing programme within the Faculty of Agriculture and Natural Sciences under the School of Biology and Environmental Sciences, namely Nature Conservation. This will be a relocation from the existing facilities at L006 on Lower Campus which comes as a result of space shortages due to expanding programmes at the current facilities and accommodates the planned expansion of the academic programme to include a BSc. Forestry degree that will be housed in a future planned academic building, NBP0028. The programme for construction completion is the end of 2024. The aim is to make the building available for academic use during 2025.

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

The project was initiated in the first quarter of 2020, with ongoing client engagement towards a developing design for the remainder of the year. Much of 2021 and 2022 has been dedicated to design coordination, works information production, and tender. The contractor has broken ground in the first quarter of 2023, although strenuous value engineering is still ongoing. The anticipated completion by late 2024.



Figure 11: Construction Progress on the Central Services Building

6.5.4. NBP0037 ORCHARD CAMPUS CENTRAL SERVICE BUILDING

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

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

The project was initiated mid-2021 with coordination between the professional team on an ongoing basis. The contractor has broken ground in the first quarter of 2023, with the anticipated completion in the first quarter of 2024.

6.6. 2023 START OF PLANNING ON NEW PROJECTS

The second phase of development on the West Campus includes a Post-graduate Study and Writing Center and two more Academic Buildings which will provide increased capacity for the growing student numbers. A 200-bed student residence is also planned as part of the second phase to keep up with the growing student numbers:

- g) NBP0028: Media, Culture Communication & Languages Building
- h) NBP0029: Forestry Building
- i) NBP0042: Student Residence
- j) NBP0034 Post Graduate Writing Centre
- k) Law Clinic
- l) Sport and Recreation Fields

6.6.1. 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 Faculty of Law, on the Orchards Campus. The building will be home to the Media, Culture & Languages Programme and comprises of both flat and raked lecture / exam venues and seminar spaces that can collectively accommodate 630 students. Additionally, the building will include specialized ICT Laboratories to accommodate the Bachelor of Information and Communication Technology and the Higher Certificate in IOT in User Support, academic support, and an office component. The gross building area is approximately 4000 m² over 3,5 storeys. Construction is target for start at the end of 2024. The platforms for the building have already completed as part of the Law Building project.

6.7. BULK AND SITE INFRASTRUCTURE

6.7.1. SITE INFRASTRUCTURE

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

The focus during 2022 toward the first part of 2023 was to complete the site infrastructure on the West and South Campuses. This infrastructure provided services to the currently construction and future planned new buildings 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,
- Wastewater networks connected to the municipal owned bulk sewer infrastructure, and
- Medium Voltage (11kV) site reticulation cables and miniature substations.

A primary infrastructure project of 2023 was the securing of future building construction sites. To this end security access station and a secure fence/border has been constructed. The result of this has been the uninterrupted construction on the West Campus.

6.7.2. DAMS AND IMPOUNDMENTS ON THE MBOMBELA CAMPUS

Water retaining structures were developed during 2019 to 2021 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 2022 and upgrading and renovations to waterproof and improve the quality of water in East Campus dams were completed



Figure 12: Irrigation and Dams on East Campus

6.8. SIYABUSWA CAMPUS OVERVIEW

6.8.1. ONGOING PROJECTS 2020 - 2023

A number of enabling infrastructure and service projects have been initiated across the Siyabuswa Campus. During 2021 and 2022, coordinated design documentation 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 Sportfield Pavilion.

Phase 1 of the Construction of these infrastructure projects was undertaken during 2023 and Phase 2 to be completed in 2024.

6.8.2. INFRASTRUCTURE WORKS PLAN.

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.

Infrastructure and services that have been designed during 2022 implemented during 2023 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 language 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 to the existing buildings and the existing Sports Pavilion. Concrete repairs works was concluded after inspection by engineers.
- Great Hall Stage renovation – New LED screens, acoustic treatment of the hall & stage curtains were concluded in 2023.

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 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 2023 was on quality assurance following the changes that took place within the sector as a result of COVID- 19. This involved the continuation of online learning together with in person activities, especially in programmes involving laboratories and experimentation. The idea was to retain those technological advances that were brought to bear as a response to online teaching and learning.

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 Mbewe M	DVC: Post Graduate Studies, Engagement and Planning	100%
Dr Stroebe A*	DVC: Research, Innovation and Internationalisation	100%
Dr Bembe M	Academic Staff Representative	75%
Prof Boshoff E	Head of School: Development Studies	100%
Prof Chingombe W	Associate Professor and Chairperson: Timetable Committee of Senate	100%
Ms dos Santos N**	Director: Library and Information Services	100%
Prof Gumede V	Dean: Faculty of Economics, Development and Business Sciences	100%
Prof Gwandure C	Head of School: Social Sciences	25%
Prof Israel H	Dean: Faculty of Education	100%
Dr Khwidzhili RH	Programme Leader: ADPAGX	50%
Prof Kalema B	Associate Professor: IOT	75%
Prof Kutu F	Acting Dean: Faculty of Agricultural and Natural Sciences Sciences and Head of School: Agricultural Sciences	100%
Mr Legodi S	Registrar	100%
Prof Lebakeng TJ***	Council Appointee	33%
Mr Letsoalo L****	Programme Leader: B Agric and BAG-Hons	100%
Prof Lukhele-Olurunju P	Director: Research Management	75%
Dr Machingambi S	Deputy Director: Academic Support Services Division	75%
Prof Mahlomaholo G	Professor: Education	100%
Dr Makgaleng M	Academic Staff Representative: Siyabuswa Campus	100%
Dr Makola M	Director: Academic Planning and Quality Assurance	75%
Dr Maminza P	Dean of Students	100%
Prof Maredza A	Programme Leader: BCom	100%
Dr Mcata B	Programme Leader: BSc Agriculture	75%

Prof Otang-Mbeng W	Associate Professor in Botany	50%
Prof Mini SE	Head of School: Biology and Environmental Sciences	100%
Prof Mlambo V	Programme Leader: Diploma in Animal Production	25%
Mr Mnisi M	SRC President	50%
Dr Molepo J	Programme Leader: Bachelor of Administration	100%
Prof Mwabvu T	Programme Leader: BSc General	100%
Dr Ndlovu M	Programme Leader: Nature Conservation	25%
Dr Ndoro J*****	Programme Leader: B Agric and BAG-Hons	50%
Mr Ndebele T	Council Appointee	100%
Dr Niyimbanira F	Academic Staff Representative	100%
Dr Ngobese D	Programme Leader: Bachelor of Arts	50%
Mr Nwamba S	SRC Academic Officer	75%
Prof Okharedia A	Professor: Social Science	50%
Prof O'Brien G	Associate Professor	50%
Prof Ogujiuba	Associate Professor	50%
Prof Parker D	Professor	75%
Prof Sabela T	Programme Leader: Development Studies	100%
Mr Seema MJ	Programme Leader: Diploma in Agriculture	75%
Ms Shongwe N	Deputy Registrar: Academic Administration	100%
Dr Shabalala A*****	Programme Leader: BSc in Environmental Sciences	100%
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 van Vuuren E	Associate Professor and Programme Leader: Foundation Phase Teaching	100%
Prof Wayi-Mgwebi N	Head of School: Computing and Mathematical Sciences	75%
Dr Wokadala O*****	Programme Leader: Advanced Diploma in Agricultural Production Management and Post-Harvest Technology	67%

Dr Zhakata N*****	Programme leader: Diploma in ICT & Advanced Diploma	100%
TOTAL		90%

**Attended his first meeting in September*
*** Attended her first meeting in June*
**** Attended his first meeting in June*
*****Attended his first meeting in September*
******Resigned as a PL and as a result, her membership*
******Attended her first meeting in September*
******Attended his first meeting in September*
******Resigned as a PL. His last meeting was in June*

Four ordinary meetings were held in 2023 as follows:

8 March 2023
 6 June 2023
 6 September 2023
 1 November 2023

The average attendance was 90%.

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%
Dr Stroebe A*	DVC: Research, Innovation and Internationalisation	100%
Prof Gumede V	Dean: Faculty of Economics, Development and Business Sciences	83%
Prof Boshoff E	Senate Representative	83%
Prof Mbewe M	DVC: Postgraduate Studies, Engagement and Planning	100%
Prof Israel H	Dean: Faculty of Education	100%

Prof Tshikwatamba E	Campus Director: Siyabuswa	67%
Prof Mlambo V	Senate Representative	100%
Prof Kutu F	Acting Dean: Faculty of Agriculture and Natural Sciences	100%
Mr Legodi S	Registrar	83%
TOTAL		90%

Four Ordinary Meetings of the ECS were held as follows:

23 February 2023
 23 May 2023
 24 August 2023
 17 October 2023

Two Special Meetings of the ECS were held as follows:

27 January 2023
 28 February 2023

The average attendance was 90%.

7.5. ACADEMIC PLANNING AND DEVELOPMENT OF THE PROGRAMME QUALIFICATION MIX

Throughout 2023, 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 2023, the University received PQM clearance from the Department of Higher Education and Training and accreditation from the Council for Higher Education for the introduction of new programmes at UMP.

The revised 2023 – 2025 Enrolment Plan was approved by DHET granting UMP permission to introduce Health Sciences programmes. The Business Plan for the introduction of Health Sciences initially starting with a Diploma in Emergency Health Care and a Bachelors degree in Dietetics was submitted to DHET in December 2023.

At the start of the 2023 academic year, the PQM for the University was as follows:

HIGHER CERTIFICATES

- Higher Certificate in Information Communication Technology in User Support
- Higher Certificate in Event Management

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 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 Agriculture
- Bachelor of Science in Forestry
- Bachelor of Laws
- Bachelor of Social Work

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
- Advanced Diploma in Animal Production

POSTGRADUATE DIPLOMAS

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

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
- Bachelor of Commerce Honours in Industrial and Organisational Psychology
- Bachelor of Arts Honours in siSwati
- Bachelor of Science Honours in Entomology
- Bachelor of Science Honours in Geography
- Bachelor of Science Honours in Ecology
- Bachelor of Honours in Gender Studies
- Bachelor of Education Honours in Teaching and Learning

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
- Master of Arts in English Language and Literature
- Master of Arts in siSwati Language and Literature
- Master of Arts in Industrial Psychology
- Master of Arts in Psychology

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 revised 2023-2025 Enrolment Plan.

7.6. TEACHING AND LEARNING POLICY FRAMEWORK

The process to revise the following four teaching and learning policies commenced in 2023:

- Policy on the Recognition of Prior Learning (RPL) and Credit Accumulation Transfer.
- Assessment and Moderation of Student Learning Policy.
- Policy for the Development of New Academic Programmes.
- Policy for the Review of Academic Programmes.

7.7. UNIVERSITY CAPACITY DEVELOPMENT PROGRAMME

Through the University Capacity Development Grant (UCDP), the University received an amount of R 4 044 000.00 for the main budget and amount of 1500 000.00 to support the implementation and management of the UCDP. 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. During 2023, the University successfully implemented the final year of the 3-year cycle (2021-2023). The activities are aimed at developing capacity and driving transformation within three key areas of the University, which is 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 13 February to 17 February 2023, for both Mbombela and Siyabuswa Campuses and the event was attended by first year students. To ensure that students are supported and have a better understanding of the knowledge and skills in a module, to deepen student learning in a peer-supported environment, which will influence retention and success in that module, and eventual graduation, a total of 160 mentors and 100 tutors were recruited and trained to ensure that first-year students are assigned tutors and mentors to support them throughout the year.

In relation to staff development through postgraduate qualifications a total of 20 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. The investment in professional development of academics is aligned with UMP's commitment to academic excellence and student success.

Furthermore, the curriculum development projects, concluded the ICT audit and situational analysis on the use of technology in Teaching and Learning by academics and produced and produced the audit and situational analysis report comprising of the background, technology educational framework, discussion, findings and recommendations.

The University was able to submit satisfactory UCDP annual progress reports to DHET in which all the major implementation targets were achieved as planned. The University also managed to submit a new plan to DHET for the new cycle 2024-2026 with addition of projects like; entrepreneurship, GBV and psycho-social support with a total allocation of R 3 788 100.00.

7.8. ADMISSIONS

The total enrolment at UMP increased to 8480 in 2023. The number of students in each of the qualifications is shown in the table below:

TABLE 18: ENROLMENT STATISTICS

Programmes	2023				
	1st	2nd	3rd	4th	Total
Higher Certificate in Information Communication Technology in User Support	108	/	/	/	108
Higher Certificate in Event Management	66				66
Diploma in Agriculture	244	285	184	/	713
Diploma in ICT	198	144	147	/	489
Diploma in Nature Conservation	160	173	105	/	438
Diploma in Hospitality Management	225	196	184	/	605
Diploma in Animal Production	71	87	51	/	209
Advanced Diploma in Agriculture in Agricultural Extension	40	/	/	/	40
Advanced Diploma in Hospitality Management	13	/	/	/	13
Advanced Diploma in Agricultural Production Management	14	/	/	/	14
Advanced Diploma in Animal Production	10				10
Advanced Diploma in Agriculture Post-Harvest Technology	11	/	/	/	11
Advanced Diploma in Nature Conservation	15	/	/	/	15
Advanced Diploma in ICT	33	/	/	/	33
Postgraduate Diploma in Agriculture	15				15
Postgraduate Diploma in Nature Conservation	4	/	/	/	4
Postgraduate Diploma in Hospitality Management	7	/	/	/	7
Postgraduate Diploma in Information and Communication Technology	17	/	/	/	17
Bachelor of Arts	357	292	364	/	1013
Bachelor of Commerce	164	107	126	/	397
Bachelor of Administration	248	250	158	/	656
Bachelor of Development Studies	299	225	238	/	762
Bachelor of Agriculture	67	72	46	/	185
Bachelor of Science	163	137	106	/	406
Bachelor of Science in Agriculture	75	86	85	133	379
Bachelor of Science in Environmental Sciences	118	94	69	/	281
Bachelor of Education in Foundation Phase Teaching	119	111	117	97	444

Bachelor of Information and Communication Technology	96	76	/	/	172
Bachelor of Laws	238	210	/	/	448
Bachelor of Science in Forestry	32				32
Bachelor of Social Work	113				113
Bachelor of Development Studies Honours	30	/	/	/	30
Bachelor of Agriculture Honours in Agricultural Extension and Rural Resources Management	5	/	/	/	5
Bachelor of Commerce Honours in Economics	17	/	/	/	17
Bachelor of Arts Honours in English	8	/	/	/	8
Bachelor of Arts Honours in Sociology	19	/	/	/	19
Bachelor of Administration Honours	20				20
Bachelor of Science Honours in Entomology	2	/	/	/	2
Bachelor of Science Honours in Ecology	17	/	/	/	17
Ba Honours in SiSwati	6	/	/	/	6
Bachelor of Arts Honours in Geography	3	/	/	/	3
Bachelor of Arts Honours in Psychology	24	/	/	/	24
Bachelor of Commerce Honours in Industrial and Organisational Psychology	3				3
Bachelor of Commerce in Business Management	8				8
Bachelor of Education Honours in Teaching and Learning	4				4
Bachelor of Arts Honours in Gender Studies	4				4
Bachelor of Arts Honours in Industrial Psychology	13	/	/	/	13
Bachelor of Science Honours in Geography	9				9
Master of Agriculture in Agricultural Extension	16	/	/	/	16
Master of Development Studies	21	/	/	/	21
Master of Science in Agriculture	48	/	/	/	48
Master of Education in Early Childhood Education	27	/	/	/	27
Master of Science	34	/	/	/	34
Master of Arts	1	/	/	/	1
Master of Commerce	14	/	/	/	14

Master of Arts in English Language and Literature	1				1
Master of Arts in Industrial Psychology	5				5
Master of Arts in Psychology	8				8
Master of Arts in Siswati in Language and Literature	1				1
PhD in Agriculture	7	4	/	/	11
PhD in Development Studies	1	4	/	/	5
PhD in Science	5	3	/	/	8
TOTAL:	3714	2556	1980	230	8480

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	2023				
	SET	Business & Management	Education	Humanities	Total
Higher Certificate	108			66	174
Diplomas	1849			605	2454
Advanced Diplomas	123			13	136
Degrees	1049	3795	444		5288
Honours	33	146	4		183
Masters	100	51	27		178
Post Graduate Diplomas	36			7	43
PhD	19	5			24
Headcount Total	3317	3997	475	691	8480

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

Category	Number	Percentage
Total student number	8480	100%
RACE		
African	8452	99.7%
White	7	0.08%
Indian	7	0.08%
Coloured	14	0.17%
Chinese		
GENDER		
Female	5238	61.8%
Male	3242	38.2%
NATIONALITY		
South Africa	8446	99.6%
ESwatini	16	0.19%
Mozambique	1	0.01%
Zimbabwe	13	0.15%
Nigeria	1	0.01%
Democratic Republic of Congo	1	0.01%
India	1	0.01%
Germany	1	0.01%

According to Table 20, the majority of students at the University were African (99.7%). The least represented population group in 2023 were Indian and White (,08%). The majority of the students were female (61.8%) as compared to males (38.2%).

7.9. ANALYSIS OF STUDENT ACADEMIC PERFORMANCE IN 2023

The academic performance of students during 2023 was generally good and the pass rate was slightly higher than in the preceding year. As usual, the performance of students in the June and November examinations varied between programmes and between modules within a programme.

The results are summarised in the table below which shows the number of modules where the pass rate was 100%, 85-99%, 50-84% and 20-49%. The University target pass rate is 80%

TABLE 21: 2022 PASS RATE		
Pass rate per module	Number of modules	Percentage
100%	74	9,7%
85-99%	253	33,0%
50-84%	265	34,6%
20-49%	27	3,5%
0-19%	147	19,2%
Total number of modules examined	766	
Average % pass		80,7%

According to be the above table, the average pass rate in 2023 was 80,7%. Measures have been put in place to address the pass rate in those modules that fell below 50%.

7.10. ACADEMIC STAFFING

In 2023, the University employed 160 full time academic staff. In 2023, one nGAP Lecturer joined the University bringing our total to 19. The University submitted an application for five positions in the latest round of nGAP appointments and these have recently been approved.

The percentage of full-time academic staff with Doctorates increased to 47 % in 2023 and we expect this upward trend to continue as our staff complete their doctorates and new staff members with a doctorates are appointed. Four staff members graduated with a doctorate in 2023.

7.10.1. ACADEMIC STAFF QUALIFICATIONS

TABLE 22: DISTRIBUTION OF ACADEMIC STAFF BY QUALIFICATION AND GENDER

Highest qualification	Number	Gender	
		Female	Male
PhD	82 x Full Time staff 4 x Deans 2 x Full Professors 6 x Postdoctoral Fellows 2 x Fixed-term Lecturer Total = 96	28 x Full time staff 1 x Dean 0 3x Postdoctoral Fellow 0 Total = 32	54 x Full time staff 3 x Deans 2 x Full Professors 3 x Postdoctoral Fellow 2 x Fixed-term Lecturer Total = 64
Masters	72 x Full Time staff 9 x Fixed-term 3 x Part-Time Lecturers Total = 84	37 Full time staff 7 x Fixed-term 0 x Part-Time Lecturer Total = 44	35 x Full time staff 2 x Fixed-term 3 x Part-Time Lecturers Total = 40
Honours	23	10	13
Bachelor's Degree	6	3	3
Advanced Diploma and B.Tech	7	4	3
Diploma	5	1	4
Total	221	94	127

According to Table 22, UMP employed a total of 221 academic members of staff in 2023. The majority of the academic members of staff (n=96) had completed a Doctoral degree, followed by n=84 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.

7.11. NEW GENERATION OF ACADEMICS (NGAP)

The nGAP provides universities with opportunities to grow a new cohort of academics, with particular attention paid to transformation in terms of race and gender. The University of Mpumalanga (UMP) has managed to appoint 19 nGAP lecturers in

total. During 2023, two nGAP lecturers resigned from the programme. One had just completed her 6 years in the programme and was about to be incorporated into the staff complement of the University as a permanent Lecturer and the other nGAP Scholar was within two years of completion of the 6 year programme. The University continued to provide support to the lecturers who attended workshops, conferences and those who needed support towards the completion of their PhD studies. Two lecturers Dr Themba Lukhele and Dr Tshepiso Ndhlovu graduated for their PhDs in 2023. The nGAP Manager, nGAP lecturers and mentors attended the nGAP induction convened by DHET on 14-15 September 2023. Dr Precious Shabalala and Dr Themba Lukhele under phase 2 have both successfully completed the programme in 2023.

TABLE 23: NEW GENERATION OF ACADEMICS (NGAP)

NO.	NAME	GEN- DER	MONTH & YEAR OF APPOINTMENT	FIELD OF STUDY	PROGRESS
1	Ms Gebile Ntombela	Female	January 2016	Ecology	Resigned in July 2022
2	Mr Sakhile Nsukwini	Male	February 2016	Environmental Sciences	Active in the programme, finalising PhD studies
3	Dr Precious Shabalala	Female	February 2017	Tourism	Completed the programme and resigned on 28 February 2023
4	Mr Themba Lukhele	Male	January 2017	Development Studies	Completed the programme and still with the University.
5	Ms Busi Ndhlovu	Female	January 2018	Education	Active in the programme
6	Mr Sisa Ngcwangu	Male	January 2018	Hospitality	Active in programme, Finalising PhD
7	Ms Shonisani Mphinyana	Female	January 2018	Economics	Active in programme
8	Mr Msakha Mona	Male	January 2019	Heritage and Culture Studies	Resigned on 30 June 2022
9	Mr Sicelo Dlamini	Male	January 2019	Animal Science	Active in programme
10	Ms Phindile Dube	Female	January 2020	Agriculture	Active in programme
11	Ms MT Bhuda	Female	January 2020	Heritage and Culture Studies	Completed PhD and still active in the programme

12	Sukoluhle Mazwane	Male	May 2020	Agricultural Science	Active in programme
13	Mr Tshepiso Ndhlovu	Male	January 2021	Environmental Sciences	Completed PhD and still active in the programme
14	Mpho Motseki	Female	October 2021	Communication	Active in programme
15	Mr Lebohlang Neo	Male	October 2021	Entrepreneurship	Active in programme
16	Ms Thobile Mawelela	Female	November 2021	Economics	Resigned on 31 January 2023
17	Ms Prudence Kutumela	Female	June 2022	Crop Physiology	Active in programme
18	Ms Promise Mntambo	Female	June 2022	Invertebrate Taxonomy	Active in programme
19	Ms Busisiwe Vilakazi	Female	May 2023	Seed Science and Technology	Active in programme

7.12. 2023 GRADUATION CEREMONY

The 2023 Graduation Ceremonies were conducted in-person on 12 and 13 May 2023 during which 1235 degrees and diplomas were conferred/awarded from 40 qualifications. The majority of the graduates were female at 835 and male graduates were 400. 75 qualifications were awarded Cum Laude. Our graduates came from five countries, namely, South Africa, Eswatini, Mozambique, Zimbabwe and Nigeria.



UMP 2023 Graduation

TABLE 24: 2022 DISTRIBUTION OF GRADUATES BY QUALIFICATION AND GENDER

Programmes	Gender		
	Total	Female	Male
Higher Certificate in Information Communication Technology in User Support	26	8	34
Diploma in Agriculture	106	65	171
Diploma in ICT	50	13	37
Diploma in Hospitality Management	42	25	67
Diploma in Nature Conservation	46	20	66
Diploma in Animal Production	17	6	23
Advanced Diploma in Agriculture	9	7	16
Advanced Diploma in Hospitality Management	4	2	6
Advanced Diploma in Agricultural Production Management	5	11	16
Advanced Diploma in Agriculture Post-Harvest Technology	13	3	16
Advanced Diploma in Nature Conversation	8	5	13
Advanced Diploma in ICT	5	8	13
Bachelor of Arts	112	28	140
Bachelor of Commerce	19	12	31
Bachelor of Administration	31	7	38
Bachelor of Education in Foundation Phase Teaching	65	27	92
Bachelor of Development Studies	70	35	105
Bachelor of Agriculture	10	13	23
Bachelor of Science in Agriculture	61	32	93
Bachelor of Science in Environmental Science	16	6	22
Bachelor of Science	24	10	34
Postgraduate Diploma in Nature Conservation	3	1	4
Postgraduate Diploma in Hospitality	5	1	6
Postgraduate Diploma in ICT	5	5	10
Bachelor of Agriculture Honours	13	3	16
Bachelor of Science Honours in Geography	2	3	5
Bachelor of Science Honours in Ecology	6	1	7
Bachelor of Science Honours in Entomology	1	2	3

Bachelor of Arts Honours in English	4	2	6
Bachelor of Arts Honours in Sociology	11	2	13
Bachelor of Arts Honours Industrial Psychology	17	2	19
Bachelor of Arts Honours Psychology	8	3	11
Bachelor of Arts Honours in Siswati	5		5
Bachelor of Development Studies Honours	12	7	19
Bachelor of Commerce Honours in Economics	8		8
Master of Development Studies	3	1	4
Master of Agriculture in Agricultural Extension	6	6	12
Master of Science in Agriculture	2	2	4
Master of Education in Early Childhood Education	5	1	6
Master of Science	1	2	3
TOTAL	835	400	1235

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
Rucrecia Ngiwethe Venacio	Female	Industrial Psychology
Caroline Vuyelwa Magagula	Female	Development Studies
Thobile Mkhwanazi	Female	Agriculture
Amahle Lungile Madiba	Female	Economics
Mfanafuti Armstrong Makome	Male	ICT
Nicholus Mnyambo	Male	Agriculture

According to Table 25, Six Academic Talent Stewardship Fellows were appointed in 2023 in Agriculture, ICT, Industrial Psychology and Development Studies.

7.13. ACADEMIC SUPPORT AND STAFF DEVELOPMENT

Academic support and staff development continued to be an important priority in 2023. 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 November 2023, four UMP academics graduated with a Diploma in Teaching and Learning from the Haaga Helia University of Applied Sciences while four others who were enrolled for the Post Graduate Diploma in Higher Education (PGDHE) with the University of Johannesburg also successfully completed 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:

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 workshops were offered internally through the facilitation of Dr Machingambi on 17 February and 01 March 2023. The first workshop was offered at the Mbombela campus and was attended by 8 academics whilst the second one, which was held at the Siyabuswa campus had an attendance of 10 academics.

The workshop forms part of UMP's identified core modules which every member of teaching staff is expected to attend particularly newly appointed and early career academics. The workshop focused on the following amongst others:

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

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 31 March and 03 October 2023. 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 17 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.

Developing and Aligning Learning Outcomes, Assessment Criteria and Teaching Methodology

The workshop was held on 25 April 2023 and was attended by 11 participants drawn from different divisions. The workshop was meant especially for new and early career academics as well as n-GAP scholars. The main aim of the workshop was to develop capacity in the design of SMART learning outcomes when designing teaching and learning activities. It was also meant to assist academics enhance their competence to align learning outcomes with teaching and learning activities and assessment methods.

The workshop participants were asked to complete evaluation forms and the comments indicated that the workshop was regarded as a huge success.

Workshop on Assessment and Moderation of Learning

Two workshops on assessment and moderation of learning were held on 18 May and 24 August 2023. Amongst other things the workshops helped develop capacity on the use of SAQA level descriptors in the setting of tests and examinations. Both workshops were held face-to-face to leverage on the advantages of group dynamics.

The first workshop was attended by 17 academics while the second one attracted 38 academics. The workshops 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. In future we may have to consider spreading it over two days during the vacation period.

Workshop on the incorporation of Bloom's taxonomy and critical thinking into teaching and learning and assessment design.

Two workshops were held on the incorporation of Bloom's taxonomy and critical thinking into teaching and learning and assessment design on 29 May and 30 August 2023 at the Mbombela and Siyabuswa campuses respectively. The workshops were facilitated by Dr Machingambi and were meant to provide support to all academics who needed it including new and early career academics. The workshops 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 first workshop was attended by a total of 11 participants while the second one was attended by 10. The workshop was regarded as successful on the basis of the evaluation forms that we received from the participants.

Evaluation of Teaching and the Value of Evaluation Data to inform teaching decisions.

Two workshops on evaluation of teaching and the use of evaluation data were held on 18 September and 02 November 2023 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 15 academics while the second was attended by 09 academics drawn from different schools and programmes. The following aspects were articulated in the workshops:

- (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.

Promoting Reflective and Reflexive Teaching Practice through Teaching Portfolio Development.

Two workshops were held on both campuses on the promotion of reflective and reflective teaching practice through the development of the teaching portfolio. The Siyabuswa workshop was held on 16 October and was attended by 09 participants while the Mbombela Workshop, with an attendance of 15 academics was held on 31 October 2023. The workshops examined the theoretical framework that underpins the portfolio development process as well as the practical steps followed in developing a teaching portfolio. In particular, the workshop focused on the multiple uses of the teaching portfolio as highlighted below:

- (a) as a pedagogic approach
- (b) as way of promoting reflective & reflexive practice
- (c) to promote professional development
- (d) for consideration for promotion
- (e) for quality assurance purposes
- (f) for employment purposes
- (g) for application for innovative teaching grants & Teaching Excellence Awards.
- (h) to promote the Scholarship of Teaching and learning

The workshops also explored the practical aspects of the teaching portfolio focusing on the articulation of the teaching philosophy, the making of claims and substantiating these with reflective evidence. The workshops were rated as very good by the participants and this was also evidenced by their level of engagement with the workshop activities.

Online Teaching and Learning in 2023

Online teaching and learning and capacity development of staff continued to receive good attention in 2023, consistent with the requirements of modern 21st century teaching practice. The E-Learning specialist, Ms Sinazo Matyila planned and implemented important staff development workshops and engagements to support academics 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 February and March 2023 to enhance academics capacity on the use of moodle for teaching and learning. Two 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. One workshop was pitched at the advanced level and was meant for E-learning champions and other academics with advanced skills in E-learning. The basic moodle training workshops were held on 06 and 09 February while the intermediate level were held on 23 and 24 February. The advanced level workshop was held on 24 March.

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 2023 modules. The intermediate training focused on the use of discussion forums and grouping students while the advanced level focused on how to configure assessments and opportunities offered through the quiz features.

Workshop on using educational technologies in teaching and learning and in assessment design.

Two workshops were held on both campuses on the use of educational technologies in teaching and learning and in assessment design. The Siyabuswa workshop was held on 13 February and was attended by 14 participants while the Mbombela workshop, with an attendance of 43 participants, was held on 18 July 2023. The E-learning specialist engaged the participants in many other technology related competencies that are essential in teaching, learning and assessment design. 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

In-person teaching and learning remained the predominant teaching and learning model in 2023 although this was supplemented with blended and online teaching and learning from time to time as dictated by different situations and circumstances. The University was able to intensify practical learning activities and research through its state of the art 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.

TABLE 26: TRAINING PROVIDED TO ACADEMIC STAFF MEMBERS IN 2023

NO	Training	Date
01	Teaching and learning in higher education	17 February 2023
02	Teaching and learning in higher education	01 March 2023
03	Academic Induction for Newly Appointed Teaching Staff	31 March 2023
04	Developing and Aligning Learning Outcomes, Assessment Criteria and Teaching Methodology	25 April 2023
05	Assessment and Moderation of Learning	18 May 2023
06	Incorporating Bloom's taxonomy and critical thinking into teaching, learning and assessment design	29 May 2023
07	Assessment and Moderation of Learning	24 August 2023
08	Incorporating Bloom's taxonomy and critical thinking into teaching, learning and assessment design	30 August 2023
09	Evaluation of Teaching and the Value of Evaluation Data to inform teaching decisions.	18 September 2023
10	Academic Induction for Newly Appointed Teaching Staff	03 October 2023
11	Promoting Reflective and Reflexive Teaching Practice through Teaching Portfolio Development.	16 October 2023
12	Promoting Reflective and Reflexive Teaching Practice through Teaching Portfolio Development.	31 October 2023
13	Evaluation of Teaching and the Value of Evaluation Data to inform teaching decisions.	02 November 2023

7.14. RECOGNITION OF ACADEMIC EXCELLENCE IN STUDENTS

The Academic Excellence Awards Ceremony for the year 2023 were held on 12 May 2023.

The following awards were made:

FIRST-YEAR UNDERGRADUATE DEGREE AND DIPLOMA AWARDS

M Motloung (Degree)
DO Thamaga (Diploma)

FIRST DIPLOMA AWARD

NN Mayekiso (Diploma)
J Mokobane (Diploma)

FIRST DEGREE AWARD

K Ndhlovu (Degree)
NP Lukhele (Degree)
JJ Steyn (Degree)

ADVANCED DIPLOMA, POSTGRADUATE DIPLOMA AND HONOURS AWARD

SP Montoeli (Advanced Diploma, Postgraduate Diploma and Honours)
EN Thabethe (Advanced Diploma, Postgraduate Diploma and Honours)

KENI FOUNDATION AWARD FOR ACADEMIC EXCELLENCE IN ICT

LC Sono (ICT)

SANLAM AWARD FOR ACADEMIC EXCELLENCE IN NATURE CONSERVATION

BP Ngwenya (Nature Conservation)

HL HALL AND SONS ACADEMIC EXCELLENCE AWARD

NN Mayekiso (Diploma)
MS Mokhwanatsi (Gold)

VICE-CHANCELLOR'S AWARDS FOR THE BEST GRADUATE AND DIPLOMATE OF THE YEAR

J Mokobane (First Diploma)
JJ Steyn (First Degree)
SP Montoeli (Best Postgraduate)
JJ Steyn (Best Graduate)

7.15. STUDENT ACADEMIC DEVELOPMENT

To improve students' learning and acquisition of skills, a total of 158 tutors were appointed to serve in the three faculties. The tutors assisted in modules with low pass rates and those with very high enrolments. Tutors received training on planning, facilitation skills, communication skills, online teaching, and classroom management from the Academic Support Services Division. Further training relating to content and specifics was by the faculties where tutors were engaged.

In their work the tutors were supported by their supervisors, the module owners as well as the Tutors were supervised by module lecturers and were supported by the Academic Development Professional, the Peer Tutor Coordinator and Academic Talent Stewardship Programme Fellows (ATSP Fellows).

The average attendance in tutorials across faculties was above 60%. An increase in attendance would always be observed towards and during assessment periods. Online tutorial sessions had higher attendance than contact sessions. As in previous years tutors recorded highest attendance of tutorials towards the final examinations.

Most tutors had more online tutorials than contact sessions due to the shortage of venues. Most venues only become available after the last teaching week, just before examinations and during the examination period.

86.5% of surveyed group of the tutorial programme recipients indicated different degrees of satisfaction for the programme. Tutors were also generally happy about the support they got. More than 80% of regular attendees passed their modules.

(ii) Writing Centre

24 tutors were appointed as writing consultants, 20 for Mbombela Campus and 4 for Siyabuswa Campus. In addition to training received from the Academic Support Services Division, the writing consultants received further training on assignment writing from Faculty Librarians.

At Mbombela campus, writing consultants had a dedicated room, the Writing Centre, at Building 13. Writing consultants at Siyabuswa operate from the library. Writing consultants worked on consultation basis but on few occasions had group sessions. Some students would make appointments with individual writing consultants, and they would arrange to meet at places they found convenient for both. Some consultations took place through emails, WhatsApp or virtual meetings.

First Year Experience (FYE)

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

(i) Orientation for First Year Students

Orientation for first year students took place from the 13 February to 17 February 2023. It was further extended for another week in order to increase the number of students participating in the Orientation Week. The main activities took place at the Multipurpose Hall in Mbombela and Auditorium A and auditorium B. All planned activities carried out as planned. The programme started with the Vice Chancellor welcoming the students to the university and inspiring and motivating them, generating interest for their studies and life at university. Students were then addressed by representatives from divisions to advising them about the services offered by these divisions as well as facilities available for the students. Students were also addressed by their Deans, Heads of Schools, and Programme leaders. In these sessions they were briefed about the courses they had chosen as well as what to expect and what is expected from them.

Orientation also focused on imparting computer related skills to students. Students were assisted to activate their email and Moodle accounts. They were then taught the basics of email writing and Moodle navigation. First time computer users were also taught the basics on how to use a computer. Library and Information Services also had sessions with students where students the students were taken for a library tour and before being introduced to the library online services. Students were also given tours on campus to familiarize with the surroundings and also help them to identify lecture venues.

855 students attended orientation during the scheduled orientation week. Orientation however proceeded into the first two teaching weeks thus a further 653 were assisted by mentors, under the supervision of the Academic Talent Stewardship Programme (ATSP) Fellows and IT Technicians, with email and Moodle activation and navigation, mainly during lunch hours and late afternoons. The information the students missed was later shared with them in the mentorship sessions that followed.

A soft copy of the UMP First Year Experience Handbook, a pdf version was shared with students. Students were also given “The Grad” booklets, which also contain information that assists students to adapt to university life and studies.

The first-year students were issued with pens and notebooks for note taking during and after orientation. Students were also given the trademark UMP “Love My Campus” t-shirts, which they proudly wore every Friday as per custom, starting from orientation week.

(ii) Mentorship Programme

A total of 160 mentors were appointed in. Each study programme had a given number, determined by enrolment, using the ratio one mentor to

twenty students. The first group of mentors, that was required to help during orientation, was trained just before orientation, 9 February 2023 at Siyabuswa campus and 11 February 2023 at Mbombela campus.

The rest of the mentors were appointed and trained after orientation, and then joined the other mentors in providing guidance to the first-year students. Mentors organized and ran sessions with their groups, under the supervision of ATSP fellows. Most mentorship sessions took place between 12h00 and 14h00, a period when a few venues could be found. More sessions were held online in the evenings. The Academic Support Services Division provided guidance on topics to be covered, however some topics were suggested by the mentors themselves, ATSP fellows and lecturers, as they identified gaps when interacting with the students. In some cases, the students themselves would indicate areas of need.

As per the noted trend, in terms 3 and 4, the demand for general mentorship sessions declined. Most of the first-year students would have found their feet. Students tend to need more help on content related issues. Mentors were then allowed to offer tutorials, as per request, on modules that were not allocated tutors.

Mentors initiated several campaigns and ran them with their mentees, the popular one being the “Love My Campus Campaign”. Mentors also collaborated with other groups in various campaigns, coming in as crowd pullers, as they had developed strong bonds based on trust, with their mentees.

Mentors organized their two annual events for first year students, the FYE Debate Contest and the ‘Corversibility’ weekend. The FYE Debate Contest offers the first-year students an opportunity to work together, show their understanding of UMP values, showcase their debating skills, and provide entertainment as they educate one another. This was held on 11 August 2023, and it was a great success and was attended by 615 first year students and 57 mentors.

The second event was the ‘Corversibility’ weekend, a term derived from syllables of some of UMP values, collaboration, diversity, and adaptability was more of a fun for students where students were randomly mixed to make up teams that competed in various games. The event was meant to bring vibrancy in the student community and as well promote the above-mentioned university values. This event took place on Saturday 26 August 2023. The event was quite a success and was attended by 539 first year students.

(iii) FYE Seminars

FYE seminars were held on fortnightly on Thursday evenings from 19h00 to 20h00 virtually via Microsoft Teams. The set time was found to be convenient for students residing at off campus residences as it gave them room to travel to

their destinations, prepare and have supper before the session. Some students would however miss some sessions due to load shedding. This was mitigated by recording these sessions and sharing the recording with students. For each session there was a facilitator and a presenter. These roles were shared by staff driving the FYE programme, that is, the Academic Development Professional, Student Development Officers and ATSP Fellows. There were however cases where some internal and external stakeholders would be invited to present particular topics in their field of expertise. 45 minutes of the scheduled 1 hour for each session would be allocated for a presentation and the last 10 to 15 minutes would be reserved for questions and comments.

Topics covered in the seminars included the following: Study Skills, Accessing Library resources, Time Management, Communication Skills, Safety and Security, 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, Nutrition, Health and Wellness, Managing Stress and Anxiety, and Examination Preparation. The seminars were generally well attended.

(iv) Appreciation for the roles played tutors and mentors.

At the end of the year both tutors and mentors at both campuses were honored with an End of Year Function where they were awarded certificates of participation. The events were held as a gesture of appreciation for the roles played by both tutors and mentors. Mentors and tutors also had the opportunity of being invited guests at the special 10th Year Anniversary Celebration that took place on the 3rd of November 2023.

7.16. RESEARCH AND KNOWLEDGE GENERATION

In this reporting year, 2023, the Research and Innovation Division focused on creating and supporting an environment that fosters research quality, productivity and impact to ensure research capacity development and productivity especially of the emerging researchers. 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 and resulting in five staff members graduating with Masters' and five with Doctoral degrees.

The University of Mpumalanga developed and approved the Intellectual Property Policy. This policy is mandatory for all publicly financed institutions who must comply with the provisions of the Intellectual Property Rights from Publicly Financed Research and Development Act 51 of 2008 (IPR-PFRD Act) which states that IP

emanating from publicly financed research and development must be identified, protected, utilized and commercialized for the benefit of the people of the Republic of South Africa. At UMP, this policy will provide a framework of IP management for various stakeholders and must be read in conjunction with the Code of Conduct for Research at UMP.

The Research Ethics Policy was also reviewed in 2023 and approved by Council. The revised policy continues to inspire researchers at UMP to maintain shared ethical standards in all research, innovative and scholarly activities at the University; engender respect for the dignity and rights of all; articulate ethical norms that transcend disciplinary boundaries; legitimise discussions of ethical issues; and describe the structures and mandates for the ethical review of research conducted at UMP. All Research Policies, processes and procedures were workshopped with new academics, and these were implemented in 2023. Relevant support such as policies, workshops, seminars and data analyses software from other Divisions (Finance, Library and Information Services [LIS] and Information, Communications and Technology [ICT]) were made available and communicated to staff to enable emerging researchers to be conversant with current research, finance, ICT and LIS requirements and conversations on academic publishing such as Open Access debates. The UMP LIS hosted a prominent colloquium during the International Open Access Week on 23 October 2023, and an Author Workshop on Journal Selection, Open Access, Publishing and Peer Review on 2 November 2023.

7.17. 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. R13 509 854.00 was received from NRF/NSFAS for Honours, Masters' and Doctoral students in the form of bursaries in 2023. Also received from NRF were funds for staff amounting to R11 490 266.00 Total funding received from NRF was R25 000 120.00 Other funding related to staff training and development was received from national organizations (NRF, DHET/UCDP, Rhodes university/Citrus Research International, National Institute for Human and Social Sciences (NIHSS), Red Meat Research and Development SA, Agricultural Research Council (ARC), Forestry South Africa (FSA) and DHET-Future Professors Programme (FPP) and international organizations (Erasmus+, WRC and OAK Foundation. UMP also received the Sasol in-kind Fund for Mobile Lab worth R891 387. Staff undertaking postgraduate studies were supported through the UMP Research and DHET UCDP Grants. In 2023, Dr Salmina Mokgehele and Professor Wilfred Otang-Mbeng received funding from WRC that has a capacity-building component (4 Masters' students); Prof Gordon O'Brien and Prof Funso Kutu's projects also factored aspects of capacity building (Masters' and Doctoral students). Mr Ludzula Mukwevho's collaborative project with Rhodes University and CRI 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 National Equipment fund worth R9 977 912.00 including UMP's contribution of R 3 325 971.00.

Dr Ayanda Shabalala attended the DSI/THENSA Supervisor Enhancement Programme in Gauteng Province (23-24 February 2023) and Ms Mpho Sealetse received sabbatical support to finalise her PhD (January-March 2024). Dr Thulisile Bhuda received the 2023 Voice of Heritage Shield Award during the 10th Annual Golden Shield Heritage Awards, hosted by the National Heritage Council of South Africa (NHC). Prof Niyimbanira was accepted into the Second Phase of the Full Professors Programme of DHET.

Postgraduate students and emerging researchers 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 and few of them were assisted financially for physical meetings with supervisors. Staff Development through Mentorship and Research Skills were prioritised to increase the number of staff with relevant research, leadership and management skills and the target groups were identified as emerging and established researchers. We trained in researchers in the following topics; Methodology, 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, Master's and Doctoral Levels. We also identified staff that would attend Professorial training (Future Professors Programme). Our first phase Future Professors Programme trainees had excellent reports and 4 of them, identified by UMP, will attend the graduation in February 2024. Three of our emerging researchers were able to receive NRF Thuthuka Grant. Seven of our researchers were able to apply for NRF Rating in 2023 and Prof Andrew Maredza received a C2 Rating effective January 2024-2029: we await results of the remaining 6 that will be released in 2024.

The annual writing retreat took place in July 2023 and is evidenced by the increase in research outputs submitted to DHET in 2023 (133 journal articles, one book, seven book chapters and six conference proceedings). Five staff received Doctoral and 4 received Masters' degrees in 2023 increasing the percentage of staff with PhDs from 52% to 55%. To promote the commercialisation of research outcomes in the form of products, processes and services among researchers and students, UMP held a workshop titled "Commercialisation of Research Outputs Awareness Workshop" facilitated by Dr Phumuza Langa, from University of Johannesburg, on 6 July 2023. We also had two workshops for students and staff to promote entrepreneurship and creative problem-solving skills in staff and students, facilitated by Prof Kanayo Ogujiuba, on 01 September 2023 and 31 October 2023, respectively.



Teaching and Research Excellence Awards

7.18. RESEARCH EXCELLENCE AWARDS

The University implemented its research excellence award ceremony and Inaugural Research Day to promote, recognise and reward research. The Inaugural Research Day was opened by the Vice Chancellor, Prof Thoko Mayekiso, and the Plenary Session, under the Theme “Advancing Research and Innovation Excellence”, was graced by prominent scholars: Dr Gugu Moche, Acting DCEO, National Research Foundation; Prof Frans Swanepoel, Future Africa Research Chair in Sustainable Food Systems, University of Pretoria and Mr Christian Acemah, Executive Director, Uganda National Academy of Sciences. Researchers and postgraduate students’ participation contributed to the day’s success. The Research Excellence Awards Ceremony held on the same day as the Research Day, 05 December 2023: Prof Kanayo Ogujiuba and Dr Tatenda Dalu received the Faculty Researcher of the Year for FEDBS and FANS, respectively; Dr Ayanda Shabalala received the FANS Faculty Emerging Researcher of the Year award. Professors Vusi Gumede and Funso Kutu received the 2023 NRF C2 Rated Researchers award and Dr Liaan Minnie received the Y2 NRF Rated Research Award.

7.19. 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. Professor Andrew Maredza, a professor in the Faculty of Economics, Development and Business Sciences, submitted for NRF rating in 2023 and received a C2 Rating; two researchers submitted for re-evaluation, three for first time rating and all await their results to come out 2024. The 2023 NRF Ratings were received by Prof D Parker (C2 from C3 re-rating); Dr Tim Forssman (C2), and Dr Mazanai Musara (Y2). The total number of rated researchers at UMP is now 13 after the departure of Dr J Giddy (Y2) and Dr Cawthorn (C1).

TABLE 27: NRF RATED RESEARCHERS

Name	Rating	Period
Dr Musara M	Y2	2023-2028
Dr Minnie L	Y2	2022-2027
Prof Kalema B	C3	2018-2022
Prof Mayekiso T	C3 (Re-rating)	2019-2024 (2013-2018)
Prof Parker D	C2 (Re-rating)	2023-2028 (2017-2022)
Dr Mwabvu T	C2	2018-2023
Dr Ndlovu M	C2 (Re-rating)	2020-2025 (2014-2019)
Prof Kutu F	C2	2022-2027
Prof Gumede V	C2	2022-2027
Prof O'Brien G	C2	2020-2025
Dr Forssman T	C2	2023-2028
Prof Maredza A	C2	2024-2029
Prof Mlambo V	C1 (Re-rating)	2021-2026 (2015-2020)

7.20. 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), Rhodes University, NIHSS, FSA, ARC and UCDP-FPP to the value of R33 174 890, (apart from the DHET UCDP funds) for research purposes, student bursaries, Research Fellow support, Postdoctoral Fellows support, capacity building at High Schools through a Mobile Laboratory contributed by SASOL. UMP appreciates the continued support received from NRF for research projects, Postgraduate students, nGAP and Postdoctoral Fellowship support, and international collaborations in 2023. Dr Thembelihle Makhanya received funding worth R300 000 from NHSS/ University of KwaZulu Natal. Profs Gordon O'Brien, Wilfred Otang-Mbeng and Drs Salmina Mokgehle and Ayanda Shabalala received funding for some of their research projects from Water Research Commission. Linked to the WRC projects was funding for Doctoral and Masters' students. The CRI funding also had a bursary for a Masters' student working with Mr Ludzula Mukwevho. 54 Honours; 30 Masters' and 8 Doctoral postgraduate students received the NRF/NSFAS funding, and seven Postdoctoral Fellows were funded by NRF and UMP in 2023. UMP fully funded two Postdoctoral Fellows in 2023. 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. Dr Salmina Mokgehle got a collaboration on her research project with partner universities from Kenya, Sweden, Ethiopia and Czech Republic.

They got the partnership under the Swedish University of Agricultural Sciences (SLU) under the SLU Global's internal seed funding call 2023. The collaboration is at the amount of R250 000 SKE (Swedish Krona).

7.21. 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; 57.57 in 2021 and 80.2 units in 2022. The decrease of units obtained in 2020 and 2021 was 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 72.53 units in 2023 from journal articles, conference proceedings, books and book chapters. UMP received an Award at the NRF 2023 Research Awards held 31 August 2023. The award given to UMP is the NRF CEO's Special Recognition Award given to an institution that won an award the previous year and has shown continued progress and commitment to excellence in research performance as measured against a selection of critical indicators. The University of Mpumalanga won the NRF Excelleration Award in 2022, hence the recognition by the NRF CEO, Dr Fulufhelo Nelwamondo in 2023.

7.22. POSTDOCTORAL AND RESEARCH FELLOWSHIPS

During 2023, UMP hosted a total of nine Postdoctoral Fellows: five in the Faculty of Agriculture and Natural Sciences, three in the Faculty of Economics, Development and Business Sciences and one in Management and Leadership in Higher Education (Vice Chancellor's Office).

- Dr Luambo Ramarumo, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof W Otang-Mbeng.
- Dr Nicole Sherwood, Postdoctoral Fellow funded by NRF and UMP and mentored by Dr Tim Forssman.
- Dr Ebenezer Gbenga Olamide, Postdoctoral Fellow funded by UMP and mentored by Professor A. Maredza.
- Dr Johnson Adelakun, Postdoctoral Fellow funded by UMP and mentored by Professor K Ogujiuba.
- Dr Mercy Kutu, Postdoctoral Fellow funded by NRF and 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.
- Dr Pule Mpopetsi, Postdoctoral Fellow funded by NRF and UMP and mentored by Dr T Dalu.
- Dr Jessica Comley, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof D Parker.

7.23. PARTNERSHIPS

As an engaged institution UMP places emphasis on partnerships as enablers towards the achievement of UMP Vision. Memoranda of understanding were signed with nine national and five international organisations in 2023. The National organizations are: Mpumalanga Legislature; National Institute for Humanities and Social Sciences (NIHSS); Public Service Sector Education and Training Authority (PSETA); SA National Biodiversity Institute (SANBI); SA National Park Services (SANPARKS); Riverside Park Precinct Association (RPPA); University of the Witwatersrand; Mpumalanga Tourism and Parks Agency (MPTA) and ENSAMO CPA. The international organizations we signed MoUs with are: University of Maryland, Eastern Shore (UMES), USA; Botswana University of Agriculture and Natural Resources (BUAN), Botswana and International Christian University (ICU), Japan. UMP was admitted as the newest member of the Australia-Africa Universities Forum (AAUN) on 4 September 2023 and; a core partner in the highly significant African Research University Alliance (ARUA)-The Guild partnership in July 2023. UMP attended the UK2070 Commission Mission 6 Ministerial Visit at the Net Zero Industry Incubation Centre to discuss the Just Energy Transition (JET) on 17 November 2023.

Four UMP members of the 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 attended the project workshops (17-30 September 2023). UMP also convened the final project meeting of the Erasmus+-funded ELEPHANT project at UMP during 21-25 November 2023. Dr Zakheleni Dube hosted the Pan-African Nematology Network (PANEMA) at UMP (28 February - 3 March 2023) and three of UMP students are studying their Master's degrees at our partner university, Ghent University, Belgium.

Two of our ATSP Fellows (Ms Confidence Ndlovu and Ms Hlengiwe Zulu) attended the FH Joanneum University International Week Programme from 8-12 May 2023 in Austria. The theme for the year was "Tackling the grand challenges from a multidisciplinary perspective". Presentations included "Supporting Sustainability through Interdisciplinary Education" where they learnt about incorporating Sustainable Development Goals (SDGs) into the learning curriculum of universities. In 2023, UMP hosted a student (Ms Chiara Jagersberger) from FH Joanneum University for a Semester under the Students and Staff exchange Erasmus+ Programme UMP has with FH Joanneum University, Austria.

Three staff members and 1 student attended the University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Conference on "One Health" (3-11 December 2023) (8 students and 2 staff members participated online).

UMP participated at the South Africa Sweden University Forum (SASUF) coordinators workshop, held in Durban, 22 August 2023. This two-day workshop included

students that are part of SASUF Students network. The progress of the network collaborations, outcomes of the previous research and innovation week, held at University of Western Cape, 27-31 March 2023, were evaluated and discussed. A call for participation in the 2024 Research Week was made and 8 of our researchers were successful and three of them will be participating at the workshop.

One of UMP partners, Wutivi University, attended our Africa Day celebration after which benchmarking meetings with different divisions at UMP took place. The benchmarking meetings were held with three divisions, The office of the Dean of Students, New Infrastructure Projects and School of Economics, Development and Business Sciences. In July 2023, the UMP Vice Chancellor, Prof Thoko Mayekiso; Dean of Faculty of Economics Development and Business Sciences, Prof Vusi Gumede, and Head of School of Computing and Mathematical Sciences, Prof Ntomboyuyo Wayi-Mgwebi, visited our partner Western Sydney University, Australia.



Public Lecture - Prof Joseph Diescho

7.24. PUBLIC LECTURES AND GUEST SEMINARS

The following Public Lectures were presented in 2023:

- Prof D Thakhathi, from University of Fort Hare, presented a Public Lecture titled “Emotional Intelligence as an essential ingredient of an effective People Management strategy or Strategies for effective implementation of policies

and good governance principles” on 23 February 2023.

- Justice Mbuyiseli Madlanga presented the Archbishop Thabo Makgoba Development Trust Annual Public Lecture on “Ethical and Moral Leadership” on 17 October 2023. As a lead up to the lecture, UMP students participated in an Essay Competition and the student who won the Students’ Essay Competition titled “A Decade of Excellence in Ethical and Moral Leadership at UMP” was Ms Kgomotso Robin Maluka, a Bachelor’s Degree in Hospitality Management student, Faculty of Economics Development and Business Sciences.
- Prof Joseph Diescho presented an institutional public lecture on “South Africa still the epicentre of and for reconstruction of Africa” on 3 August 2023.
- The Vice-Chancellor, Prof Thoko Mayekiso, presented a public lecture titled “Luhambo lwemhlahlandlela (Pioneering Journey)”, with Prof Sipho Seepe as the Respondent on 25 August 2023.

UMP Professors presented the following Seminars in 2023:

- Prof D Parker presented a Seminar titled “The Myth of Wild Africa and the Conservation of Large Carnivores” on 30 March 2023.
- Dr Ogunleye and Ms Precious Leutle, lecturers in School of Computing and Mathematical Sciences presented, at the FANS Research Seminar series, on “The implications of ChatGPT for academics” and on “Cybersecurity governance at SA universities” on 17 April 2023.
- Prof Victor Mlambo presented a seminar titled “Ruminant production for food security, environmental stewardship, and thin waistlines: A philosophical balancing act” on 22 June 2023.
- Prof Robert McCleery, a Fulbright Visiting Professor from USA, presented a public lecture titled “Using Experiments to Guide Mammal Conservation” on 30 October 2023.

The Research and Innovation Division hosted the annual Water Research Commission (WRC) Consultation and Water Sector Engagement on 7 September 2023 and Prof Vusi Gumede facilitated the 16th Meeting of the SA Association of Political Studies (SAAPS) during 13-15 September 2023.

7.25. THE LIBRARY AND INFORMATION SERVICES (LIS)

Openscholar, the UMP’s institutional repository, keeps growing every year with a total of five hundred and sixty-two (562) items. Now in its fourth year, Openscholar houses research and scholarship created by the UMP staff and the post-graduate students, and most of the research outputs are open access, making it freely available to researchers.

On 23 October 2023, the Library and Information Services successfully held an Open Access (OA) Week Colloquium – themed “Community over Commercialization”,

which takes its inspiration from the international Open Access Week held at the end of October every year. Three external speakers presented about Open Access publishing, models, and license agreements. Amongst the speakers were the Vice-Chancellor: Prof Thoko Mayekiso and the Deputy Vice-Chancellor: Research, Innovation, and Internationalization (RII) Dr Aldo Stroebe.

On 2 November 2023, the Library and Information Services held an Author workshop that was attended by UMP staff and students. The workshop covered the following topics: (a) Research/article publishing, (b) Topic discovery, (c) Search strings, (d) Journal selection, (e) Open Access or subscription, (f) Predatory journals, (g) Common rejections, (h) And Peer review. Ms Daneshree Moodley (ScienceDirect and Scopus Consultant).

The Library and Information Services continued to provide research and academic support services to postgraduate students. Several research support services training and workshops were offered by the Library staff.

TABLE 28: POSTGRADUATES TRAINING AND WORKSHOPS

Training	Date
APA referencing Training	March 2023
Finding information resources (Database)	June 2023
Assignment writing and referencing Training	July 2023
Assignment writing and referencing Training	July 2023
Information Literacy Training	August 2023
Endnote Referencing Training	August 2023

In 2023, the Library and Information Services continued to align its core activities and services to maintain its relevance with the core activities of the University by supporting teaching and learning, and research, thereby, enhance student experiences. The Librarians continued consultations through the Ask-a-Librarian service, which provides one-on-one assistance from a Librarian through chat, email, or virtual consultations.

A concerted effort was made to offer a wide range of training and workshops to students across faculties and campuses. The following training was offered to the Undergraduate students:

TABLE 29: UNDERGRADUATES TRAINING AND WORKSHOPS

Training	Date
Introductory Training on the Library and Information Services.	March 2023
Assignment Planning Training	March 2023
Finding Information Sources Training	March 2023
Assignment Writing Training	March 2023
Turnitin Training	March 2023
Referencing Training	March 2023
Assignment Writing and Referencing Training	August 2023
Information Literacy Training	August 2023
Information Sources and Referencing Training	September 2023
Information Sources and Referencing Training	September 2023

7.26. CONCLUSION

Throughout the report, it is evident that Senate was adept at putting the proverbial finger on the pulse of the institution as far as the academic governance of the institution is concerned. The high rates of meeting attendance in the case of Senate Executive speaks to taking the mandate of Senate seriously. Access and articulation in terms of the PQM have been well executed in line with the 2020 – 2025 Enrolment Plan and the revised 2023 – 2025 Enrolment Plan.

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. 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.

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 research outputs (journal articles, conference proceedings, books and book chapters) have continued to improve in line with the research goals of the institution.

The crucial role that Senate plays contributes immeasurably to the overall excellence of UMP in relation to the three missions of the institution, namely, Teaching and Learning; Research and Innovation and; Engagement.



Prof T V Mayekiso
Vice-Chancellor & Chairperson of Senate

8. REPORT OF THE INSTITUTIONAL FORUM OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2023



Prof Hilda Israel – Chairperson of the Institutional Forum

8.1. INTRODUCTION

In accordance with Section 39 (1) of the UMP Institutional Statute and Section 31 (1) of the Higher Education Act (Act No. 101 of 1997) as amended, the Institutional Forum (IF) serves the UMP through the following functions:

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

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

8.2 COMPOSITION AND ATTENDANCE

Revision of Membership of the IF for 2023

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

The Chair for the year 2023 was Prof Hilda F Israel, who was re-appointed on 7 September 2023.

**TABLE 30 : MEMBERSHIP OF THE EXECUTIVE COMMITTEE
OF THE INSTITUTIONAL FORUM**

	MEMBER	DESIGNATION
1	Prof Israel HF	Chairperson
2	Dr Twaie N	Deputy Chairperson
3	Ms Mnisi N	Administration & Support Staff
4	Mr Mnisi MT	Student
5	Dr Khwidzhili H	IF Member

The IF for 2023 constituted 18 members.

The composition and attendance of the Institutional Forum meetings held in 2023 are presented in the Table below.

TABLE 31: MEMBERSHIP AND ATTENDANCE OF THE INSTITUTIONAL FORUM			
	Name	Constituency	Attendance
1	Prof Hilda Israel F	Chairperson	100%
2	Ms Mnisi N*	Support Staff Representative	100%
3	Mr Ubisi A**	Support Staff Representative	50%
4	Ms Madlakana N	Council Representative	100%
5	Dr Maduna P**	Council Representative	75%
6	Ms Shongwe N	VC Appointee	50%
7	Dr Twaise N	VC Appointee	100%
8	Prof Sabela T	VC Appointee	100%
9	Dr Ndlovu M	Academic Staff Representative	50%
10	Dr Dalu T****	Academic Staff Representative	100%
11	Prof Wayi-Mgwebi N	Senate Representative	75%
12	Mr Semosa P*****	NTEU Representative	25%
13	Mr Mokoena G	NEHAWU Representative	75%
14	Dr Maminza P	Management Representative	50%
15	Dr Govender L	Management Representative	50%
16	Mr Mnisi MT	SRC President	100%
17	Mr Bodile E	SRC Deputy President	50%

*The term of office lapsed on 20 July 2023

**The term of office lapsed on 20 July 2023

***Appointed on 01 April 2023

****Appointed on 16 September 2023

*****Appointed on 31 March 2023

8.3. MEETINGS

The Executive Committee held meetings on the following dates:

22 February 2023
03 May 2023
15 August 2023
04 October 2023

The Institutional Forum held meetings on the following dates:

10 March 2023
18 May 2023
07 September 2023
19 October 2023

8.4. REVIEW OF IF ACTIVITIES FOR 2023

The IF aimed to meet its mandate through the activities of its members within the following portfolios:

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

The Parliamentary Portfolio Committee visited UMP on 2 February 2023. The IF was requested to deliver a presentation on the following points:

- Role of the IF.
- Readiness of the college for the 2023 academic year from the worker's perspective.
- Challenges of the students and workers.
- Recommendations.

Prof HF Israel shared a presentation that included the following slides, among others:

Role of the IF



(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.

IF plays an increasing role in developing UMP institutional culture.

Promotes respect for all persons; academic rigour.

Evidence: Workshops; Posters; Observance of Special Days; Uses social media platforms to reach out to holistic UMP audience.

Evidence e.g. Women's Day focus on Gender Based Violence

Discover the Best in You by Living the UMP Values

Excellence
Integrity
Diversity
Collaboration
Adaptability
Relevance
Inspiration

MEANS



Zero
Tolerance
for
Gender
Based
Violence



One of the duties of the IF is to advise Council on the suitability of candidates for executive management positions. At the meeting on 10 March 2023, the IF confirmed the suitability of the two new DVCs whose profiles were presented to the forum. This was submitted to Council through the Office of the VC.

The Institutional Audit was held during the week 22-26 May 2023. Members were interviewed on the IF, its mandate and how it meets this mandate. That we have the above portfolio system in place was commended.

The IF presence was promoted by members within the institution through their daily UMP activities – an integrated approach that is serving the IF well. Staff actively supported UMP events in their capacity as IF members.

Dr N Twaise worked with students living at the residences on a Values-based Living and Learning Programme that inculcated UMP Values, with focus on their contribution to institutional culture.

Having the Dean of Students, Dr P Maminza, as an IF member extended its presence into student activities.

The Academic Project across the institution received additional focus through the IF Chair's role as Acting Chair of the Teaching and Learning Committee.

IF members actively participated in the UMP Sports Day held on 27 May 2023 in Siyabuswa. Providing balance between academic and co-curricular activities was affirmed by both staff and students together enjoying the day – another positive aspect contributing to UMP's institutional culture. The Wellness Calendar was promoted as a means of the IF addressing health matters among staff members.

Women's Month (August) was celebrated across the institution. IF members played an integral role in the organisation of a special Women's Day Breakfast on Mbombela Campus (22 August) and Siyabuswa Campus (29 August). These included Ms N Shongwe, Dr N Twaise, Dr L Govender and Prof HF Israel.

The IF and Faculty of Education held a first *Guest Lecture for Women Student Teachers* on 29 August 2023. The speaker was the VC: Prof Thoko Mayekiso.

Women student teachers at Siyabuswa Campus held a picnic in the gardens organised by Dr N Twaise and their House Wardens. The IF shared a slot here with a short presentation by Prof HF Israel on *Academic Excellence, Protection Against Gender Based Violence* and our individual responsibility for a positive, healthy institutional culture.

The new *UMP Code of Conduct* was approved by Council. Two IF members in Human Resources were directly a part of this revision process - the ED: Human Resources, Dr L Govender, and Ms N Mnisi. They reported that the *Employment Equity Act*

was revised and approved by the Department of Labour. The Human Resources Office uses this Act as a guideline for the induction of new staff members. It also contributes to the transformation of many aspects within the institution.

Collaboration with activities of the Transformation Committee was under way. The Language Policy was still a work in progress. IF members were encouraged to read and be knowledgeable about the *UMP's Policy of Policies* and the *Higher Education Act* – both documents were circulated to IF members.

The UMP held its 10th Anniversary Celebrations on 3 November 2023. IF members were actively involved in activities building up to the main event, which was chaired by Dr Paul Maminza.

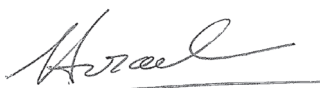
Awareness of the significance of important days is consistently shared through social media. The purpose is to create an institutional culture of knowledge about why we observe these days e.g. Easter; Earth Day; Freedom Day; Africa Day; Youth Day; Sports Day; Mandela Day.

Africa Day saw IF members fully involved in the organisation and programme on Mbombela and Siyabuswa Campuses. The enthusiasm evident at both events – from staff and students – was indicative of how UMP's institutional culture is being shaped to be inclusive of all.

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.

The members of the IF acknowledge the critical role that it plays within the UMP community. It therefore strives to consistently improve how it meets its mandate within the UMP.



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, consolidated and enhanced during the period under review. 2023 was the first year of the implementation of the new Strategic Plan: Vision 2030. The main focus was on familiarising the UMP community with the Strategic Plan. The Strategic Plan builds and consolidates on the achievements of Vision 2022 which guided the development of the University from 2015. In as much as Vision 2030 seeks to build on Vision 2022, it addresses the aspiration to be a high performing University, implementing strategies that advance the Vision and Mission, guided by the values and cognizant of the opportunities and constraints of the external environment.

The main highlight in 2023 was the 10 Year Anniversary Celebrations since the establishment of the University on 22 August 2013, that were held on 3 November 2023, having been preceded by build-up events since 3 August 2023. The theme of the 10 Year Celebrations was, a “Decade of Excellence and Creating Opportunities”. Celebrating 10 years is a recognition of the achievements made over the past decade which also shows the commitment, dedication, and resilience that are attributes that are required to establish an institution. The celebration was about looking back on the past 10 years and acknowledging the growth, change, opportunities and challenges that were faced during the pioneering journey, “luhambo lwemhlahlandlela”.

The provision of management and leadership at the institution was informed by the relevant legislative and regulatory frameworks.

9.2. PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS

One of the administrative achievements was the unqualified audit opinion that was received from Rakoma & Associates, the External Auditors. This was the ninth consecutive unqualified audit opinion that the University received since its inception. The reports received from the Internal Auditors during the course of the year suggest effective and adequate internal controls at the institution. In addition, the Internal Auditors track and monitor the action plans to address the audit findings. Performance on the Annual Performance Plan was 100% in 2023 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 and 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 due to other commitments. 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 as well as messages in the Monthly Newsletter. Constant communication is key to bring about stability and a sense of place to the University community.

Performance across all MANCO portfolios was excellent in 2023 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 in the Values Adherence Evaluation from 3.69 to 4.86 and from 3.64 to 4.77, the overall score. The performance of the institution on the Annual Performance Plan (APP) Internal was 100% in 2023. In view of the fact that the APP is developed from the Strategic Plan of the institution, Vision 2030, the outstanding performance on the APP, suggests a positive implementation of the strategic plan.

The Deputy Vice-Chancellor: Postgraduate Studies, Engagement and Planning, Prof Moses Mbewe and the Deputy Vice-Chancellor: Research, Innovation and Internationalisation, Dr Aldo Stroebel joined the University with effect from 1 July 2023. Their appointment was intended to strengthen the strategic leadership and management of the institution in the portfolios covered by their appointments.

The processes to appoint the Deputy Vice-Chancellor: Teaching and Learning and the Executive Director: Operations were concluded in October 2023 with the date of assuming duties at UMP being 2 January 2024.

The Extended Management Committee (EMANCO) comprising all MANCO members, Senior Directors, Dean, Deputy Registrar and Directors, was provided with training on leadership and management. This training was part of the strategic objective to build capacity in staff.

9.4. MANCO SUB-COMMITTEES

MANCO has established sub-committees to advise it 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 sub-committees make recommendations to MANCO on matters within their terms of reference, thereby, contribute to the day-to-day running of the institution. These sub-committees of MANCO were functional during 2023.

9.5. STAFF INDUCTION

UMP recognizes the importance of the induction of new staff members after joining the UMP. Staff induction is carefully planned by HR and is presented in collaboration with MANCO members. This reflects the importance that is accorded to the induction process as a first step towards the creation of a conducive work environment.

The first step is an onboarding process that is conducted by HR on the first or second day of assumption of duty at UMP. The new staff members are provided with the necessary tools of trade they require to perform their duties such as laptops etc. Division-specific items such as PPE are provided by the respective line managers.

The induction workshops entail the introduction of new staff members to the various MANCO portfolios at UMP. MANCO members share with the new staff members important information in relation to their portfolios including relevant policies and procedures. The new staff members are also introduced to the Strategic Plan: Vision 2030 and the values of the institution by the Vice-Chancellor.

TABLE: 32 NEW STAFF INDUCTION

Campus	Date	Number of Staff
Mbombela	27 February 2023	25
UMP values workshops for new staff	17 October 2023	15
	13 November 2023	22
ACADEMIC STAFF INDUCTION		
First academic staff induction workshop	31 March 2023	17
Second staff academic workshop	03 October 2023	21

In addition to the general induction sessions, induction sessions were held for academic staff members on and 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. The induction of academic staff was co-ordinated by the Academic Support Services Division and involved presentations by the Vice-Chancellor; Director: Research Management; Director: Library and Information Services; Student Counsellor and the Deputy Director: Academic Support Services.

9.6. ADEQUACY OF STAFFING LEVELS

UMP continued with its drive to fill critical academic and support staff positions in line with its Strategic Plan and the introduction of new qualifications following their approval by the Council on Higher Education (CHE). The recruitment strategy focused on recruiting both academic and support staff to the University in order to ensure that the academic project receives the requisite support. 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.

The Employment Equity Plan of the institution was used to guide the recruitment process. The University continued to participate in the nGAP (Next Generation of Academics Programme) under the auspices of the Department of Higher Education and Training (DHET) in its drive to recruit emerging academics. The University continued with the implementation of the Academic Talent Stewardship Programme (ATSP) in 2023 and appointed 6 Fellows as Associate Lecturers for a period of three years which is a programme focussing on Grow Your Own Timber. By the end of 2023, the University had appointed a complement of 15 ATSP Fellows.

TABLE 33 : DISTRIBUTION OF STAFF BY CATEGORY, GENDER, RACE, DISABILITY AND NATIONALITY

Academic Staff	Number	Race
Female	85	African = 68 Coloured = 0 Indian = 3 White = 14

Male	112	African = 104 Coloured = 0 Indian = 0 White = 8
Total	197	African = 172 Coloured = 1 Indian = 3 White = 22
Support Staff	Number	Race
Female	244	African = 234 Coloured = 1 Indian = 3 White = 6
Male	174	African = 167 Coloured = 0 Indian = 3 White = 4
Total	418	African = 400 Coloured = 1 Indian = 6 White = 10
Total Staff	Number	Race
African	573	Female = 302 Male = 271
Coloured	1	Female = 1 Male = 0
Indian	9	Female = 6 Male = 3
White	32	Female = 20 Male = 12
Total	615	Female = 329 Male = 286
Foreign Nationals with Permanent Residence	41	Female = 9 Male = 32
Foreign Nationals without Permanent Residence	3	Female = 1 Male = 2
Total Foreign Nationals	44	Female = 10 Male = 34
Total Staff with Disabilities	10	Female = 4 Male = 6

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 2023 was 615 comprising of 329 females and 286 males. The total number of foreign nationals was 44. The majority of the staff members are African (573) with the other population groups in the minority. The total number of staff with disabilities was 10. The staff with disabilities were provided with the necessary resources and support to perform their duties.

9.7. THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The quality of information available to management and the administrative processes continued to improve in 2023. 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 ITS Integrator 4.1 is enhanced with a reporting tool called Jaspersoft which is used to validate information captured on ITS Integrator and provides detailed information to assist management in making evidence-based decisions.

The Higher Education Data Analyser (HEDA) system provided the University with a tool for management information, analysis and reporting. The information on HEDA is based on the HEMIS data that is audited and submitted to the Department of Higher Education and Training. HEDA aims to ensure that UMP has access to reliable quality information. UMP 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 2023 was implemented through both planned, corrective, and on-demand maintenance tasks. A total of 1 682 planned maintenance tasks were completed, 2 062 corrective maintenance, and 1 251 on-demand maintenance tasks. The Renovation Plan was implemented and monitored through monthly reports. Minor renovation projects were undertaken such as adding a new potato peeling station, adding equipment to laboratories and removing the ESKOM supply connections and connecting to the Local Mbombela Municipality supply via the Nelsriver Substation. The implementation of the Siyabuswa Beautification Project Phase III was part of creating and maintaining quality estates and facilities informed by the needs of students and staff. It included the beautification of the landscaped areas and the planting of flowers.

9.8.2. SAFETY, HEALTH AND ENVIRONMENT

The implementation of the SHE Management Plan 2023 was part of promoting and fostering an environment that was conducive to the health, safety, and protection of UMP's internal and external stakeholders. Between the two campuses a total of 19 toolbox talks and 13 SHE inductions were conducted during 2023. Fire drills were conducted on 18 April 2023, 18 May 2023 and 16 August 2023 at the Mbombela Campus and 5 April 2023 at the Siyabuswa Campus.

The Alien Invasive Species Assessment and Management Plan were implemented during 2023. The National Environmental Biodiversity Act, 2004, Section 73 required the University to exercise a duty of care in relation to invasive species and take steps to control and/or eradicate the listed invasive species. These actions are intended to prevent them from spreading. Multiple land parcels were cleared on the South Campus and between the Nelsriver and the D725 road.

The Pest Control Plan for both campuses was implemented. The plan includes two annual and quarterly pest treatment regimes and monthly for food preparation facilities and bait stations.

9.8.3. HOTEL AND CATERING SERVICES

The Integrated Model for Hotel and Catering Services was successfully implemented with a close working relationship between the Hotel and Catering Services Division and the School of Hospitality and Tourism Management. The Tfokomala Hotel, Conference and Wellness Centre had nineteen Hospitality WIL students placed in various divisions of the hotel for Work Integrated Learning (WIL) from January to June 2023 and nine students from July to December 2023. 66 students were accommodated for practical training from 01 – 07 May. Further 62 students were trained from 15 – 21 May and 55 students from 18-24 September 2023. The training was spread across all operational areas of the Hotel and Catering Services for simulation.

As part of food safety compliance, food safety audits were conducted on 28 and 29 June and on 6 and 7 December 2023 in all kitchens at the Mbombela campus. Pest control programme was implemented every month in all kitchens at the Mbombela Campus as part of compliance and risk monitoring. Hotel and Catering Services attended the Hotel & Hospitality Show in Sandton from 18 to 20 May 2023 as a premium expo for hospitality suppliers in South Africa. The Hotel and Catering Services also participated in the meetings of Africa Exhibition that took place from 28 February to 01 March 2023.

9.8.4. SAFETY AND SECURITY

In order to ensure the safety and security of the University staff, students and visitors, the Security Management Plan for 2023 was implemented and monitored through monthly reports. Two security assessments were conducted at Siyabuswa and Mbombela Campuses on 13 September and 30 November 2023 respectively. The new security service provider (Phepha Security Company) was appointed at Siyabuswa Campus on 01 September 2023 to provide the necessary security services at the campus. The access control was improved significantly at Mbombela campus when the new main entrance and the taxi drop off zone were opened on 01 and 18 September 2023 for staff, student and visitors.

Seven security awareness campaigns were conducted. The awareness campaigns included the safety and security inductions, damage to the University property, access control at student residences, tampering with the security systems, and access control at the main entrance. The following were installed and monitored:

- Fire escapes (buzzers) at the students' residences by the end of June 2023 at the Mbombela Campus.
- Two security cameras at the Hospitality Building storeroom and 1 camera at Building 11 by the end of September 2023.
- 16 CCTV Cameras at Boschrand Farm from 04 - 7 October 2023 and 2 cameras at the Library and Information Services Building from 18-19 November 2023.

The University Operations Division developed the Security Management Framework on 08 August 2023 and updated the Security Management Plan for 2024 – 2026 on 5 September 2023. Further developed 2 Security Management Procedures, the CCTV Management Procedure on 25 October 2023 and the Protest Management Procedure on 22 December 2023.

9.9. STUDENT SERVICES AND CO-CURRICULAR ACTIVITIES

Sports and Recreation Services

The University continued with the provision of sports and recreation services for students. This focus area was in the forefront in creating a vibrant student life during the 2023 academic year. A number of sporting and recreational codes, namely, soccer, netball, basketball, rugby, volleyball, athletics, chess, cricket, and some indigenous games were available for students during the year. We are pleased to report that again in 2023, 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 2023 USSA Tournaments held during the year. Our male Rugby Team was an additional Team that participated in the USSA tournament. The University held two Sports Days in 2023, on 27 May 2023 and on 30 September 2023 at the Siyabuswa Campus and Mbombela Campus, respectively.

The Co-Curricular Awards Gala Dinner was held on 28 October 2023 at the Mbombela Campus. This is an annual event where the University recognises and rewards excellent performance of students in co-curricular activities. The winners get certificates and trophies. Students are very happy about this ceremony and always look forward to it and also hope to be winners. This year we had a total of 14 winners, in both individual and group categories. This event is held in line with the University's Policy for the Recognition of Excellent Student Achievement in Co-curricular Activities. Six 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); Sports team/club of the Year Award (Males); Overall Sports team/club of the Year Award; and Residence of the Year Award. There were 8 Individual Awards that were awarded, namely, Student Representative Council (SRC) Member of the Year Award; House Committee Member of the Year Award; Choir Member of the Year; Society Administrator of the Year; 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. Through this event, the University 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 2023 saw 18 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 continued in the residences during the 2023 academic year. Student Housing ensured that students participated in a number of living and learning activities during the year. The living and learning activities that were held in 2023 included, among others, the Ladies Talk focusing on health awareness and diversity which was held at the Siyabuswa Campus on 30 March 2023; a debate and spelling bee competition as part of launching the Values-based Living and Learning programme at UMP held on 31 March 2023 at the Mbombela Campus residences; the Men's Conference which focused on various issues affecting young men from health to academic matters which was held at the Siyabuswa Campus on 12 May 2023; on 15 August 2023, the Mbombela Campus organized a formal Women's Day for female students and the one for Siyabuswa Campus was held on 30 August 2023 in the form of a Picnic for female students in the residences; on 23 September 2023, Building 13 students, at the Mbombela Campus, embarked on a 'Love my Res' Day under the 'Love my Campus Campaign' by cleaning their residence; and the training of Siyabuswa Residence Student Assistants (RSAs) on 12 October 2023, as Mental Health Ambassadors.

It is pleasing to report that the University continued in 2023 to provide these much needed services and co-curricular activities for our students.

9.10. RELATIONSHIP WITH THE UNIVERSITY COMMUNITY

The relations with the University community can be characterised as having been cordial in 2023. 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 2023 through scheduled meetings as well as through the “open door” policy. Meetings were conducted in hybrid format. Messages were sent regularly to the University Community from the Office of the Vice-Chancellor as a way of motivating staff and students to remain focussed in their activities. Students received encouragement before writing the Mid-Year and End-of-the Year Examinations. There is generally an atmosphere of mutual respect among the members of the UMP community.

9.11. WOMEN’S MONTH ACTIVITIES



Womens Breakfast

UMP celebrated the Annual Women's Breakfast, under the theme: "A Decade of Excellence and Creating Opportunities" in both Campuses, Mbombela on 22 August 2023 and Siyabuswa on 28 August 2023. The Women's Month Breakfast is a recognition and celebration of the women who defied apartheid laws and marched to Pretoria on 9 August 1956. The Women's Month Breakfast was celebrated under the theme, "Decade of Excellence and Creating Opportunities", in line with the theme for the 10th Year Anniversary Celebrations. The UMP women were provided with an opportunity to reflect and share the opportunities that were created for them by the UMP and how they have benefitted from the opportunities.

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

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

TABLE 34: EMPLOYEE WELLNESS

Activity	Date	Event/Awareness	MANCO Champion
World Health Day	07 April 2023	Awareness	Campus Director: Siyabuswa
World Blood Donor Day	08 March 2023 08 May 2023 14 June 2023 29 August 2023 01 November 2023	Awareness Blood Drive (Mbombela Campus)	Executive Director: Finance
	03 March 2023 16 May 2023 22 August 2023 23 October 2023	Awareness Blood Drive (Siyabuswa Campus)	

SANCA Drug Awareness Week	20-26 June 2023	Awareness Drug Awareness Electronic Info Sheet	Registrar
Wellness Day	05 July 2023 (Mbombela) 07 July 2023 (Siyabuswa)	Financial Wellness Day	All
Quarterly Financial Wellness	17 March 2023 (Siyabuswa) 22 March 2023 (Mbombela) 03 August 2023 (Siyabuswa) 04 August 2023 (Mbombela) 02 November 2023 (Siyabuswa) 23 November 2023 (Mbombela)	Financial Literacy, Retirement Benefits and Medical Aid Sessions	
Mental Health Month	01-31 October 2023	Mental Health Awareness	Vice-Chancellor
16 Days of No Violence Against Women and Children	25 November and 10 December 2023	Awareness Campaign	All
World AIDS Day	01 December 2023	Awareness Campaign	All
World Disability Day	03 December 2023	Awareness Campaign	Dean of Students
Blood Donor Drive	30 April 2023 14 June 2023 05 September 2023 11 November 2023	Awareness Campaign	All

9.13. STUDENT HEALTH SERVICES

The University continued to provide health services to students during the 2023 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 appointed the Professional Nurse, on a permanent basis, from 1 August 2023 to provide the health services at the Siyabuswa Campus. This follows the end of the contract appointment of a Nurse who was rendering services to the Campus.

The University provided a number of health services to students, such as, the mental health support group for students living with disabilities focusing on how to adjust to university life which was facilitated by the Student Counsellor on 30 March 2023 and another one on 20 April 2023 for students with disability focusing on building self-esteem. On 21 April 2023 she facilitated a debriefing session for students who were involved in a motor vehicle accident on their way to Campus. Health

counselling and support was provided to a group of students with special needs on 5 May 2023. The Student Counsellor co-facilitated a Peer Educators training on how to conduct awareness campaigns and community outreach on 28 July 2023 as well as a debriefing sessions to enhance teamwork and productivity on 20 and 21 September 2023. The University held a Mental Health Day, on 5 October 2023, focusing on suicide prevention and promoting mental health services. A mental health day event, was held on 11 October 2023, focusing on emotional intelligence in relationships to assist students to gain insight into their maladaptive behaviour which affects their overall functioning and wellbeing. 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 continued with the provision of online counselling services, through Syked, an online counselling service provider, to our students. The online services ensured that students were supported wherever they were during the year. We also continued with the provision of services by sessional Clinical Psychologists for our students at the Siyabuswa Campus during the 2023 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 UMP celebrated Mandela Day under the theme **“The legacy lives on Through You”**. This message encourages and challenge all of us to be active citizens and agents of positive change like Madiba. Various activities were planned this year to honour the legacy of Madiba, and the outreach activities took place on the 18th of July 2023 in both Campuses. Two schools and two community centres were visited by staff and students from each campus.

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

The 2023 ATMDT Annual Lecture was successfully held on 17 October 2023 at the Mbombela Campus. The Guest Speaker was Justice Mbuyiseli Madlanga, a Judge of the Constitutional Court of South Africa. Archbishop Thabo Makgoba also attended the Lecture in person. Students attended and participated during the event. 10 students entered for the Final Year Essay Competition this year and the winner was Kgomotso Maluka, a final year Diploma in Hospitality Management student. The 2023 ATMDT Annual Lecture was successfully held on 17 October 2023 at the Mbombela Campus. The Guest Speaker was Justice Mbuyiseli Madlanga, a Judge of the Constitutional Court of South Africa. Archbishop Thabo Makgoba also attended the Lecture in person. Students attended and participated during the event. Ten students entered for the Final Year Essay Competition this year and the winner was Kgomotso Maluka, a final year Diploma in Hospitality Management student.



The Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecture

9.16. 10 YEAR CELEBRATION OF THE UNIVERSITY OF MPUMALANGA

The University celebrated the 10 Year Anniversary since the establishment of the University on 22 August 2013.

The Table below provides the details of the events that constituted the Build-Up programme to the main event that took place on 3 November 2023.

TABLE 35: BUILD-UP EVENTS	
Date	Activity
03 August	Public Lecture on the topic: "South Africa still the epicentre of and for reconstruction of Africa."
25 August	Seminar on the topic "Luhambo Lwemhlahlandlela"
29 September	Poetry Friday & Heritage Day Celebration
30 September	UMP Sports Day
06 October	Drama Friday
13 October	Music Friday

20 October	Fun Walk/Run Friday
27 October	Panel Discussion Session on the topic “UMP Creating Opportunities”
28 October	World Cup Rugby Final

The Build-Up Events

The schedule of activities listed in Table 35 above, were organised and hosted as Build-up Events which were run under the slogan “Decade of Excellence Fridays” and were held on a Friday. The Decade of Excellence Fridays presented the UMP Community with an opportunity to celebrate the 10th Year Anniversary in action and style. The participation of the UMP Community was overwhelming and humbling. The following section presents the activities that took place during each event as well as the pictures to show the level of participation and enthusiasm of members of the UMP Community.

Public Lecture on the topic:

“South Africa still the epicentre of, and for, the reconstruction of Africa.”

The Public Lecture was held on 3 August 2023. It was the first of a series of events that were building up to the event of 3 November 2023. The Lecture was presented by Professor Joseph Diescho, a Namibian Scholar who is currently based in Bonn, Germany.

His topic was South Africa still the Epicentre of and for the Reconstruction of Africa. He shared his views on the role that South Africa has to play in the development of the Continent of Africa. The lecture was well received by the audience.

It was also broadcasted online through the UMP Social Media Platforms.

Seminar on the topic “Luhambo Lwemhlahlandlela”

The Vice Chancellor of UMP, Prof Thoko Mayekiso, presented a seminar on the Pioneering Journey (Luhambo Lwemhlahlandlela) of UMP. Her presentation shared with the audience the UMP Journey over the period of 10 years, from 2013 to 2023.

Poetry Friday & Heritage Day Celebration

The Poetry Friday and Heritage Day Celebration was held on 29 September 2023. This event was linked to the National Heritage Day Celebration in the Country. Students and staff attended and participated in the event. The Multipurpose Hall at the Mbombela Campus was full to capacity. The same response of staff and students was experienced at the Siyabuswa Campus. Students rendered poetry and heritage activities representing the different cultural groups that are found at the University.

The day was also the official launch of the African Print (the Ndebele art) at the main entrance. This art represents UMP’s African identity and African-ness as an African University which is in line with our Vision, *An African University leading in creating opportunities for sustainable development through innovation.*



Heritage Day Celebration

UMP Sports Day

The Sports Day was held on 30 September 2023 at the Mbombela Campus Sports Fields. This was the second edition of the Sports Day following the one that was held on 27 May 2023 at the Siyabuswa Campus. A number of sports and recreational codes took place on the day, namely, soccer both males and females; netball; basketball both males and females; volleyball both males and females; rugby, chess; athletics; diketo; morabaraba; and nchuvha. The teams from Siyabuswa Campus played against the teams from the Mbombela Campus. Staff also had their soccer and netball teams competing. The day was full of entertainment festivities such as music and dance. The winning teams were awarded medals and trophies. Members of MANCO and EMANCO, led by the Vice-Chancellor, were in attendance.

Drama Friday

The Drama Friday was held on 06 October 2023. Students staged two drama acts. The Main Act was performed by the UMP Chronicles, a Student Drama Society. The act was on Thembi's Journey at UMP - from Registration to Graduation. The students' performance was of high standard and truly reflected on the journey that a student experiences at UMP. It displayed the vibrant student life that students experience during their stay at UMP.

Music Friday

The Music Friday was held on 13 October 2023 at both Campuses. Students and staff attended and participated in the event in song and dance. Groups such as Soulful Melodies; Joy and Band; the UMP Choir; the Quintet; as well as individual performances were rendered by both staff and students. A number of different cultural dance groups also performed on the day.

Fun Walk/Run Friday

The Fun Walk/Run Friday was held on 20 October 2023 on both Campuses. This event was a huge success. Staff and students had entered for the 3 km walk and 5 km run. Both were in 4 categories, namely, staff (males and females) and students (males and females). The 1st ten who finished the walk or the run for each of the 4 categories received medals. And those who came position 1 and 2 also received trophies. The day also featured other activities such as the Aerobics which were led by a Fitness Instructor from Virgin Active: Mbombela. Staff and students enjoyed the aerobics session and participated in huge numbers. The Peer Educators also used the occasion to commemorate the Breast Cancer Month and distributed pink ribbons.



Social Event During the 10 Year Celebrations

Panel Discussion Session on the topic “UMP Creating Opportunities”

The Panel Discussion Friday was an academic session where 4 Academic Talent Stewardship Programme (ATSP) Fellows were the panellists. The moderators were Prof Ferdinand Niyimbanira and Ms Precious Mamogobo, an Honours Student. The 4 ATSP fellows, were Ms Vuyelwa Magagula; Ms Confidence Ndlovu; Mr Moses Sithole and Mr Thabang Mashiloane. The panellists shared with the audience the

opportunities that UMP created and they, as per their statements, grabbed them. These presentations were indeed the affirmation that UMP does live to its Motto of “Creating Opportunities”. Other students from the audiences interacted with the panellist through asking questions during the Q&A session. The session was attended by members of MANCO, E-MANCO staff and students. The VC delivered the welcoming address.

The Rugby World Cup Final Match Celebration

28 October 2023 was the evening of the 2023 Rugby World Cup Final between South Africa and New Zealand. The University also included the final match as part of the build-up events to the 10 Year Celebration after first year student, Mbasa Tunce, sent an email to the Vice-Chancellor requesting for this event. It was accepted with both hands and arrangements quickly made to accommodate his brilliant suggestion. The event was widely marketed and advertised encouraging the UMP Community to attend. Staff and students wore their Springbok attire in support of “Our Boys”. The celebration was a huge success as many people, both staff and students, attended. Also taking into account that South Africa won the World Cup Final and brought the Web Ellis Trophy.

The Formal 10 Year Celebration Ceremony

The Formal 10 Year Celebration was held on 03 November 2023 at the Mbombela Campus. A number of important dignitaries were in attendance. These included His Majesty King Makhosoke II Mabena of the Ndebele Nation with



The Formal 10 Year Celebration Ceremony

the Queen; the Chancellor of UMP: Deputy Chief Justice Mandisa Maya; the Chancellor of the University of the Western Cape: Archbishop of Cape Town, Archbishop Thabo Makgoba; our Chair of Council and members of the UMP Council; the MEC for Education: Mpumalanga Province; the MEC for Agriculture: Mpumalanga Province; the Director General: Mpumalanga Provincial Government; the Director General: National Department of Science and Innovation; Vice-Chancellors from other Universities nationally and internationally; CEOs of Science Councils and Government Parastatals, the Shongwe Family and many other dignitaries.

The Decade of Excellence Social Event Day

The 4th of November Social Celebration was a “Put our Dancing Shoes On” event. It was a relaxed celebratory mood kind of event, a typical closing ceremony. The huge turnout of members of Council and some of the dignitaries who attended the Ceremony on 3 November was truly humbling to Management. The participation of our students in the different cultural dances was heartening. It is worth mentioning that all the traditional attires that students were wearing come from the students. They made their own arrangements to get the attire. Others went home to fetch the attire in preparation for the event. This event has truly shown the commitment of members of the UMP Community to their University.



The Decade of Excellence Social Event Day

Management would like to extend its heartfelt appreciation to Council for the continued and unwavering support that we get from members of Council. The support means a lot to us. We always translate the support to an affirmation which leads to sustenance. This Celebration has been a lens through which we have looked back at the journey we have travelled over the decade. It is also the telescope that shows us the path UMP has to journey through to the next decade. Management will continue to count on the support and advice from Council to see UMP through the coming 10 year period. We believe that the journey of the next decade will be much easier because we have successfully sailed through the pioneering one.

The success of this mammoth task has been possible because of the commitment of every individual member of UMP who have contributed in their own unique ways. Members of the Task Team have spent hours and hours working to ensure that we deliver a Celebration that is worth the UMP ways of doing things, driven by our Value of Excellence. The enthusiasm shown by our students has been awesome.

We have received positive and valuable feedback from people in and outside of South Africa congratulating us for putting up a successful celebration. We want to keep the momentum of excellence going and growing.

If we have to borrow from the Biblical Scriptures, we can safely say that “everything we touched during the Decade of Excellence Events and Celebration simply turned into gold”.

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

The achievements of the Vice-Chancellor are directly linked to the performance of the institution as a whole.

One of the achievements in 2023 was the successful celebration of the 10 Year Anniversary since the establishment of the University on 03 November 2013. The University was successful in showcasing and profiling its achievements during the period of ten years. These achievements were profiled extensively in the media.

I am pleased to report that the overall performance of the institution during the year under review has been excellent (100%) in all the 8 Activity Areas of the Annual Performance Plan (Internal). The Vice-Chancellor was responsible for the implementation of Activity 1: Governance and Strategic Leadership and Management. All the implementation measures for the year were implemented as planned.

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 the new Vision 2030. New qualifications were accredited by the Council on Higher Education (CHE), and Programme Qualification Mix Clearance was received from the Department on Higher Education and Training

(DHET). UMP enrolled 8 480 in 62 qualifications in 2023 ranging from Higher Certificate to Doctoral Degrees from the three faculties. Faculty of Education, Faculty of Agriculture and Natural Sciences and the Faculty of Economics, Development and Business Sciences. A pass rate of 80% was achieved. A lot of work went towards preparing for the CHE Institutional Audit which was conducted from 22 – 26 May 2023. The primary focus of the Audit was on the quality assurance of teaching and learning. We have recently received the draft report from the CHE which indicates that the UMP, out of total of 16 standards, was deemed functional in 14 of the standards with 2 of the standards requiring improvement. This is excellent performance for a new institution.

The Vice-Chancellor has been instrumental in the establishment of partnerships with strategic partners nationally and internationally. UMP has since signed MoUs with some of these stakeholders. 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”. Seven students presented papers at an international conference at the University of Agronomic Sciences and Veterinary Medicine of Bucharest in Romania. The number of research outputs of the institution continued to improve. UMP received the NRF CEO’s Special Recognition Award for sustained performance following the NRF Excelleration Award received in 2022. The number of academic staff with a PhD increased to 55%.

Although the development of the physical infrastructure is visible, substantial development took place in 2023 with the completion of the state of the art main entrance including a Ndebele mural and the taxi drop-off zone. The construction of three new buildings commenced and progressed very well during 2023, namely, Law Building, Nature Conservation Building and the Great Hall.

There is generally a vibrant student life on campus and students continued to participate in a variety of activities both in person. One of the flagship programmes of the institution, the ENACTUS, won five trophies from the national competition.

The institution participated in Mandela Day activities at both campuses on 18 July 2023 as part of the engagement activities of the institution and performed charitable activities. This included donations from staff and students. This was important for an engaged institution. Africa Day was successfully hosted, showcasing six African countries and providing the students an opportunity to learn about these countries. The guest speaker was Mrs Doris Roos from Namibia.

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 Archbishop attended in person in 2023 and the lecture was presented by Justice Mbuyiseli Madlanga of the Constitutional Court.

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 the University. The Academic Talent Stewardship Programme was implemented for the third year in 2023 and 6 Fellows who are postgraduate students who have successfully completed their Honours degrees or Postgraduate Diplomas, were appointed into the programme and have been appointed as Associate Lecturers at UMP on a 3 year-contract. This is one of the initiatives to “grow your own timber” at UMP.

9.18. CONCLUSION

The management and administration of the University has been undertaken in line with the institutional systems and processes. The management and administrative processes were geared towards the provision of a conducive work and learning environment. Staff and students were provided with the necessary resources. These activities were performed in line with the institutional governance framework. The management structures were functional and delivered on their mandates. Audit findings from both Internal and External Auditors indicated that the controls were adequate and effective. The 10 Year Celebrations provided the institution an opportunity to show case its massive achievements over the past 10 years.



Prof T V Mayekiso
Vice-Chancellor

10. REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS

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

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

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

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

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

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

Based on this assessment, the UMP believes that, as at 31 December 2023, 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 2023 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 2023 budget. Specific variations were considered where applicable, based on inflationary, growth and operational projections for staff, students and infrastructure development.

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 R229.333m (2022 – R131.990m)

- The Capital infrastructure grant was increased by transferring RNilm (2022 - R190.403m) from interest previous capitalised.
- The Earmarked grant was reduced by R1.742m,, (2022 - R24.197m).

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

Overview of 2023 financial position

UMP recorded a Surplus of R263.517m and (2022 - R192.366m) for the year under review.

Government Earmarked grant of R462.877m (2021 - R462.840m) was received during the year under review. The increase in the grant subsidy was not in tandem with inflation and the growth of staff, student numbers and of the university's ever-expanding infrastructure. The expanding growth of staff, students and infrastructure directly impacts on the cost of employment, maintenance, cleaning, rates and taxes, water and electricity, security, and 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 R88.344m (2022 - R79.818m) before providing for total doubtful debts of R66.962m (2022 - R66.941m). The Bursary receivables debt was R0.556m (2022 - R8.860m) before providing for doubtful debts of R0.339m and (2022 - R1.335m). Bad debt written off during the year was RR16.586m (2022 - RNilm). 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 from various funders and recoverability from students, 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 R263.517m (2022 - R192.341m) as well as the improved liquidity position of R127.669m (2022 - R566.678m)

An amount of R421.807m (after the reduction of R229.333m) (2022- R531.000m after a reduction of R131.990m) was received from DHET during the year for future infrastructure development to be managed by UMP. The Minister amended the capitalised interest by transferring RNilm (2022 - R190.403m) to the infrastructure grant.

The infrastructure development is progressing well and within budget and timelines. Buildings and other assets of R283.887 (2022 - R141.859m) was capitalised during the year together with R43.810m (2022 - R85.765m) 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 and Council's Audit, Risk and IT Governance Committee (ARIGC) as well as the Governance, Finance and Investment Committee (GFIC) for their guidance and commitment in steering the institution.



Mr Mark Schormann
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 2023.

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:

- Ms N Nobongoza Ravele (Chairperson)
- Mr P Ganesan
- Mr T S Tshabalala
- Ms N Madliwa
- Ms B Mfihlo

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 is the duly appointed independent external auditor. The designated partner for Rakoma and Associates is Ms Caroline Chiweshe 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. An annual 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 2023 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 2023 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

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.

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

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 ARIGC meetings.

12.10. INFORMATION TECHNOLOGY

One of the strategic goal and aspirations of the University is 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 to both MANCO and ARIGC. These projects included but not limited to upgrading of audiovisual equipment in lecturing venues and boardrooms, upgrading the wireless network at both campuses, replacement of underground fiber optic cables, upgrading the CCTV storage capacity, replacement of the Wireless Controller at the Siyabuswa Campus. Throughout the year academics staff members were trained in the usage of the new teaching technologies.

MANCO approved the revised ICT SOP (Standard Operating Procedure) that helps provide an efficient and quality service and minimizes errors, clears the way forward by avoiding uncertainties, and also serves as a vital tool to transfer knowledge and skill. The ICT Committee provided strategic leadership and ensured open communication between ICT and other Divisions at the University.

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.

To maintain the highest level of protection against the sophisticated of cyberattacks, ICT continued to implement the controls identified in University's Cybersecurity Roadmap and tabled periodic reports at ARIGC. The University appointed the Deputy Director: Information Security responsible for overseeing and managing the information security program within the University.

Vulnerability assessment and penetration testing were conducted on the University ICT infrastructure in order to improve the University's security posture. The findings were all remitted by the ICT technical staff members. Online Cybersecurity awareness campaigns were conducted to both staff and students followed by simulated phishing campaigns. Systems were implemented to give the University's ICT staff full real-time visibility of potential threats to all servers, laptops and desktops.



Mr S G Mahlalela
Chairperson of Council



Ms B Mfihlo
Acting Chairperson of ARIGC

13. REPORT ON TRANSFORMATION

13.1. INTRODUCTION

Transformation has been considered as a priority at the University of Mpumalanga (UMP) since its establishment in 2013 as is evident from the two Strategic Plans of the institution, Vision 2022 and Vision 2030. UMP embodies the ideals and aspirations of an inclusive, non-racial, non-sexist, transformed and democratic South Africa.

On an annual basis, mechanisms have been put in place for the establishment and maintenance of 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. The University has adopted an educational philosophy that is grounded in the African epistemologies and Indigenous Knowledge Systems.

The transformation agenda of the institution was driven, in 2023, by the UMP Transformation Committee, members of MANCO, members of EMANCO, Institutional Forum and the Gender Forum. The Transformation Committee is chaired by the Vice-Chancellor and includes a diverse range of internal stakeholders such as the SRC, Organised Labour, Chair of the Institutional Forum, Chair of the Gender Forum and members of MANCO. Four meetings of the Transformation Committee were held on a quarterly basis in 2023.

The remit of the Transformation Committee is as follows:

- Facilitate the implementation of transformation-related policies and to achieve UMP's transformation goals.
- Make recommendations to MANCO on issues of strategic importance in relation to transformation at UMP.

- Monitor and evaluate progress towards the achievement of the UMP transformation goals.
- Assist in the identification and implementation of strategic interventions to drive the transformation agenda at UMP.
- Assist in the development and implementation of the UMP Transformation Conceptual Framework.

13.2. TRANSFORMATION PRIORITIES

The following 2023 priorities of the Universities South Africa (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.
- Transformation Dialogue.
- Review of universal access and disabilities support in universities.
- Inequalities highlighted by COVID-19 and accelerated use of technologies.
- Campus safety with a focus on mental health and positively influencing higher education sector responses to gender-based violence.

The intention was to ensure that the activities of the UMP Transformation Committee were in line with the priorities of USAf transformation priorities.



UMP 2023 Heritage Day

13.3. TRANSFORMATION OF THEMATIC AREAS

The University continued in 2023 to promote transformation through the identified 4 thematic areas:

THEME 1: INSTITUTIONAL CULTURE

The University continued during the 2023 academic year to implement, through the work of the Transformation Committee, activities that promoted the institutional culture. The promotion of, and support for, student personal development was achieved through the provision of a number of development programmes for students. The University also provided platforms for developing leadership capabilities, beyond being in the SRC and CRCs. Students served in leadership committees such as Student Societies, Residence Committees, Peer Educators, etc. where they got opportunities to lead and, thus, develop leadership skills. It is UMP's culture to recognise and reward excellent performance in students. This has been achieved during the reporting period through, among others, hosting the Academic Excellence Awards, the Co-curricular Excellence Awards, and the Sports Day Awards. These events are meant to recognise those students who have excelled in the different focus areas and in so doing lived the UMP Value of Excellence.

The University has committed itself to provide support for students with special needs. The University Management approved the Terms of Reference, in 2023, to regulate the establishment and functions of the UMP Committee for Students with Special Needs. This Committee was functional during the year. The Committee ensured that a number of activities and events were held during the reporting period to support students with disabilities. The Disability Ambassadors Student Society was very active during the year facilitating activities on disability from awareness campaigns to support programmes. The Committee for Students with Special Needs organised a visit to the University of Limpopo to learn from their Disability Centre. This visit was beneficial to the UMP delegation as they learnt a lot from their counterparts.

The promotion of the culture of effective engagement between the University Management and the Student Representative Council (SRC) and Campus Representative Councils (CRCs) continued during the reporting period. Management held quarterly meetings with the SRC and, the Dean of Students and Student Affairs Managers held monthly meetings with the SRC. The Managers, Student Governance and Development, held monthly meetings with the CRCs and, the Campus Director at Siyabuswa held monthly meetings with the Siyabuswa CRC. This culture of continuous engagement made it easy for these stakeholders to discuss matters openly and frequently and thereby subscribing to Management's philosophy of an open-door policy.

The other area of focus in the promotion of an institutional culture is that of the holistic development of students. Students must be developed in totality, i.e. mentally, physically, socially, emotionally, and spiritually. The promotion of living and learning activities in the residences was key to this aspect. Students and Student

Housing organised and ran a number of activities in the residences where they used the common and recreational spaces for discussions, engagements and activities. Students staying in accredited private accommodation were also accommodated in most of the activities and events.

It is a UMP culture to commemorate and celebrate Africa Day, Youth Day, Mandela Day, and Heritage Day. The University community celebrated all these days in 2023. One of the highlights of 2023 was the Ndebele mural that was painted at the main entrance to the Mbombela Campus by Mrs Sophie Mahlangu. The mural symbolises the African identity and Africanness adopted by the University as part of its vision, “To be an African University leading in creating opportunities for sustainable development through innovation”.

THEME 2: EQUITY AND REDRESS

The University appointed permanent employees during 2023 in accordance with the employment equity targets, sixty-three of these appointments were from designated groups.

The University developed and implemented a range of workshops including Values Workshops for staff in its transformative institutional culture imperatives. To further enhance the institutional culture at UMP, Values icons and a Values Handbook was developed during the year. Thirty-seven new employees attended a Values Workshop in 2023.

The University continues to provide opportunities for staff to obtain qualifications and attend workshops and short learning programmes. Sixty-four employees benefited from subsidies in the enrolment for qualifications. A total of R1 240 955.56 was allocated. Twelve employees attended short learning programmes and workshops at a cost of R152 009,62. In addition, 54 employees attended group training sessions. Four employees attended the HERS-SA Academy at a cost of R94 000.00. The primary purpose of the HERS-SA Academy is to build capacity of women occupying mid-level positions in higher education.

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 2023 and was extended to the School of Hospitality and Tourism Management. UMP is actively involved in building the next generation of academics through the participation in the nGAP and the introduction of the Academic Talent Stewardship Programme at UMP.

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, in particular, their African identity and 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 2023 with the process of establishing a framework for development of the Language Policy for the institution. This is crucial in order to foster an environment that is conducive to teaching and learning and is student-centred.

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 involved 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 applications from 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 was involved in various activities in 2023 as follows:

- **14 February 2023:** Gender Awareness Raising session with first entering students during student Orientation. The Gender Forum (GF), student GBV groups & the Rainbow Alliance (LGBTQIA+ student group) had an awareness raising session with first year entering students during orientation week. GRIP and SAPS were invited as guest speakers to educate and advise students on reporting GBV, prevention of GBV and victim support.
- **19th of May 2023:** Emergency GBV Awareness Raising Event. After a few GBV cases had been reported on campus in the first term, the Gender Forum in collaboration with Ehlanzeni District Municipality and SAPS decided to organise the Emergency GBV awareness event at UMP. The emergency GBV event took place on the 19th of May 2023 with speakers from SAPS, NPA, GRIP and Public Prosecutions. The intention was to educate students on GBV, advise them on reporting processes, prevention of GBV as well as victim support. The main recommendation was that an on-line reporting system (hotline) for reporting GBV at the University should be developed.
- **21 May 2023:** Meeting of the LGBTQIA+ and GBV component of the Gender Forum with the Rainbow Alliance members.

The chairperson and secretary of the Rainbow Alliance presented on challenges faced by the non-binary students, as follows:

- (a) Lack of sensitivity by some lecturers and support staff on issues of the LGBTQIA+.
 - (b) The lack of campus psychosocial support for LGBTQIA+ transitioning students.
 - (c) The difficulties faced by the non-binary students in residences.
- **20 September 2023:** An annual event on “Creating Safe and inclusive spaces for all at UMP”. The UMP Gender Forum with the SRC, GBV and Rainbow Alliance (LGBTQIA+) student associations together with external partners such as the Ehlanzeni District Municipality successfully organised an Annual Event “Creating Safe and inclusive spaces” partially funded by Motsepe Foundation and external partners. This event took place in the UMP Multipurpose Hall – Building 7. The 2023 theme was: “Addressing Sexual Harassment in Higher Education”. The following speakers addressed the students: The UMP partnership with Ehlanzeni District Municipality, Premier’s Office, Social Development, SAPS, GRIP, TUT, Ehlanzeni TVET, Rise FM. Fighting GBV in local HEIs is growing from strength to strength. This partnership includes students and staff members who are leaders in GBV and LGBTQIA+ student groups from 3 institutions around Ehlanzeni-based Tertiary Education Institutions.

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 effort went towards gender and LGBTQIA+ sensitization campaigns. The transformation of the institutional culture, equity and redress, academic projects and the funding regime continue to inform the transformation agenda of the institution.



Mr S G Mahlalela
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 2023



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 Mabunda D M (Chairperson)
- Mr Mahlalela S (Chairperson)
- Ms Ledwaba M C
- Mr Mokoena T G
- Mr Aling J
- Prof Nhlapo T
- Ms Madliwa N
- Mr Khoza M
- Dr Maduna P
- Ms Ravele N
- Prof Kanyane M
- Ms Madlakana N
- Mr Shabangu W
- Mr Schormann M
- Mr Ndebele T
- Prof Mbewe
- Prof Lukhele-Olorunju P
- Dr Eggink M
- Dr Twaie N
- Prof Hilda Israel
- Prof Mayekiso TV
- Mr Mnisi M
- Ms Ndevu A
- Prof Lebakeng T
- M Mthembu B
- Ms Mfihlo N
- Prof Boshoff E
- Dr Stroebe A

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 AUDITORS REPORT TO THE MINISTER OF HIGHER EDUCATION SCIENCE AND INNOVATION AND THE COUNCIL OF 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 194 to 231, which comprise the statement of financial position as at 31 December 2023, 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 2023 and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no 101 of 1997) (HEA).

Basis for opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the responsibilities of 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 in accordance with the Independent Regulatory Board for Auditors’ Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants (including International Independence Standards).

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

Other matter

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



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23 Rhodesdrift Street, Bendor,
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The Sanlam Business Complex
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NORTH WEST
North Block @Office, Unit 10
47 Bank Street,
Rustenburg
0259
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Unaudited supplementary schedules

The supplementary information set out on pages 232 to 233 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 the International Financial Reporting Standards and the requirements of the HEA and the regulations for reporting by Public Higher Education Institutions, 2014, issued in terms of the HEA, 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 appropriate governance structure either intends to liquidate the University or to cease operations or has no realistic alternative but to do so.

Responsibilities of the auditor's 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 my 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. This description, which is located at page xxx, forms part of our auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the 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 2023 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 - 14 and 246 - 252	<ul style="list-style-type: none">• Develop and implement PQM and enrolment plan that are relevant and responsive to UMP's context.• Develop and recognise teaching excellence pursuant to graduate attributes.• Broaden access to UMP and facilitate student 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 to ensure that they are easy to understand and can be applied consistently, as well as verifiable so 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 those 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 is adequate supporting evidence for the achievements reported and for the measures taken to improve performance.

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

We did not identify any material findings on the reported performance information for the selected objective.

Other matter

We draw attention to the matter below.



Achievement of planned targets

The annual performance report includes information on reported achievements against planned targets and provides explanations for the achievements of planned targets for the year.

REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof, we 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 Auditor-General of South Africa (AGSA) findings engagement methodology. 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 IN THE ANNUAL REPORT

The Council is responsible for the other information included in the annual report. The other information comprises the information included in the 2023 annual report. The other information referred to 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 on 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 included in the annual report and we do not express an audit opinion or any form of assurance conclusion on it.

Our responsibility is to read this 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 my 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 my audit of the financial statements, annual performance report and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. We did not identify any significant deficiencies in internal control.

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OTHER REPORTS

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

Audit related services and special audits

We conducted various engagements to perform agreed-upon procedures as requested by donors during the year ended 31 December 2023. These engagements were performed at the request of various entities providing funds to the University and covered periods that ended within the financial year ranging from 1 January 2023 to 31 December 2023. The details of these engagements are as follows:

- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the Infrastructure and Efficiency Grant, as required by the Department of Higher Education and Training, for their process to determine the University's subsidy for future periods. The report was issued on 14 March 2024.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the University Capacity Development Grant, as required by the Department of Higher Education and Training, for their process to determine the University's subsidy for future periods. The report covered the period 1 January 2023 to 31 March 2024 and was issued on 31 May 2024.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the funding received, as required by the National Research Foundation, for their process to determine the University's subsidy for future periods. The report was issued on 22 April 2024.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the Research Output Publications, as required by the Department of Higher Education and Training, for their process to determine the University's subsidy for future periods. The report was issued on 13 May 2024.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the New Generation of Academics Grant, as required by the Department of Higher Education and Training. The report will be issued on 27 June 2024.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the Nurturing Emerging Scholars Programme Grant, as required by the Department of Higher Education and Training. The report will be issued on 27 June 2024.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the National Electronic Media Institute of South Africa, as required by the Department of Higher Education and Training. The report will be issued on 27 June 2024.

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- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the Higher Health Grant to Public Higher Education Institutions, as required by the Department of Higher Education and Training. The report will be issued on 27 June 2024.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the Higher Education Management Information System (HEMIS) data, as required by the Department of Higher Education and Training. The report will be issued on 31 July 2024.

AUDIT TENURE

In terms of the IRBA rule published in Government Gazette No. 39475 dated 4 December 2015, we report that Rakoma & Associates Inc. has been the auditor of the University of Mpumalanga for two years.

Rakoma & Associates Inc.

Rakoma and Associates Inc

Per: Caroline Chiweshe CA (SA)

Registered Auditor

Engagement Partner

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

27 June 2024



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 my audit of the financial statements and the procedures performed on reported performance information for selected objectives and on the University's compliance with selected requirements in key legislation.

Financial statements

In addition to my 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 my 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

conclude on the appropriateness of the 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 my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's

report. However, future events or conditions may cause the University to cease 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.

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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 my audit.

We also provide the accounting authority with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken 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)(ii)
Asset Management	HE Act 20(5) HE Act 40(3)(a)(i) HE Act 40(3)(a)(ii) HE Act 40(3)(a)(iii)
Consequence Management	PRECCA 34(1)
Strategic Planning	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 194 to 231, 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 194 to 231 were approved by the members of Council on 25 June 2024 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 2023

	Notes	2023 R	2022 R
ASSETS			
NON-CURRENT ASSETS			
		3 754 300 729	3 085 625 873
Property, plant and equipment	3	3 543 897 201	2 906 084 033
Intangible assets	4	1 944 726	3 246 502
Investments	5	208 458 802	176 295 338
CURRENT ASSETS			
		2 842 299 428	2 748 325 095
Inventory	6	648 730	796 492
Trade and other receivables	7	30 275 192	31 678 894
Deposits		402 210	382 210
Investments	8	2 801 096 323	2 679 923 224
Cash at bank and cash equivalents	9	9 876 973	35 544 275
TOTAL ASSETS		6 596 600 157	5 833 950 968
FUNDS AND LIABILITIES			
ACCUMULATED FUNDS			
		1 149 398 584	885 881 519
Reserves		1 096 306 928	844 445 361
Accumulated surplus		48 984 656	41 954 758
Fair value through OCI		4 107 000	(518 600)
LIABILITIES			
NON-CURRENT LIABILITIES			
		4 846 803 451	4 554 037 567
Deferred income	10	2 638 817 051	2 431 782 237
Conditional grants	11	2 207 986 400	2 122 255 330
CURRENT LIABILITIES			
		600 398 122	394 031 882
Current portion of Deferred income	10	74 114 033	71 289 669
Current portion of Conditional grant	11	313 721 646	169 711 639
Trade and other payables	12	150 131 490	101 037 990
Provisions	13	62 430 953	51 992 584
TOTAL FUNDS AND LIABILITIES		6 596 600 157	5 833 950 968

UNIVERSITY OF MPUMALANGA
STATEMENT OF COMPREHENSIVE SURPLUS/(DEFICIT)
FOR THE YEAR ENDED 31 DECEMBER 2023

		Educational and General		Educational and General Restricted		Educational and General Sub-Total		Student Residence		Total	
		2023	R	2023	R	2023	R	2023	R	2023	2022
REVENUE	NOTES	978 529 187		978 529 187		978 529 187		23 212 696		1 001 741 883	966 834 880
Revenue from contracts with customers		352 335 632		-		352 335 632		23 212 696		375 548 328	307 623 512
Tuition, accommodation and other fees	15	333 069 607		-		333 069 607		23 212 696		356 282 303	289 170 937
Sales of goods and services		19 266 025		-		19 266 025		-		19 266 025	18 452 575
Other revenue		626 193 555		-		626 193 555		-		626 193 555	659 211 368
Government grants	14.1	485 399 108		-		485 399 108		-		485 399 108	498 080 446
Government grants - assets	14.2	140 794 285		-		140 794 285		-		140 794 285	161 130 922
Surplus on sale of assets		162		-		162		-		162	-
OTHER INCOME		137 181 628		-		137 181 628		-		137 181 628	60 116 103
Bad debt recovered		9 000		-		9 000		-		9 000	-
Donations received	16	897 888		-		897 888		-		897 888	-
Investment income	17.1	135 232 650		-		135 232 650		-		135 232 650	59 379 835
Rental income		1 042 090		-		1 042 090		-		1 042 090	736 268
TOTAL INCOME		1 115 710 815		-		1 115 710 815		23 212 696		1 138 923 511	1 026 950 982
EXPENDITURE		445 466 707		-		445 466 707		4 761 646		450 228 353	406 567 450
Cost of employment		182 479 042		-		182 479 042		-		182 479 042	157 437 495
Academic		262 987 665		-		262 987 665		-		262 987 665	249 129 955
Professional support		-		-		-		4 761 646		4 761 646	-
Residence support		-		-		-		-		-	-
Other operating expenditure		340 172 240		-		340 172 240		3 537 615		343 709 855	347 441 060
Depreciation, amortisation and impairments	3 & 4	86 093 838		-		86 093 838		-		86 093 838	80 057 624
TOTAL EXPENDITURE		871 732 785		-		871 732 785		8 299 261		880 032 046	834 066 134
CURRENT SURPLUS FOR THE YEAR		243 978 030		-		243 978 030		14 913 435		258 891 465	192 884 849
Fair value movement through other comprehensive income	17.2	4 625 600		-		4 625 600		-		4 625 600	(518 600)
TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR		248 603 630		-		248 603 630		14 913 435		263 517 065	192 366 249

UNIVERSITY OF MPUMALANGA
STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 31 DECEMBER 2023

	General reserve fund	Scholarships, Bursaries and Awards Fund	Replacement fund for Plant and equipment	Investment Equalisation and Academic Strategic Initiatives	Research Strategic initiative Fund	Institutional Contingency fund	Institutional Maintenance Fund	Academic support Fund	Student Representative Council Fund	Total Reserve	Fair Value movement through Other Comprehensive Income	Accumulated Surplus	Accumulated Funds
	R	R	R	R	R	R	R	R	R	R	R	R	R
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
	60 000 000	5 000 000	80 057 624	5 000 000	5 000 000	5 000 000	15 000 000	10 000 000	-	185 057 624	(518 600)	7 827 225	192 366 249
2022 Allocation from Surplus to reserves per Council resolution	185 000 000	48 000 000	291 564 837	40 000 000	76 000 000	68 000 000	71 399 124	65 000 000	-	844 963 961	(518 600)	41 436 158	886 400 119
	100 000 000	10 000 000	86 093 838	5 000 000	10 000 000	5 000 000	20 000 000	15 000 000	249 129	251 342 967	4 625 600	7 548 498	263 517 065
2023 Allocation from Surplus to reserves per Council resolution													
Fund Balances at 31 December 2023	285 000 000	58 000 000	377 658 675	45 000 000	86 000 000	73 000 000	91 399 124	80 000 000	249 129	1 096 306 928	4 107 000	48 984 656	1 149 917 184
See note	20	21	22	23	24	25	26	27	28				

UNIVERSITY OF MPUMALANGA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

		2023	2022
	Notes	R	R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	29.1	147 396 476	7 554 497
Investment income	29.8	291 322 545	119 179 104
Net cash flows from operating activities		438 719 021	126 733 601
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	29.2	(774 557 824)	(92 522 166)
Purchase of other intangible assets	29.3	(1 989 703)	(1 506 827)
COVID-19 conditional grant repaid		-	(34 404 000)
Proceeds from sale of assets	29.4	5 500	78 235
Increase in investments	29.5	(153 336 563)	(572 598 441)
Net cash flows utilised for investing activities		(929 878 590)	(700 953 200)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in Deferred income	29.6	-	-
Increase in Conditional grants	29.7	465 492 267	568 323 427
Net Cash flows from financing activities		465 492 267	568 323 427
Total cash movement for the year		(25 667 302)	(5 896 172)
Cash at bank at the beginning of the year		35 544 275	41 440 446
Total cash at bank at the end of the year	9	9 876 973	35 544 275

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

2.1.4. DEPRECIATION

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

3.1. PROPERTY, PLANT AND EQUIPMENT

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

3.1.1. It is probable that future economic benefits associated with the item will flow to the University.

3.1.2. The cost of the item can be measured reliably.

Land and Buildings comprise mainly educational buildings, sports grounds and buildings, hostels and offices. Land and Buildings are shown at deemed cost less accumulated depreciation, where.

applicable. All other Property, Plant and Equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Donated assets are recorded at fair value less accumulated depreciation.

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

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

Land is not depreciated. Property, Plant and Equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value. Property, Plant and Equipment is carried at cost less accumulated depreciation and any impairment losses.

The useful lives of Property, Plant and Equipment have been assessed as follows.

ASSETS ITEM	USEFUL LIFE
Buildings	10 - 50 years
Educational Equipment	3 - 10 years
Establishment cost	3 - 10 years
Furniture and fixtures	5 - 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
Computer software	1 - 5 years

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. Based on management's evaluation of the business model of holding financial assets, the fair value OCI and amortised cost options are not met, hence the financial assets are classified at fair value profit or loss.

3.3.2.2. MEASUREMENT

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.

3.3.2.3. 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.

3.3.2.4. 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.

3.3.2.5. 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.

2. NEW STANDARDS AND INTERPRETATIONS

2.1 STANDARDS AND INTERPRETATIONS EFFECTIVE IN THE CURRENT YEAR

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

STANDARD / INTERPRETATION:	DETAILS OF AMENDMENTS	NEW/ AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED
IFRS 17 <i>Insurance Contracts</i>	In the statement of financial position, an entity is required to measure profitable insurance contracts at the risk-adjusted present value of the future cash flows plus unearned profit from services to be provided under the contract. IFRS 17 requires an entity to recognise profit from a group of insurance contracts over the period the entity provides services, and as the entity is released from risk. If a group of contracts is or becomes loss-making, the entity is required to recognise the loss immediately. The Accounting Standard also requires insurance revenue, insurance service expenses and insurance finance income or expenses to be presented separately.	Amendment to existing standard, IFRS 4 withdrawn.	1 January 2023	No impact
IAS 8, <i>Definition of accounting estimates</i>	The amendments introduced the definition of accounting estimates and included other amendments to help entities distinguish changes in accounting estimates from changes in accounting policies. The amendments clarify that accounting estimates are monetary amounts in the financial statements subject to measurement uncertainty. The amendments also clarify the relationship between accounting policies and accounting estimates by specifying that an entity develops an accounting estimate to achieve the objective set out by an accounting policy	Amendment to existing standard	1 January 2023	No impact
Disclosure of Accounting Policies amends IAS 1 <i>Presentation of Financial Statements</i> and IFRS Practice Statement 2, <i>Making Materiality Judgements</i> .	The amendments replace the requirement for entities to disclose their significant accounting policies with the requirement to disclose their material accounting policy information. The amendments also include guidance to help entities apply the definition of material in making decisions about accounting policy disclosures.	Amendment to existing standard	1 January 2023	No impact
IAS 12, <i>Deferred Tax</i>	Deferred Tax related to Assets and Liabilities arising from a Single Transaction amends IAS 12 Income Taxes. The amendments narrowed the scope of the recognition exemption in paragraphs 15 and 24 of IAS 12 so that it no longer applies to transactions that, on initial recognition, give rise to equal taxable and deductible temporary differences. The amendments apply to transactions such as leases and decommissioning obligations.	Amendment to existing standard	1 January 2023	No impact

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

2.2 STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

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

STANDARD / INTERPRETATION:	DETAILS OF AMENDMENTS	NEW/ AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT
IAS 1, <i>Presentation of Financial Statements</i>	Clarifies a criterion in IAS 1 Presentation of Financial Statements for classifying a liability as non-current: the requirement for an entity to have the right to defer settlement of the liability for at least 12 months after the reporting date.	Amendment to existing standard	1 January 2024	Not yet effective
IFRS 10 <i>Consolidated Financial Statements</i> & IAS 28 <i>Investments in Associates and Joint Ventures</i>	The amendments address the conflict between the requirements in IFRS 10 and IAS 28 when accounting for the sale or contribution of a subsidiary to a joint venture or associate (resulting in the loss of control of the subsidiary)	Amendment to existing standard	1 January 2024	No Impact
IFRS 16 <i>Leases</i>	Lease liability in Sale-and-Leaseback requires a seller-lessee to account for variable lease payments that arise in a sale-and-leaseback transaction as follows.	Amendment to existing standard	1 January 2024	Not yet effective
	On initial recognition, include variable lease payments when measuring a lease liability arising from a sale-and-leaseback transaction.			
	After initial recognition, apply the general requirements for subsequent accounting of the lease liability such that no gain or loss relating to the retained right of use is recognized.			
IAS 1, <i>Presentation of Financial Statements</i>	Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants (Amendments to IAS 1, <i>Presentation of Financial Statements</i>), published in 2020 and 2022 respectively, clarify that the classification of liabilities as current or noncurrent is based solely on a entity's right to defer settlement for at least 12 months at the reporting date. The right needs to exist at the reporting date and must have substance.	Amendment to existing standard	1 January 2024	Not yet effective
	Only covenants with which a entity must comply on or before the reporting date may affect this right. Covenants to be complied with after the reporting date do not affect the classification of a liability as current or noncurrent at the reporting date. However, disclosure about covenants is now required to help users understand the risk that those liabilities could become repayable within 12 months after the reporting date.			

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

3. PROPERTY, PLANT AND EQUIPMENT

2023

	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value
Land	26 318 830	-	-	26 318 830
Buildings	2 511 721 397	247 101 890	-	2 264 619 507
Educational equipment	52 077 927	14 635 453	-	37 442 474
Establishment cost	13 962 288	11 344 421	-	2 617 867
Furniture and fixtures	69 388 890	34 536 379	-	34 852 511
Machinery and equipment	50 363 467	14 496 221	-	35 867 246
IT equipment	130 739 843	92 837 275	-	37 902 568
Library source materials	8 989 229	8 989 233	-	-4
Motor Vehicles	13 560 576	3 296 638	-	10 263 938
Infrastructure assets	405 420 029	47 142 940	-	358 277 089
Landscaping	37 530 125	12 402 748	-	25 127 377
Lighting	151 651 959	17 026 635	-	134 625 324
Roads	191 690 855	13 983 741	-	177 707 114
Stadium	24 547 090	3 729 816	-	20 817 274
Capital - Work in progress	735 735 175	-	-	735 735 175
TOTAL	4 018 277 651	474 380 450	-	3 543 897 201

2022

	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value
Land	26 318 830	0	-	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

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

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

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2023

	Opening carrying value	Additions	Decommission / Disposal	Depreciation / Impairment	Total
Land	26 318 830	-	-	-	26 318 830
Buildings	2 076 317 082	235 854 156	808 176	46 743 554	2 264 619 507
Educational equipment	30 807 471	9 977 912	-	3 342 909	37 442 474
Establishment cost	3 822 044	-	-	1 204 177	2 617 867
Furniture and fixtures	35 570 654	3 243 630	-	3 961 772	34 852 511
Machinery and equipment	37 658 615	627 786	-	2 419 155	35 867 246
IT equipment	33 187 875	13 755 156	65 648	8 974 815	37 902 568
Library source materials	-	1 791 136	-	1 790 419	-4
Motor Vehicles	7 839 972	3 119 077	-	695 110	10 263 938
Infrastructure assets	329 802 048	42 144 765	-	13 669 724	358 277 089
Landscaping	27 627 103	-	-	2 499 726	25 127 377
Lighting	138 993 372	663 297	-	5 031 345	134 625 324
Roads	141 384 044	41 481 468	-	5 158 398	177 707 114
Stadium	21 797 529	-	-	980 255	20 817 274
	2 581 324 591	310 513 618	873 824	82 801 635	2 808 162 026
Capital - Work in progress	324 759 441	755 829 471	344 853 737	-	735 735 175
	2 906 084 032	1 066 343 089	345 727 561	82 801 635	3 543 897 201

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2022

	Opening carrying value	Additions	Decommission / 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
	392,046,243	170,832,812	238,119,614	-	324,759,441
Capital - Work in progress	2,891,229,279	330,555,220	238,312,242	77,388,225	2,906,084,032
TOTAL					

4. INTANGIBLE ASSETS

2023

Computer software	Cost	7,664,571	Accumulated Amortisation	5,719,845	Carrying value	1,944,726
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2022

Computer software	Cost	13,274,180	Accumulated Amortisation	10,027,678	Carrying value	3,246,502
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RECONCILIATION OF INTANGIBLE ASSET - 2023

	Opening carrying value	Additions	Transfers / Disposal	Amortisation	Total
Computer software	3,246,502	1,988,229	-	3,291,480	1,944,726

RECONCILIATION OF INTANGIBLE ASSETS - 2022

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

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

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 2023

	2023 R	2022 R
<p>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.</p>		
<p>Level 1: The fair value of the assets were determined by the unadjusted prices of the movable assets in active markets.</p>		
<p>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.</p>		
5. INVESTMENTS		
5.1 Investments at Fair value		
Balance at the Beginning of the year	19,481,400	-
Additions	-	20,000,000
Fair value movement through other comprehensive income	4,625,600	(518,600)
Balance at the end of the year	<u>24,107,000</u>	<u>19,481,400</u>
5.2 Investments at amortised cost		
Balance at the Beginning of the year	156,813,938	159,403,494
Additions	-	-
Fair value movement through profit and loss	27,537,864	(2,589,556)
Balance at the end of the year	<u>184,351,802</u>	<u>156,813,938</u>
Total Investments	<u>208,458,802</u>	<u>176,295,338</u>
The Investments are presented as non-current assets unless management intends to dispose of the investments within twelve months of the reporting period. See note 8, 9 and 30 below.		
6. INVENTORY		
Stock at year end	648,730	813,021
Write down of stock due to obsolescence	-	(16,529)
Inventory	<u>648,730</u>	<u>796,492</u>
The trading stock is valued as per Accounting Policy note 3.10.		
7. TRADE AND OTHER RECEIVABLES		
Student Debtors	21,381,405	12,876,307
Student Debtors	88,343,585	79,817,560
Less: provision for bad debts	(66,962,180)	(66,941,253)
Bursary's receivable	555,599	8,859,981
Less: provision for bad debts for Bursary receivable	(339,424)	(1,334,896)
Accrued income	608,844	608,844
Less: provision for bad debts for Income accrued	(608,844)	(608,844)
Prepaid expenses	5,146,472	1,729,812
Other accounts receivables	3,786,003	10,138,759
Less: provision for other accounts receivables	(254,863)	(591,069)
Trade and other receivables	<u>30,275,192</u>	<u>31,678,894</u>

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 R	2022 R
Ageing of Trade and other receivables		
Student Debtors	21,381,405	12,876,307
120 + days	88,343,585	79,817,560
90 Days	-	-
60 days	-	-
30 Days	-	-
Current	-	-
Less: provision for bad debts	(66,962,180)	(66,941,253)
Bursary receivable	216,175	7,525,085
120 + days	555,599	8,859,981
Less: provision for bad debts	(339,424)	(1,334,896)
Prepaid expenses	5,146,472	1,729,812
Other	3,531,140	9,547,690
120 + days	4,394,847	10,138,759
Less: provision for bad debts	(863,707)	(591,069)
Total	<u>30,275,192</u>	<u>31,678,894</u>

Other accounts receivables, in the main comprise of amounts due by Debtors for Facilities Hire R2.832m (2022 - R7.816), Salary prepayments R1.280 (2022 - Rnil) and Intellimali RNilm (2022 - R1.326m)

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	69,476,063	43,391,752
Impairment provision raised	15,275,825	26,084,311
Impairment utilised	(16,586,577)	-
Balance 31 December	<u>68,165,311</u>	<u>69,476,063</u>

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

Student receivables impairment allowance	66,962,180	66,941,253
Bursary receivables impairment allowance	339,424	1,334,896
Other receivables impairment allowance	863,707	1,199,914
	<u>68,165,311</u>	<u>69,476,063</u>

The impairment allowance is calculated based on a provision matrix after analysing the risk profile of the various categories of trade and other receivables. The amount of credit losses recognised as an impairment allowance is based on forward looking estimates that reflect current and forecast credit conditions.

8. INVESTMENTS

8.1 At Amortised cost

Balance at the beginning of the year	2,679,923,224	2,124,216,627
Additions	689,801,000	1,262,000,000
Withdrawals	(827,000,000)	(826,000,000)
Fair value movement through profit and loss	101,094,370	58,234,692
Less: Annual Fee	(8,060,916)	(7,428,944)
Fair value movement capitalised	165,338,645	68,900,851
Investments Balance at the end of the year	<u>2,801,096,323</u>	<u>2,679,923,224</u>

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.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

9. CASH AT BANK AND CASH EQUIVALENTS

	2023 R	2022 R
Cash on hand	13,908	2,138
Balances with banks	9,863,065	35,542,137
Cash at banks and cash on hand	9,876,973	35,544,275

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 Investments assets. See note 5 and 8 above and 30 below.

10. DEFERRED INCOME

10.1 DHET Infrastructure	2,163,627,482	1,942,823,667
Balance at the beginning of the year	1,999,949,874	1,915,216,672
Assets capitalised during the year	283,887,184	141,859,409
Less: current depreciation transferred to income	(60,104,788)	(57,126,207)
Less: Current portion transferred to current liabilities	(60,104,788)	(57,126,207)
10.2 Assets transferred from Lowveld College of Agriculture (LCA)	60,802,012	62,521,241
Balance at the beginning of the year	64,324,178	66,127,115
Less: current depreciation transferred to income	(1,761,083)	(1,802,937)
Less: Current portion transferred to current liabilities	(1,761,083)	(1,802,937)
10.3 Assets transferred from National Institute of Higher Education (NIHE)	82,475,724	84,593,157
Balance at the beginning of the year	86,712,024	88,830,891
Less: current depreciation transferred to income	(2,118,150)	(2,118,867)
Less: Current portion transferred to current liabilities	(2,118,150)	(2,118,867)
10.4 Assets transferred from New Universities Project Management Team (NUPMT)	310,526,725	319,110,543
Balance at the beginning of the year	328,102,847	337,095,151
Less: current depreciation transferred to income	(8,788,061)	(8,992,304)
Less: Current portion transferred to current liabilities	(8,788,061)	(8,992,304)
10.5 Lotto funding for sports facilities	20,319,606	21,364,695
Balance at the beginning of the year	22,409,830	23,454,965
Less: current depreciation transferred to income	(1,045,112)	(1,045,135)
Less: Current portion transferred to current liabilities	(1,045,112)	(1,045,135)
10.6 Deferred income - other grants	1,065,502	1,368,934
Balance at the beginning of the year	1,573,153	-
Assets capitalised during the year	86,027	1,777,372
Less: current depreciation transferred to income	(296,839)	(204,219)
Less: Current portion transferred to current liabilities	(296,839)	(204,219)
Total Deferred income	2,638,817,051	2,431,782,237
Total Current Deferred income transferred to Current Liabilities	74,114,033	71,289,669

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

2023	2022
R	R

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 R283.887m (2022 - R141.859m) 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 R60.105m (2022 - R57.126m) 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 R1.761m (2022 R1.803m) 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 R2.118m (2022 - R2.119m) 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 R8.788m (2022 - R8.992m) 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 (2022 - R1.045m) 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 R0.086m(2022 - R1.843m). An amount of R0.297m (2022 - R0.204m) was depreciated during the year.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023	2022
	R	R
11. CONDITIONAL GRANTS		
11.1 DHET Infrastructure Grant	2,202,955,351	2,117,224,281
Balance at the beginning of the year	2,117,224,281	1,627,517,813
Grants received during the year	421,807,000	531,000,000
Capitalised interest transferred to DHET infrastructure grant per Minister letter dated 31 October 2022	-	190,403,010
Assets capitalised during the year	(283,887,184)	(141,859,406)
Bulk infrastructure transferred to local municipality	(43,810,221)	(85,765,221)
Amounts expensed during the year	(8,378,524)	(4,071,915)
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	79,128,588	204,339,332
Interest capitalised during the year	158,271,162	65,192,266
Transferred to DHET Infrastructure grant as per Minister letter 31 October 2022	-	(190,403,010)
Less: Current portion transferred to current liabilities	(237,399,750)	(79,128,588)
11.4 Other Grants	-	-
Balance at the beginning of the year	21,345,438	19,035,624
Grants received during the year	40,155,269	20,742,089
Interest capitalised	2,380,121	867,800
Expenses	(34,667,862)	(19,300,075)
Less: Current portion transferred to current liabilities	(29,212,966)	(21,345,438)
11.5 University Capacity Development Grant (UCDP)	-	-
Balance at the beginning of the year	23,079,594	18,985,143
Add: Grant received during the year	3,530,000	6,142,818
Add: Interest capitalised	2,250,551	1,041,220
Less: Expenses paid during the year	(4,701,589)	(3,089,587)
Less: Current portion transferred to current liabilities	(24,158,556)	(23,079,594)
11.6 new Generation of Academic (nGAP) Project Grant	-	-
Balance at the beginning of the year	31,666,512	30,442,189
Interest capitalised	2,436,811	1,731,372
Grant received during the year	-	10,438,516
Less: Expenses paid during the year	(11,152,949)	(10,945,565)
Less: Current portion transferred to current liabilities	(22,950,374)	(31,666,512)
11.7 COVID-19 Grant	-	-
Reprioritised funds from Capitalised interest to COVID-19 as per Minister letter	14,491,507	50,800,722
Grant repaid during the year	-	(34,404,000)
Transfer of balance to income per Minister letter	(14,491,507)	-
Less: Expenses paid during the year	-	(1,905,215)
Less: Current portion transferred to current liabilities	-	(14,491,507)
Total Conditional Grant	2,207,986,400	2,122,255,330
Total Current Conditional Grant transferred to Current Liabilities	313,721,646	169,711,639

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 R	2022 R
11.1 DHET Infrastructure Grant		
The DHET provided the UMP with an Infrastructure Grant to construct the infrastructure of the University. An amount of R421.807m (2022 - R531.000m) was received during the year. Assets to the value of R283.887m (2022 - R141.859m) was capitalised during the year, R43.810m (2022 - R85.765m) was transferred to the Local municipality as our Bulk Contribution, and R8.378m (2022 - R4.072m) was for expenses incurred during the year.		
An Amount of RNilm (2022 - R190.403m) was transferred from the capitalised interest to the DHET Infrastructure Grant as per the letter from the minister dated 31 October 2022. See note11.3		
11.2 NIHE Siyabuswa grant		
A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5.m (2022 - R5m) remains unspent at the end of the year.		
11.3 Capitalised interest on unspent grants		
Interest on unspent DHET New Infrastructure grants are capitalised and can be utilised by the University if prior approval is obtained from the Minister. Interest of R158.271m (2022 - R65.191m) was capitalised during the year. An amount of RNilm (2022 - R190.403m) was transferred to the New infrastructure projects as per the Ministers letter dated 31 October 2022. See note 11.1		
11.4 Other grants		
Other grants includes, in the main, an amount of R1.475m (2022- R1.475m) from the National Lotteries Commission for the construction of sport facilities, R6.297m (2022 - R.693m) from the National Research Fund, R2.890m (2022 - R2.858m) for the DHET fee increase, R.980m (2022 - R.725m) for Research, R9.065m (2022 R5.368m) for Nemisa, R.827m (2022 - R.335m) Oak Foundation, R2.662m (2022 - R1.357m) for SEDA CFERI and R2.259m (2022 - R2.258m) for Presidential Employment Stimuli .		
11.5 The University Capacity Development grant		
The University Capacity Development Grant is a designated, restricted use fund, established during 2018 by DHET by combining the Research Development Grant and the Teacher Development Grant. DHET has specified that this Grant shall be used to fund Staff and Student Development and Curriculum Renewal and Transformation. The grant is released to income and expenditure as the expense is incurred.		
11.6 The New Generation of Academics grant		
The New Generation of Academics Grant is a designated, restricted use fund. DHET has specified that this Grant shall be used to fund the recruitment of highly capable scholars as new academics, against a set of designed and balanced equity and in light of the disciplinary area of greatest need at UMP.		
11.7 COVID-19 grant		
The COVID-19 Grant is a designated, restricted use grant to be used to cover capital and operation expenses that is incurred to implement the government COVID-19 regulations. The balance on the grant was transferred to income as per the letter from the Minister.		

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

12. TRADE AND OTHER PAYABLES

Trade payables
Prepayments
Accruals
Retention creditors
Trade and other payables

2023 R	2022 R
66,951,438	24,679,775
56,260,752	66,795,748
759,681	2,420,749
26,159,619	7,141,718
150,131,490	101,037,990

Due to their short term maturities, the carrying amounts of trade and other payables approximate their fair value. The amount in Accruals constitutes payroll-related liabilities.

13. PROVISION

Opening balance
Utilised
Additions
Closing balance of Provisions

51,992,584	47,018,125
(21,024,027)	(17,936,973)
31,462,396	22,911,432
62,430,953	51,992,584

The provision is made up of staff bonuses of R26.981m (2022 - R19.990m), leave provision of R35.268m (2022 - R31.334m) and Security of R0.201m (2022 - R0.669m).

14. GOVERNMENT GRANTS

14.1 Government grant

- Earmarked grant from DHET for Educational and general - unrestricted
- COVID-19
- HEAIDS
- Mukwevho CBC
- NEMISA
- nGAP grant
- NRF grant
- University Capacity Development Grant
- WRC
- Nkomazi
- NESP
- Elephant Project
- Oak Foundation
- TSEF
- SEDA (UMP CFERI)
- Sanlam

485,399,108	498,080,446
462,877,000	462,840,000
-	1,905,215
51,250	-
66,227	25,606
1,612,092	1,070,417
11,092,255	10,945,565
3,124,265	13,017,093
3,575,551	3,089,588
1,379,622	1,293,973
74,840	-
173,074	-
165,128	693,119
844,398	1,328,554
13,726	133,180
339,680	1,738,136
10,000	-

14.2 Government grant - assets

- Deferred income relating to depreciation
- Balance of COVID-19 transferred to income
- Amount expensed from DHET Infrastructure grant
- Bulk infrastructure contribution

140,794,285	161,130,922
74,114,029	71,293,786
14,491,507	-
8,378,527	4,071,915
43,810,222	85,765,221
626,193,393	659,211,368

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.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023	2022
	R	R
15. INCOME FROM STUDENTS		
Application fees	4,616,593	3,953,586
Residence fees	23,212,696	21,296,687
Tuition fees	328,453,014	263,920,664
Income from Students	356,282,303	289,170,937
16. DONATIONS RECEIVED		
Donations Received - private	897,888	-
An amount of R0.898m (2022- RNilmm) was received as a donation from the public at large during the year.		
17. INVESTMENT INCOME		
17.1 Fair value movement through the profit and loss		
Total Investments income	300,571,295	128,280,686
Dividend - Foreign	341,863	102,463
Dividend - Local	2,191,958	1,144,529
Interest received - Foreign	3,372,947	2,680,694
Interest received - Local	232,840,329	129,547,593
Market adjustment	60,031,801	(7,716,946)
REIT - Local	1,792,397	2,522,353
Less: Capitalised interest transferred to Conditional Grants	(165,338,645)	(68,900,851)
	135,232,650	59,379,835
Short-term	107,694,786	61,969,391
Long-term	27,537,864	(2,589,556)
Less: Annual fee	(9,248,750)	(8,582,981)
Short-term	(8,060,916)	(7,428,944)
Long-term	(1,187,834)	(1,154,038)
Fair value movement through the profit and loss	125,983,900	50,796,854
17.2 Fair value movement through Other Comprehensive Income (see note 5.1)	4,625,600	(518,600)
18. OPERATING SURPLUS		
Operating surplus for the year is stated after accounting for the following:		
Auditors remunerations		
For statutory audit	1,653,218	1,683,403
- 2022 audit	622,463	791,825
For other audit services	1,030,755	891,578
Internal audit	1,395,908	879,622
Advertising and marketing	12,136,368	7,516,111
Depreciation, amortisation and impairments	86,093,838	80,057,624
Employee costs	450,228,353	406,567,450
Insurance	3,050,874	2,594,268
Motor vehicle expenses	1,195,370	6,498,806
Municipal services	74,267,524	30,596,715
Recruitment costs	2,658,443	1,024,925
Residence expenses	3,537,615	593,215
Small equipment	828,361	533,474
Travel and accommodation - International	3,618,450	1,871,554
Travel and accommodation - Local	8,540,263	5,788,524
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).		

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

	2023 R	2022 R
20. GENERAL RESERVE FUND	285,000,000	185,000,000
Balance at the beginning of the year	185,000,000	125,000,000
Amount provided for during the year	100,000,000	60,000,000

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 R100m (2022 - R60m) was provided for during the year in terms of a Council resolution.

21. SCHOLARSHIP, BURSARIES AND AWARDS FUND	58,000,000	48,000,000
Balance at the beginning of the year	48,000,000	43,000,000
Amount provided for during the year	10,000,000	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 R10m (2022 - R5m) was provided for during the year in terms of a Council resolution.

22. REPLACEMENT FUND FOR PLANT AND EQUIPMENT	377,658,675	291,564,837
Balance at the beginning of the year	291,564,837	211,507,213
Amount provided for during the year	86,093,838	80,057,624

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 R86.093m (2022 - R80.057m) was provided for during the year in terms of a Council resolution.

23. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND	45,000,000	40,000,000
Balance at the beginning of the year	40,000,000	35,000,000
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 (2022 - R5m) was provided for during the year in terms of a Council resolution.

24. RESEARCH STRATEGIC INITIATIVES FUND	86,000,000	76,000,000
Balance at the beginning of the year	76,000,000	71,000,000
Amount provided for during the year	10,000,000	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 R10m (2022 - 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 2023

25. INSTITUTIONAL CONTINGENCY FUND

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

2023	2022
R	R
73,000,000	68,000,000
68,000,000	63,000,000
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 (2022 - R5m) was provided for during the year in terms of a Council resolution.

26. INSTITUTIONAL MAINTENANCE FUND

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

91,399,124	71,399,124
71,399,124	56,399,124
20,000,000	15,000,000

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 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 R20m (2022 - R15m) 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

80,000,000	65,000,000
65,000,000	55,000,000
15,000,000	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 R15m (2022 - R10m) was provided for during the year in terms of a Council resolution.

28. Student Representative Council Reserve

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

249,129	-
-	-
249,129	-

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to provide a reserve of the unspent SRC budget that Council may allocate for any future spending at its discretion. Funds to the value of R0.249m (2022 - RNil) was provided for during the current year in terms of a Council resolution.

29. STATEMENT OF CASH FLOW NOTES

29.1 Cash generated from operations

Surplus for the year	263,517,065	192,884,849
Surplus on sale of asset	(162)	-
COVID-19 transferred to income		
Government grants - assets	(126,302,778)	(161,130,922)
Depreciation, amortisation and impairment	86,093,838	80,057,624
Investment income	(135,232,650)	(59,379,835)
Conditional grant released to income related to expenses	(22,522,108)	(35,240,446)
Fair value movement through comprehensive income	(4,625,600)	(518,600)
Investor annual fee	9,248,750	8,582,981
Infrastructure income released relating to expenses	237,651	2,231,907
Loss on decommissioning of assets	868,487	50,194
Provision for doubtful debt	15,050,650	26,084,311
Movement in provisions	10,438,369	4,974,459
Changes in working capital		
Trade and other receivables	1,403,702	(31,032,775)
Deposits	(20,000)	-
Trade and other payables	49,093,500	(19,864,506)
Inventories	147,762	(144,745)
	<u>147,396,476</u>	<u>7,554,497</u>

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

	2023	2022
	R	R
29.2 Purchase of Property, Plant and Equipment		
Cost at the end of the year	4,018,277,651	3,297,890,137
Less: cost at the beginning of the year	(3,297,890,137)	(3,205,647,160)
Movement of assets during the year	720,387,514	92,242,977
Add: Disposal / decommissioned during the year	54,170,310	279,189
Purchase of Property, Plant and Equipment	774,557,824	92,522,166
29.3 Purchase of intangible assets		
Cost at the end of the year	7,664,571	13,274,180
Less: cost at the beginning of the year	(13,274,180)	(11,767,353)
Add: Disposal / decommissioned during the year	7,599,312	-
Purchase of intangible assets	1,989,703	1,506,827
29.4 Proceeds from sale of assets		
Net book value of assets written off	873,825	128,429
Profit on sale of assets	162	-
(Loss) on sale of asset	(868,487)	(50,194)
Proceeds from sale of assets	5,500	78,235
29.5 Increase in Investments		
Closing balance at the end of the year	3,009,555,125	2,856,218,562
Long Term Investments	208,458,802	176,295,338
Short Term Investments	2,801,096,323	2,679,923,224
Opening balance at the beginning of the year	2,856,218,562	2,283,620,121
Short Term Investments	2,679,923,224	2,124,216,627
Long Term Investments	176,295,338	159,403,494
Increase in Investments	153,336,563	572,598,441
29.6 Increase in Deferred Income		
Closing balance at the end of the year	2,712,931,084	2,503,071,906
Less: Assets capitalised/donated by government treated as deferred income	(283,973,211)	(143,636,781)
Add: Expenditure transferred to income	-	-
Add: Depreciation allocated to Deferred income	74,114,033	71,289,671
Less: Opening balance at the beginning of the year	(2,503,071,906)	(2,430,724,796)
Increase in Deferred Income	-	-
29.7 Increase in Conditional grants		
Closing balance at the end of the year	2,521,708,046	2,291,966,969
Add: Assets capitalised transferred to deferred income	283,887,184	141,859,409
Amounts repaid to DHET - COVID-19	-	34,404,000
Bulk infrastructure transferred to local municipality	43,810,221	85,765,221
Less: Interest capitalised	(165,338,645)	(68,832,658)
Add: Expenditure transferred to income	58,900,924	39,312,357
Add: Transfer from / to other balances	14,491,507	-
Less: Opening balance at the beginning of the year	(2,291,966,969)	(1,956,151,871)
Increase in Conditional grants	465,492,267	568,323,427
29.8 Investment income		
Investment income per statement of performance	135,232,650	59,379,835
Fair value movement through Other Comprehensive Income	-	(518,600)
Investors annual fee	(9,248,750)	(8,582,981)
Add: Interest received and capitalised during the year	165,338,645	68,900,851
DHET unspent infrastructure grant	158,271,162	65,192,266
Other grants	2,380,121	935,993
University capacity development grant	2,250,551	1,041,220
New Generation of Academics grant	2,436,811	1,731,372
Investment income	291,322,545	119,179,104
30. COMMITMENTS		
Capital Contracted Commitments		
29.1 Not yet contracted	981,913,929	2,109,618,320
29.2 Contracted and not yet spent	951,494,428	194,630,937
Commitments	1,933,408,357	2,304,249,257

Projects to the value of R981.914m (2022- R2 109.618m) were not contracted for, R951.494m (2022 - R194.631m) were contracted for and not yet spent. Work-in-progress at the end of year was R735.735m (2022 - R324.759m).

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

2023
R

2022
R

31. 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.

2023
R

2023
R

2023
R

2022
R

32. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION
EXECUTIVE

	Salary	Expense Allowance	Total	Total
Prof TV Mayekiso	5 333 228	44 954	5 378 182	5 045 002
Prof S Sommers (resigned 31 December 2022)	178 816	-	178 816	3 172 578
Prof M Mbewe (appointed 1 July 2023)	1 405 310	17 232	1 422 542	-
Dr A Strobel (appointed 1 July 2023)	1 405 310	17 232	1 422 542	-
Mr KD Pather	3 304 873	19 698	3 324 571	3 118 648
Mr JSM Legodi	2 548 592	19 698	2 568 290	2 495 658
Dr PM Maminza	2 046 576	17 863	2 064 439	1 936 544
Dr L Govender	2 332 979	19 698	2 352 676	2 168 733
	<u>18 555 684</u>	<u>156 374</u>	<u>18 712 058</u>	<u>17 937 163</u>

NON-EXECUTIVE COUNCIL MEMBERS

	Honorarium	Expense Allowance	Total	Total
Dr DM Mabunda (Chairperson) (term ended 15 February 2023)	20 514	7 492	28 006	152 602
Mr SG Mahlalela (Chairperson) (Appointed 16 February 2023)	84 077	4 594	88 671	-
Mr SG Mahlalela (Appointed 1 October 2022)	23 987	919	24 906	9 654
Ms C Mabuza (Deputy Chairperson) (end of term 15 August 2022)	-	-	-	10 410
Ms N Nobongoza-Ravele (Deputy Chairperson)	122 494	5 513	128 007	85 384
Prof SS Ripinga (end of term 15 August 2022)	-	-	-	23 655
Mr TG Mokoena (end of term 15 August 2022)	-	-	-	72 106
Ms C Ledwaba	2 968	5 513	8 481	48 056
Prof RTG Nhlapho	52 526	5 513	58 039	38 627
Mr JN Aling	60 106	5 513	65 619	60 742
Prof. M Kanyane	74 944	5 513	80 457	61 639
Ms N.Z.N Madlakana	26 708	5 513	32 221	42 849
Mr T Ndebele	62 318	5 513	67 831	59 731
Mr TR Tshabalala	23 740	-	23 740	22 312
Mr P Ganesan	23 740	-	23 740	22 312
Mrs MZ Lushaba	8 903	-	8 903	13 945
Ms L Ngcwabe	8 903	-	8 903	8 367
Mr WT Shabangu (Resigned 23 Aug 2023)	20 773	4 594	25 367	-
Mr MMC Khoza (appointed 1 April 2022)	59 350	-	59 350	25 744
Dr PH Maduna (appointed 1 April 2022)	59 939	5 513	65 452	23 384
Mrs NP Madliwa (appointed 1 April 2022)	45 257	5 513	50 770	31 751
Mr M Schormann (appointed 24 June 2022)	49 714	5 513	55 227	10 941
Mrs NB Mfihlo (appointed 01 April 2023)	41 545	4 135	45 680	-
Mr BJ Mthembu (appointed 01 April 2023)	30 420	4 135	34 555	-
Prof J Lebakeng (appointed 01 April 2023)	29 675	4 135	33 810	-
Mr OM Galane (resigned 16 January 2022)	-	-	-	1 716
	<u>932 598</u>	<u>85 135</u>	<u>1 017 733</u>	<u>825 923</u>

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

33. 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

Related party transactions

	2023 R	2022 R
Earmarked grant received from DHET	462 877 000	462 840 000
Conditional grant received from the DHET - Other	43 685 269	37 323 423
Conditional grant received from the DHET - Interest	165 338 645	68 832 658
Conditional grant received from the DHET - Infrastructure	421 807 000	721 403 010
Conditional grant repaid - DHET	-	(34 404 000)
Funza Lushaka bursaries received for qualifying students	7 576 555	2 400 326
NSFAS bursaries received for qualifying students	261 703 845	223 508 030
	<u>1 362 988 314</u>	<u>1 481 903 447</u>

Related party balances

Deferred income from DHET	2 163 627 482	1 942 823 667
Current portion of Deferred income	60 104 788	57 126 207
Conditional grants	2 202 955 351	2 117 224 281
NSFAS (Credit) balance	(48 994 813)	(9 086 101)
Funza Lushaka (Credit) Debit balance	(35 838)	26 737
	<u>4 377 656 970</u>	<u>4 108 114 791</u>

34. 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

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

Liquidity risk

The university's risk to liquidity is a result of the funds available to cover future commitments. The UMP manages liquidity risk

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

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

Less than one year		
Trade and other payables	<u>150 131 490</u>	<u>101 037 990</u>

Interest rate risk

The UMP has exposure to cash flow interest rate risk which is mainly arising from its deposit with banks, as well as interest on

At 31 December 2023, 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 R15.76m (2022- R10.904m) higher/lower.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2023

2023
R

2022
R

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The UMP only Financial assets exposed to credit risk at year end were as below:

Trade and other receivables	30 275 192	31 678 894
Deposits	402 210	382 210
Cash at bank and cash equivalents	9 876 973	35 544 275
	40 554 375	67 605 379

35. 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 2023 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

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 2023

		2023	2022
	Notes:	R	R
INCOME FROM STUDENTS	15	356 282 303	289 170 937
Application fees		4 616 593	3 953 586
Residence fees		23 212 696	21 296 687
Tuition fees		328 453 014	263 920 664
OTHER INCOME		782 641 208	737 780 046
Government grants - subsidy	14.1	485 399 108	498 080 446
Government grants - assets	14.2	140 794 285	161 130 922
Bad debt recovered		9 000	-
Donations received	16	897 888	-
Investment income	17	135 232 650	59 379 835
Rental income - staff housing		1 042 090	736 268
Sales of goods and other services		19 266 025	18 452 575
Surplus on sale of asset		162	-
TOTAL INCOME		1 138 923 511	1 026 950 983
OPERATING EXPENSES (Refer to page 36)		880 032 046	834 066 134
SURPLUS FOR THE YEAR	18	258 891 465	192 884 849

	2023 R	2022 R
OPERATING EXPENSES	880 032 046	834 066 134
Advertising and marketing	12 136 368	7 516 111
Auditors remunerations - external	1 653 218	1 683 403
Auditors remunerations - internal	1 395 908	879 622
Bank charges	643 388	419 829
Bulk Infrastructure contribution	43 810 222	85 765 221
Catering and refreshment expenses	13 766 849	9 882 876
Cleaning	3 158 543	3 709 212
Conferences and workshops	794 244	2 347 554
Conditional grant expenses	22 374 996	35 240 447
Depreciation, amortisation and impairments	86 093 838	80 057 624
Employee costs	450 228 353	406 567 450
Information Communication and Technology cost	17 228 803	13 589 551
Insurance	3 050 874	2 594 268
Investors annual fee	9 248 750	8 582 981
Legal fees	10 209 638	14 265 280
Loss on decommissioning of assets	868 487	50 194
Motor vehicle expenses	1 195 370	6 498 806
Municipal services	74 267 524	30 596 715
New infrastructure expenses	8 378 527	4 071 915
Office supplies	168 916	303 266
Other expenses	104 998	147 004
Printing and stationery	4 181 154	2 848 842
Professional services	6 506 675	7 857 340
Provision for bad debts	15 275 825	26 084 311
Programme costs	662 575	6 581 661
Recruitment costs	2 658 443	1 024 925
Rental of equipment	1 094 920	889 233
Repairs and maintenance	19 015 383	15 216 766
Research cost	1 257 299	82 703
Residence expenses	3 537 615	593 215
Security and safety	19 204 572	22 137 343
Service fees	-	1 114 996
Small equipment	828 361	533 474
Staff development	680 753	263 750
Student support services	27 092 890	22 278 052
Subscriptions	5 099 054	4 130 116
Travel and accommodation - international	3 618 450	1 871 554
Travel and accommodation - local	8 540 263	5 788 524

ANNEXURE 1

LIST OF POLICIES APPROVED BY COUNCIL IN 2023

1. UMP CODE OF CONDUCT FOR STAFF
2. STUDENT FINANCIAL POLICY
3. STUDENT AND FUNDERS REFUND POLICY
4. SUPPLY CHAIN MANAGEMENT POLICY
5. POLICY ON MANAGEMENT OF PERFORMANCE INFORMATION
6. UMP INTELLECTUAL PROPERTY POLICY

REVISED POLICIES

1. REVISED INVESTMENT POLICY
2. ADMISSIONS POLICY
3. POLICY ON CONFERRING HONORARY, VISITING, ADJUNCT AND EMERITUS PROFESSORIAL TITLES
4. AMENDED SRC CONSTITUTION
5. REVISED RESEARCH ETHICS POLICY



ANNEXURE 2

2023 ANNUAL PERFORMANCE PLAN



ACTIVITY AREA 1:**GOVERNANCE AND STRATEGIC LEADERSHIP
AND MANAGEMENT****GOAL 1:****ESTABLISH AND MAINTAIN EFFECTIVE AND EFFICIENT GOVERNANCE,
STRATEGIC LEADERSHIP AND MANAGEMENT**

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 meetings of the Siyabuswa Campus Management Committee were held on 23 June, 15 September, and 16 November 2023.	Nil
1.2	Develop and implement academic governance structures, systems, and processes in support of UMP's academic mandate.	31 December	Review the academic governance structures and implement the recommendations.	Achieved The academic governance structures were reviewed and recommendation to appoint Programme Co-ordinators was implemented.	Nil
1.3	Implement an effective framework for ethical and transformational governance, leadership, and management.	30 November	Embed ethics in the governance framework of the institution.	Achieved Ethics were embedded in the governance framework of the institution through the inculcation of the value of integrity in all institutional processes.	Nil

1.4	Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	30 September	Review the Risk Register	Achieved The Risk Register was reviewed on 27 September 2023.	Nil
		30 November	Monitor the implementation of the Risk Register through the quarterly meetings of the Risk Management Committee.	Achieved The implementation of the Risk Register was monitored during the meetings of the Risk Management Committee on 09 March, 16 May, 17 August, 19 October 2023.	Nil

GOAL 2:

PROMOTE SOUND INFORMATION GOVERNANCE AND MANAGEMENT AT ALL LEVELS OF THE INSTITUTION

1.5	To promote the preservation of organizational information and institutional memory.	31 December	To develop a framework and structures for information governance and management.	Achieved The framework for information governance and management was developed and submitted to MANCO on 06 December 2023.	Nil
1.6	To develop and implement systems and processes to access information in line with various legislative, regulatory requirements/ frameworks and organisational needs.	31 December	To update the checklist for regulatory compliance.	Achieved The checklist for regulatory compliance was updated and submitted to MANCO on 30 August 2023.	Nil
1.7	To develop and implement systems and processes in support of data management and cybersecurity.	31 December	To implement data management and cybersecurity systems and processes.	Achieved Data management and cybersecurity systems and processes were implemented following the appointment of the DD: Information Security.	Nil

ACTIVITY AREA 2: RESEARCH AND INNOVATION

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
2.1 Provide an enabling policy environment and funding framework for research to improve research quality, impact and productivity.	31 December	Implement Council-approved Research Policies; especially the Cost Recovery Policies. Review Policy on Research Support Grant. Develop the IP Policy for Council approval.	Achieved Costing and Pricing of Research Grants and Contracts: Full Cost Policy, and Policy on Indirect Cost Recovery Rate (ICRR) of Third Stream Income were workshopped with Faculties. The Policy on Research Grants was reviewed and suggested data collection on previous expenditures executed. The UMP IP Policy and reviewed Research Ethics Policy were approved by Council on 30 November 2023.	Nil
	15 May	Submission of 2022 UMP Research Output Report to DHET.	Achieved Audited UMP Research Output Report (2022) submitted to DHET on 15 May 2023.	Nil
2.2 Provide appropriate research and innovation infrastructure and support.	31 October	Identify research-related needs of new staff: Organise assistance with Director Library and Information Services, Director Finance, Senior Manager HR and Chief Information Officer ICT.	Achieved SPSS software Licenses installed on the Library computers for use by postgraduate students and staff. End Notes License also obtained through LIS. 15 staff members identified and supported through UCDP (12 Doctoral and 3 Masters).	Nil
2.3 Promote, recognise and reward research and innovation excellence.	31 December	Research Excellence Awards ceremony held.	Achieved The Awards Ceremony was held on 5 December 2023. Six awards were made, incl. recognition of newly rated researchers.	Nil

2.4	Increase and diversify external and internal financial resources available to support research-related activities	31 December	Increase external funding by 10%.	Achieved External funding was increased by 111%. The 2022 baseline was R15,707,624 and 2023 income was R33,174,890.	Nil
			40% Research funding applications successful.	Achieved 56% research funding applications were successful: applications made to the NRF for students: 483 (32% success rate); for researchers: 21 (19% success rate; Applications made to WRC, ARC, CIT, Red Meat R&D and Sasol had 100% success rate. SASUF applications were 80% successful.	Nil
			Two contract research projects submitted for funding.	Achieved Two contract research projects were submitted: ESKOM (Research Testing and Development Universities Project) on 2 June 2023, and ESKOM (HSRC in collaboration with CSIR and UMP) on 10 July 2023.	Nil

GOAL 2:

DEVELOP AND SUSTAIN THE RESEARCH CAPACITY OF STAFF AND STUDENTS

2.5	Attract, nurture and develop research potential and talent.	31 December	1 Report on staff registered for Masters' and Doctoral degrees.	<p>Achieved Progress reports were received from supervisors of Masters' and Doctoral staff available in Research Office: The following staff obtained their Masters' degrees in 2023: Ms Tshogofatso Nyuliwe, Ms Hlengiwe Zulu, Ms Mkhwanazi, Mr William Jiyana.</p> <p>Staff who obtained doctoral degrees in 2023 are: Dr Motselisi Chere, Floyd Khoza, Mumsy Chibe, Tshepiso Ndhlovu, Themba Lukhele.</p>	Nil
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				Ms Shikwambana and Ms Tshitshi submitted their Masters' dissertations; 3 Doctoral candidates submitted their Doctoral theses for examination: Ms S Mphinyane-Chauke; Mr L Munyai, Ms T Vilakati.	
			Facilitate applications for NRF Rating.	Achieved 3 Researchers obtained NRF Rating in 2023: Dr Mazanai Musara (Y2), Dr Tim Forssman (C3); Prof Dan Parker (C3 to C2). Six academic staff are applying for rating (2023-24).	Nil
2.6	Provide support to emerging researchers, postgraduate students and postdoctoral fellows to become research active.	31 December	Mentoring, Training, Workshops, Seminars and Research Support Grant: Promote research mentorship programmes for emerging researchers.	<p>Achieved</p> <p>56 emerging researchers (ATSP Fellows and Lecturers) attended national/international conferences/workshops.</p> <p>53 publication page fees approved for emerging researchers.</p> <p>7 applications approved for the Research Support Grant, 1 application approved under the Institutional Research Themes.</p> <p>A virtual postgraduate information session for the NRF Postgraduate Funding Call for 2024 was held on 31 May 2023.</p> <p>Dr Ayanda Shabalala attended the DSI/THENSA Supervisor Enhancement Programme in Gauteng Province (23-24 February 2023).</p> <p>Study leave was approved for Ms Mpho Sealetse to finalise her PhD (Jan-Mar 2024). Dr Thulisile Bhuda received the 2023 Voice of Heritage Shield Award during the 10th Annual Golden Shield Heritage Awards, hosted by the National Heritage Council of South Africa (NHC).</p>	Nil

			Research methodologies, methods and data analyses arranged for staff and postgraduate students.	<p>Dr Zakheleni Dube hosted the Pan-African Nematology Network (PANEMA) at UMP (28 Feb - 3 March 2023).</p> <p>4 members of the Erasmus+ Collaborative Project (ELEPHANT) attended project workshops (17-30 September 2023).</p> <p>Prof Niyimbanira was accepted to the Future Professors Programme.</p> <p>3 staff members and 1 student attended the University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Conference on "One Health" (3-11 December 2023) (8 students and 2 staff members participated online).</p>	
			8 Research Seminars and Colloquia	<p>Achieved</p> <p>Research Methods, Methodology and Data Analyses workshop held during 10-14 April 2023.</p>	Nil
				<p>Achieved</p> <p>9 emerging researchers presented seminars at the Research Communities of Practice seminar series.</p> <p>A Public Lecture by Prof D Thakhathi was held on 23 February 2023.</p> <p>Prof D Parker presented a Seminar on 30 March 2023. A FANS Research Seminar was held on 17 April 2023.</p> <p>Prof Victor Mlambo presented a Seminar on 22 June 2023. Prof Joseph Diescho presented an institutional public lecture on "<i>South Africa still the epicentre of and for reconstruction of Africa</i>" on 3 August 2023.</p>	Nil

				<p>The Vice-Chancellor, Prof Thoko Mayekiso, presented a public seminar titled “<i>Luhambo lwemhlahlandlela (Pioneering Journey)</i>”, with Prof Sipho Seepe as the Respondent on 25 August 2023.</p> <p>Justice Mbuyiseli Madlanga presented the ATMD Annual Lecture on “Ethical and Moral Leadership” on 17 October 2023.</p> <p>A Fulbright Visiting Professor, Prof Robert McCleery, USA, presented a Public Lecture on 30 October 2023.</p> <p>UMP hosted the annual Water Research Commission (WRC) Consultation and Water Sector Engagement on 7 September 2023.</p> <p>UMP hosted the 16th Meeting of the SA Association of Political Studies (SAAPS) during 13-15 September 2023, facilitated by Prof Vusi Gumede.</p> <p>LIS hosted a prominent colloquium during the International Open Access Week on 23 October 2023, and an Author Workshop on Journal Selection, Open Access, Publishing and Peer Review on 2 November 2023.</p> <p>UMP convened the Erasmus+-funded ELEPHANT project at UMP during 21-25 November 2023, facilitated by Dr Liaan Minnie, School of Biology and Environmental Sciences.</p>	
			Research Ethics Workshop for Ethics Committees.	<p>Achieved</p> <p>Research Ethics Workshops held during 16-20 January 2023. An online workshop was offered by Prof WA Beukes from Stellenbosch University 10 March 2023.</p>	Nil

			Scholarly Writing for Publications for emerging researchers.	Achieved The Writing for Scholarly Publications workshop was held during 11-15 September 2023.	Nil
			Postgraduate Supervision Workshop for postgraduate supervisors.	Achieved Research Postgraduate Supervision Workshop was held during 24-25 January 2023. A workshop on Honours supervision was held during 1-2 February 2023.	Nil
			Host 1 Writing Retreat for UMP researchers to increase research outputs.	Achieved The 2023 Writing Retreat was held at the Kruger Park Lodge Hazyview during 17-21 July 2023.	Nil
			Host 1 Research Day.	Achieved UMP hosted its inaugural Research and Innovation Day on 5 December 2023.	Nil
2.7	Create a culture of research in undergraduate and postgraduate students.	31 December	12 undergraduate students participating in research internship opportunities from senior academics.	Achieved 14 undergraduate students participated in research internship opportunities organised by senior academics.	Nil
			60% postgraduate students in research training workshops and information literacy sessions organised by the Research and Innovation Division and LIS.	Achieved 69% (304 of 439) postgraduate students participated in training workshops and information sessions: 8 students attended the Pan-African Nematology Network (PANEMA) workshop at UMP during 28 Feb - 3 March 2023; 213 students attended the 2024 Postgraduate Funding information session on 4 May 2023; 6 students attended the Commercialisation of Research Outputs Workshop on 6 July 2023.	Nil

				<p>33 students attended the Entrepreneurship workshop on 1 September 2023.</p> <p>5 postgraduate students attended a research training workshop (Writing for Scholarly Publications) during 11-15 September 2023. 31 students attended the inaugural R&I Day. 4 students attended Prof Robert McCleery's Public Lecture.</p>	
			Report on Manuscripts from Masters' and Doctoral UMP Graduates.	<p>Achieved</p> <p>The following M and D candidates submitted manuscripts for publications: Ms C Ndlovu (1), Mr S Mazwane (2), Ms S Mgoduka (2), Mr D Sibeko (1), Mr K Makalela (1), Ms P Dube (1).</p>	Nil

GOAL 3:
CONDUCT RESEARCH AND INNOVATION THAT CONTRIBUTES TO LOCAL, NATIONAL, REGIONAL, AND GLOBAL SUSTAINABILITY

2.8	Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.	31 December	Partnerships with signed MoUs: 3 National and 2 International partners.	<p>Achieved</p> <p>MoUs were signed with the following: University of Maryland, Eastern Shore, USA on 2 May 2023; National Institute for Humanities and Social Sciences (NIHSS) on 24 July 2023; Public Service Sector Education and Training Authority (PSETA) on 18 August 2023; SA National Biodiversity Institute (SANBI) on 4 September 2023; Work Integrated Learning Programmes [SA National Park Services (SANPARKS), Riverside Park Precinct Association (RPPA), University of the Witwatersrand, Mpumalanga Tourism and Parks Agency (MPTA)] on 7 September 2023; Botswana University of Agriculture and Natural Resources (BUAN) on 14 September 2023;</p>	Nil
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				<p>International Christian University (ICU), Japan on 29 September 2023; Mpumalanga Legislature on 30 November 2023.</p> <p>UMP was admitted as the newest member of the Australia-Africa Universities Forum (AAUN) on 4 September 2023; and as a core partner in the highly significant African Research University Alliance (ARUA)-The Guild partnership in July 2023. UMP attended the UK2070 Commission Mission 6 Ministerial Visit at the Net Zero Industry Incubation Centre to discuss the Just Energy Transition (JET) on 17 November 2023.</p>	
2.9	Identify and develop institutional research themes.	31 December	4 Institutional Research Themes being executed.	<p>Achieved</p> <p>Four IRTs being executed are: Ethics and Governance; Youth Development and Empowerment; Environmental and Socio-economic Sustainability; Biodiversity Conservation and Development.</p>	Nil
2.10	Promote the commercialisation of research outcomes in the form of products, processes and services.	31 December	Host a workshop on commercialisation of research outcomes.	<p>Achieved</p> <p>Commercialisation of Research Outputs Awareness Workshop facilitated by Dr Phumuza Langa (UJ) held on 6 July 2023.</p>	Nil
2.11	Promote entrepreneurship and creative problem-solving skills in staff and students.	30 November	Create a database of UMP students that participate in Entrepreneurship activities.	<p>Achieved</p> <p>Database for students and staff involved in Entrepreneurship activities and creative solving skills available at the Research Office.</p>	Nil

		31 October	Host a workshop on entrepreneurship and creative problem-solving skills for staff.	Achieved Student Entrepreneurship and Creative Problem-Solving Skills Workshop facilitated by Prof K Ogujiuba held on 1 September 2023.	Nil
			Host a workshop on entrepreneurship and creative problem-solving skills for staff.	Achieved Staff Entrepreneurship and Creative Problem-Solving Skills Workshop facilitated by Prof K Ogujiuba held on 30 October 2023.	Nil

ACTIVITY AREA 3: TEACHING AND LEARNING

GOAL 1:

DEVELOP AND IMPLEMENT PQM AND ENROLMENT PLAN THAT ARE RELEVANT AND RESPONSIVE TO UMP'S CONTEXT

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
3.1	Develop an academic plan that will inform underpin and support all academic activity.	31 December	Review the Academic Plan and Align it to the New Strategic Plan.	Achieved The academic plan was reviewed and aligned with the New Strategic Plan (Vision 2030) and submitted to the Acting DVC: T&L.	Nil
			Submit the mid-year reports to Senate.	Achieved Mid-year reports were submitted to Senate as part of Faculty submissions to Senate meeting held on 06 September 2023.	Nil
			Submit the end -of the year reports to senate.	Achieved End of year reports were submitted as part of faculty submissions to Senate held on 01 November 2023.	Nil

3.2	To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP.	30 November	Five new applications submitted to DHET	<p>Achieved</p> <p>The following were submitted to DHET:</p> <ol style="list-style-type: none"> 1. Submission of Bachelor of Arts in Media, Culture and Communication (BAMCO) on 02 March 2023. 2. Submission of B Tourism on 06 March 2023. 3. PhD (Education) on 28 March 2023. 4. Diploma in Entrepreneurship submitted on 24 August 2023. 5. Business Plan for Diploma in Emergency Medical Care and Bachelor of Dietetics submitted on 02 December 2023. 	Nil
		31 December	Five applications submitted to CHE for accreditation. In addition to the applications, further submission for addition of CESM categories to CHE was made.	<p>Achieved</p> <p>The following five programmes were submitted to CHE for accreditation:</p> <ol style="list-style-type: none"> 1. Bachelor of Science Honours in Environmental Science on 02 March 2023 2. Bachelor of Arts in Media, Culture and Communication (BAMCO) on 15 May 2023 3. Bachelor of Social Sciences 24 July 2023 4. Bachelor of Tourism Management on 28 September 2023 5. Bachelor of Information and Communication Technology (BICT) Honours on 20 October 2023. <p>The following addition of CESM categories were done:</p> <ol style="list-style-type: none"> 1. Addition of Business Management to MCom 16 January 2023 2. Addition of Geography and Geology to MSc 19 January 2023 	Nil

				<p>3.Addition of Psychology, Industrial Psychology, Geography, English and SiSwati to existing PhD 19 January 2023.</p> <p>4.Addition of Archaeology to general BA Hons submitted on 14 April 2023</p> <p>5.Addition of Tourism to BA Hons Submitted on 18 May 2023</p> <p>6.Addition of Gender Studies, Political Studies, isiNdebele and Culture and Heritage Studies to MA, on 29 August 2023.</p>	
3.3	To support the use of diverse modes of programme delivery both within and between campuses.	30 September	Present two workshops on how to record and upload lectures on Moodle.	<p>Achieved</p> <p>Two workshops on how to record and upload lectures on Moodle were presented on 09 and 23 February 2023.</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	All new Diploma submissions to DHET have a WIL component.	<p>Achieved</p> <p>The New Diploma in Entrepreneurship that was submitted to DHET has a WIL component.</p>	Nil

GOAL 2:
DEVELOP AND RECOGNISE TEACHING EXCELLENCE PURSUANT
TO GRADUATE ATTRIBUTES

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
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 December	Provide training/ workshops on curriculum development, assessment of teaching and learning and teaching methods.	Achieved Two workshops on teaching methods were offered on 17 February and 01 March 2023 at the Mbombela and Siyabuswa Campus respectively.	Nil
	31 December	Submit quarterly reports on the implementation of PASS for T&L.	Achieved Quarterly reports on the implementation of PASS for T & L were submitted to the TLCS held on 22 February, 01 June, 15 August and 20 October 2023.	Nil
3.6 To promote, recognise and reward excellence in teaching.	31 December	Send a call for applications for the TEA.	Achieved The 2023 call for Teaching Excellence Awards was sent out to all the academics on 30 June 2023. One application was submitted to the Research, Teaching, Engagement, Excellence Awards Committee for consideration.	Nil
3.7 To nurture and develop academics as reflective practitioners.	30 November	Present two academic development modules on both campuses.	Achieved Two academic development modules were presented on both campuses through the following workshops: Module 1: Teaching and Learning in Higher Education held on 17 and 01 March; Design Aspects of Active Learning held on 23 March; Developing and aligning Learning Outcomes held on 25 April;	Nil

				Module 2: Incorporation of Bloom's Taxonomy in T&L held on 29 May and 28 July; Assessment and Moderation of Learning held on 18 May and 24 August; Promoting Reflective and Reflexive Teaching Practice held on 16 and 31 October 2023.	
3.8	To provide support for the use of multimedia and ICTs in teaching and learning.	31 October	Present two workshops/ seminars on the integration of multimedia and ICT in T& L.	Achieved The following workshops which are part of integration of multi-media and ICT in T& L were offered. Moodle Refresher Course held on 09 February; Assessment Design for online learning held on 13 February and 18 July; E-learning Workshop held on 24 February; Digital tools for oral presentation/digital story telling held on 02 May; Development of E-portfolio held on 04 May and digital story telling held on 02 August 2023.	Nil

GOAL 3: BROADEN ACCESS TO UMP AND FACILITATE STUDENT SUCCESS

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
3.9	To facilitate articulation to UMP.	31 December	Engage with one TVET and develop articulation pathways.	Achieved The Ehlanzeni TVET College was engaged to develop articulation pathways in Hospitality.	Nil
3.10	To provide a scaffolded programme of student support and mentorship.	31 March	Hold orientation week on both campuses as per the Almanac.	Achieved The orientation week was held on both campuses from 13 to 17 February 2023.	Nil
			60% of first year students attend orientation.	Achieved 69 % of first year students attended orientation.	Nil

		28 February	Develop and submit the 2023 Calendar for First Year Experience (FYE) to DVC: T&L.	Achieved The 2023 Calendar for FYE was developed and submitted to the Acting DVC: T&L on 13 February 2023.	Nil
		30 November	Facilitate participation of 70% of first year students in the FYE programme.	Achieved 80% of first year students participated in the FYE programme.	Nil
		30 October	Provide 6 Information literacy sessions to first year students.	Achieved Ten information literacy sessions were held on 16, 23 and 30 March and 20 and 26 April and 04 and 11 May; 03 and 17 August and 12 October 2023.	Nil
3.11	To provide structured tutorials to promote success.	31 December	Provide structured tutorial sessions.	Achieved Structured tutorial sessions, based on identified areas by lecturers to the tutors were provided in faculties in each quarter.	Nil
			Provide tutor training sessions at the beginning of each semester.	Achieved Tutor training sessions were provided on 01 and 22 March and 05 and 16 August 2023.	Nil
			Heads of Schools submit a report on tutorial impact to the DVC: T&L.	Achieved Reports on the impact of tutorials were compiled by Heads of Schools and submitted to the Acting DVC: T&L.	Nil
3.12	To improve completion rates and undergraduate throughput.	31 December	Identify at Risk modules and provide support.	Achieved The following at risk modules were identified: Soil Science, Agricultural Engineering, Vegetable Production, Economics and Accounting.	Nil

				Students experiencing challenges in these modules were assisted through tutorials and through support from FASSET-SETA which provided funds for extra classes for students struggling with Accounting.	
			Monitor annual pass rates through end of the year reports.	Achieved Heads of Schools analysed annual pass rates for 2022 and submitted reports to Senate meeting held on 06 September 2023.	Nil
			Implement a cohort-based analysis tool.	Achieved A cohort-based analysis of student performance was conducted and submitted on 26 October 2023.	Nil
			Monitor annual throughput rates.	Achieved Throughput rates were monitored through cohort-based report that was submitted on 26 October 2023.	Nil

ACTIVITY AREA 4: INSTITUTIONAL SUPPORT

GOAL 1: PROMOTE THE DEVELOPMENT OF ICONIC INFRASTRUCTURE

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
4.1	To maintain effective and efficient systems and processes for new infrastructure development.	31 December	Implement an online Project Progress Documentation and Reporting Management System to manage project data for all new projects.	Achieved The management of project data using for all new projects was successfully implemented using the project progress Documentation Monitoring and Reporting Management System by 31 December 2023.	Nil

4.2	Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is un-conventional, original, and creative.	31 December	Achieve 20% completion on the construction of: NBP0024: Academic Building 01 Law Building.	Achieved Construction project progress for NBP0024: Academic Building 01 Law Building has been achieved as: 38%.	Nil
			Achieve 20% completion on the construction of: NBP0025: Academic Building 02 Nature Conservation Building.	Achieved Construction project progress for NBP0025: Academic Building 02 Nature Conservation Building has been achieved as: 41%.	Nil
4.3	Create social spaces for crucial conversations.	31 December	Achieve 80% completion on the construction of NBP0015: Lower Campus D725 Northern Entrance.	Achieved Construction of NBP0015: Lower Campus D725 Northern Entrances) had reached 100% completion on 26 September 2023.	Nil
4.4	Create opportunities for socioeconomic development locally.	31 December	Create Work Integrated Learning opportunities, Internships, and apprenticeships for Built Environment Graduates and Artisans amongst all racial groups within the Republic of South Africa.	Achieved Built Environment Candidates that qualify to be employed at the Mbombela West Campus Construction Site were enrolled as follows: <ul style="list-style-type: none"> • Work Integrated Learning Opportunities: 14 • Internships, and Apprenticeships for Built Environment Graduates: 17 • Artisans: 11 • Total Opportunities: 42 	Nil
			Contributing to job creation for local unskilled workers, Youth, Women and people with disabilities.	Achieved Job Opportunities that have been created for General Workers at the Mbombela East and West Campus Construction Sites are as follows: <ul style="list-style-type: none"> • Local Unskilled Workers: 461 • Youth: 420 	Nil

				<ul style="list-style-type: none"> • Women: 151 • People with Disabilities: 5 • Total Local Unskilled Workers: 461 	
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GOAL 2:

PROMOTE THE MAINTENANCE OF INFRASTRUCTURE, FACILITIES, AND ESTATE

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
4.5	Implement measures for effective and efficient maintenance and renovation of the existing infrastructure and facilities.	31 December	Monitor the implementation of the Maintenance Plan through monthly reports.	Achieved The implementation of the Maintenance Plan 2023 was conducted and monitored through preventative and on-demand maintenance tasks and monthly reports were submitted. Conducted 1 682 preventative maintenance tasks and 3 398 on-demand maintenance tasks.	Nil
		31 December	Conduct four (4) Maintenance Awareness Campaigns per annum, two for staff and two for students at both campuses.	Achieved Conducted 6 maintenance awareness Campaigns and they included: <ul style="list-style-type: none"> • The SRC induction on maintenance campaign online on 16 February 2023. The use of hand tools to staff on 24 March 2023. • The stacking and storage of maintenance equipment to staff on 08 March 2023. • The Safety Data Sheet (SDS) for Infrastructure & Maintenance staff on 13 April 2023. • How to repairing of auditorium chairs for maintenance staff on 05 July 2023. • Students Housing & SRC maintenance campaign on 05 October 2023. 	Nil

		31 December	Monitor the implementation of the Integrated Renovation Plan through monthly reports.	<p>Achieved</p> <p>The Integrated Renovation Plan 2023 was implemented and monitored through monthly reports:</p> <ul style="list-style-type: none"> • The implementation included the upgrade of the offices in the Centre for Entrepreneurship Rapid Incubator, the installation of the new plumbing in the new tuckshop at Building 13, and a new sink in the tuckshop at the Great Hall. • Further repainting of internal walls and ceilings in the kitchens in Building 1, installation of a new HVAC unit at Building 12, (lab 209), and installation of the shelves in the UMP Retail Shop at Building 10-East. 	Nil
4.6	Implement measures for effective maintenance of the University estate.	31 December	Monitor the implementation of the Siyabuswa Beautification Project Phase III through monthly reports.	<p>Achieved</p> <p>The Siyabuswa Beautification Project Phase III was implemented and monitored through monthly reports. The following portions of the Beautification and Greening Project were implemented:</p> <ul style="list-style-type: none"> • Portions 1.1 to 1.6 - the front of the property between the two entrances. • Portions 3.1 to 4.3 - the area from the parking area at the Admin gate along the walkway to the Admin building including some flower gardens around the Security Offices and the Library. • Repairs to supply and replace the damaged irrigation pipeline was completed on 20 September 2023. • Conducted assessment and revised plant list on 09 November 2023 and Monthly reports submitted. 	Nil

		31 December	Conduct landscape assessment of the university estate through monthly reports.	<p>Achieved Conducted landscape assessments of the university estate through monthly reports.</p> <p>The assessment and management of the alien invasive species were conducted at Mbombela Campus along the D725 in April 2023.</p> <p>The landscaping and management of the alien invasive species were undertaken at the Wellness and Conference Centre, around Building 13 including the Dining Hall as well as the Building 6 parking area in May 2023.</p> <p>The landscaping tasks were conducted at Building 13, the Wellness and Conference Centre, the temporary entrance gate, and the Hospitality and Tourism at the Mbombela campus in July 2023.</p> <p>Assessment for the removal of the alien invasive species was conducted on the South Campus of the Mbombela Campus on 15 November 2023.</p> <p>Removal of the alien invasive species was undertaken at the Dam embankment area above Building 10 East to the Library and dam walkway on 15 & 29 November 2023.</p>	Nil
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GOAL 3:
PROVIDE AND ENHANCE QUALITY INSTITUTIONAL SUPPORT SERVICES

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
4.7 To promote and foster an environment that is conducive to the health and safety of UMP's internal and external stakeholders.	31 December	Monitor the implementation of the SHE Management Plan through monthly reports.	Achieved The SHE Management Plan 2023 was implemented and monitored through monthly reports. The following were conducted: <ul style="list-style-type: none"> • 5 safety awareness campaigns including injury on duty 22 May, personal hygiene 6 June, and food safety on 9 June for staff. • 4 fire drills including preparedness for emergency evacuation for staff on 18 April and 15 August 2023, and students on 18 May. Emergency drill with new Dining Hall and coffee shop staff and students on the 9th of June 2023. • 7 toolbox talks including emergencies on 26 July, identifications of hazards on 18 October, personal protective equipment (PPE clothing) on 26 October, chemical warning signs on 14 November, and burns on 27 October for staff. 	Nil
	30 September	Update the SHE Management Plan for 2024-2026 period.	Achieved Updated the SHE Management Plan for 2024 – 2026 and was approved by MANCO on 30 August 2023.	Nil
	31 December	Conduct 4 SHE Awareness Campaigns for students and staff on both campuses.	Achieved Conducted 7 SHE awareness campaigns for staff and students.	Nil

				The awareness campaigns included health and safety, basic firefighting on 3 March, emergency preparedness on 5 April, safety induction on 24 January, demonstration of firefighting on 21 April, and first aid box content inspections on 16 August.	
		31 December	Develop SHE Management Framework.	Achieved SHE Management Framework was developed and approved by MANCO on 25 October 2023.	Nil
4.8	To promote and foster an environment that is conducive to the protection of staff, students and property.	31 December	Conduct 4 Security Awareness Campaigns for students and staff on both campuses.	Achieved Conducted 7 security awareness campaigns for staff and students: <ul style="list-style-type: none"> • 16 February 2023: students • 17 February 2023: students • 18 February 2023: students and staff • 18 May 2023: students and staff • 8 September 2023: staff • 14 September 2023: staff • 15 November 2023: staff The awareness campaigns included safety and security induction, damage to the university property, access control at student residences, tampering with the security systems, and access control at the main entrance.	Nil
		31 December	Monitor the implementation of the Security Management Plan through monthly reports.	Achieved Implemented and monitored the Security Management Plan through monthly reports. Installed and monitored the following: <ul style="list-style-type: none"> • Fire escapes buzzers at the students' residences by the end of June 2023 at the Mbombela Campus. 	Nil

				<ul style="list-style-type: none"> Two security cameras at the hospitality storeroom and 1 camera at building 11 by the end of September 2023. 16 CCTV Cameras at Boschrand Farm by 17 October 2023 and 2 cameras at the library by 19 November 2023. Replaced the damaged CCTV camera at the temporary gate on 27 February 2023. 	
		30 September	Update the Security Management Plan for the 2024-2026 period.	Achieved Updated Security Management Plan for 2024-2026 and was approved by MANCO on 05 September 2023.	Nil
		31 December	Develop the Security Management Framework.	Achieved Developed a Security Management Framework on 08 August 2023.	Nil
		31 December	Develop Security Management Procedures.	Achieved Developed 2 Security Management Procedures: <ul style="list-style-type: none"> The CCTV Management Procedure was approved by MANCO on 25 October 2023. The Protest Management Procedure was approved by MANCO on the 20 of December 2023. 	Nil
4.9	To establish and maintain high-quality services in support of the Institution's operations.	31 December	Monitor the provision of catering services at UMP through monthly reports.	Achieved Monitored the provision of catering services at UMP through monthly reports: <ul style="list-style-type: none"> Conducted Monthly pest control and monthly reports were submitted. Decontaminated the cold rooms in the new dining hall between 11 and 12 January 2023 	Nil

				<ul style="list-style-type: none"> • Conducted training on chemical and general cleaning with Hospitality staff on 17 March 2023. • Conducted food safety audits in all the kitchens on 29 June 2023 and 06 - 07 December 2023 • Assigned 21 and 9 students to the operational areas for their WIL ending on 30 June and 30 December 2023, respectively. 	
		31 December	Monitor and implement excellent service quality at the Hotel through monthly reports.	<p>Achieved Implemented and monitored excellent service quality at the Hotel through monthly reports:</p> <ul style="list-style-type: none"> • The Banqueting Revenue Centre was created and effected on the system by the end of March 2023. • The hotel was reassessed for quality and awarded a 4-star rating for another year on 19 May 2023. • The Hotel maintained a 4.5 rating out of 5 with TripAdvisor in 2023. 	Nil
		31 December	Monitor and implement a clean and hygienic work environment through monthly reports.	<p>Achieved Implemented and monitored a clean and hygienic work environment through monthly reports. The following facilities were cleaned and used to host various functions on campus such as Examinations, Graduation Ceremonies, Meetings (Tourism Grading Council), and Research Seminars:</p> <ul style="list-style-type: none"> • Multi-purpose Hall • The Centre for Entrepreneurship Rapid Incubation • Great Hall • Wellness and Conference Centre 	Nil

GOAL 4:**PROVIDE AND ENHANCE QUALITY ICT INSTITUTIONAL SUPPORT SERVICES**

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
4.10	To provide ICT support to advance the academic project.	31 December	Upgrade Audio Visual (AV) equipment in the Main Hall at Siyabuswa.	Achieved Redesign was completed and implemented on 14 September 2023.	Nil
		31 December	Upgrade AV equipment in four (4) lecturing venues at Siyabuswa	Achieved The AV equipment is installed in the venues as follows: Auditoriums A, B, C and D in October 2023 and Auditoriums E and F in November 2023. The AV equipment installed in each venue are: Epson Laser Projector, Projector Screen, Sennheiser Microphone, Shure Microflex Gooseneck Microphone, Lumens Doc Camera, 2 Minray Webcams (Front and Back) and the Clickshare Application.	Nil
			Conduct two training sessions (One Per Semester) to academics on the Learning Management System.	Achieved Semester 1 <ul style="list-style-type: none"> • Basic Moodle Refresher Course in assessment design for online learning February 2023 and May 2023. • New Academics trained in Basic Moodle training and Intermediate training February 2023 and March 2023 . • Moodle Refresher course April 2023, May 2023, June 2023. • Assessment Design for Online Learning April 2023, June 2023. • Digital Tools for Oral Presentation - digital storytelling May 2023. 	Nil

				<ul style="list-style-type: none"> • E-portfolio May 2023. • Quiz using plain text May 2023. <p>Semester 2 Academics were trained as follows:</p> <ul style="list-style-type: none"> • Assessment Design for Online Learning July 2023, August 2023, September 2023 and October 2023. • Moodle Refresher Course July 2023, August 2023, September 2023 and October 2023. • Digital Tools for Oral Presentation July 2023. • Digital Storytelling August 2023 and September 2023. • Creating Teams Group & Linking to Moodle September 2023. • Uploading marks from Spreadsheet to ITS Integrator System October 2023. 	
			Increase and monitor storage space for the CCTV system	<p>Achieved Installed new CCTV Network Video Recorder (NVR) with 64TB (Terabytes) increasing the storage space from 463.7TB to 527.7TB.</p> <p>Quarterly monitoring of CCTV system storage performed.</p>	Nil
4.11	To provide ICT infrastructure, architecture, systems, and processes in support of institutional operations.	31 December	Increase the number of Wi-fi coverage to 75%.	<p>Achieved Mbombela Wi-Fi coverage increased from 70% to 90%. Additional Access Points (APs) at Mbombela Campus were installed at these areas:</p> <ul style="list-style-type: none"> • Building 13, • Hospitality, • Building 7, • Multi-Purpose Hall, and Letaba • Wi-Fi Coverage at Siyabuswa Campus increased from 70% to 75%. 	Nil

				<ul style="list-style-type: none"> Replacement of the Wireless Controller at Siyabuswa was completed on 5 December 2023. 	
			Conduct one vulnerability assessments and testing on the core infrastructure.	Achieved Cybersecurity Vulnerability assessment was completed on 10 November 2023.	Nil
			Conduct two cybersecurity awareness campaigns to staff	Achieved Presentation made to new staff during induction on 27 February 2023. Cybersecurity awareness videos were sent to staff on 27 June 2023. The cybersecurity event was held with staff on 27 September 2023. Cybersecurity videos sent to staff on 23 October 2023. Online staff cybersecurity training conducted on 23 October 2023. Staff simulated phishing campaign conducted on 30 October 2023.	Nil
			Conduct four cybersecurity awareness campaigns to students.	Achieved ICT was assigned slots for Cybersecurity presentations to new students during orientation from 13 February 2023 to 17 February 2023. Cybersecurity awareness videos were sent to students on 27 June 2023. Cybersecurity videos sent to students on 23 October 2023. Students simulated phishing campaign was conducted on 30 October 2023.	Nil

ACTIVITY AREA 5: QUALITY STUDENT EXPERIENCE

GOAL 1: CREATE AN EFFECTIVE AND PROGRESSIVE STUDENT LEADERSHIP

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
5.1	Ensure the existence of functional student leadership structures.	31 December	Elections of the 2024 CRCs and SRC held in line with the UMP SRC Constitution.	<p>Achieved The SRC/CRC elections were successfully held on 27 October 2023.</p> <p>The SRC Office Bearers' Elective meeting was then held on 01 November 2023.</p>	Nil
5.2	Provide development programmes for the student leadership structures.	31 December	5 Training programmes provided for the student leadership during the year.	<p>Achieved Members of the CRCs attended an induction session on 16 February 2023.</p> <p>Members of the SRC/CRCs attended a Leadership Development Programme from 3 to 6 February 2023 in Mbombela.</p> <p>The Siyabuswa CRC and leaders of Student Societies were enrolled with the Frederik Van Zyl Slabbert Institute for Student Leadership Development for a short course on Leadership in Education and attended their 1st online session on 6 March 2023.</p> <p>On 25 April 2023 members of the Siyabuswa CRC attended a training session presented by Ms Evelina Maluka (UMP SCM/ Finance official), the session focussed on the UMP Supply Chain Management Policy.</p> <p>The CRCs attended a training on 24 and 25 June 2023 at the Siyabuswa Campus.</p>	Nil

				<p>On 6 September 2023, members of the CRC together with leaders of Student Political Structures attended an SRC-CRC elections information session aimed at capacitating them on the processes and procedures for the 2023 SRC-CRC elections.</p> <p>Some members of the CRC and leaders of Student Societies enrolled with the Frederik Van Zyl Slabbert Institute for Student Leadership Development and attended a leadership short course (FVZSI) Facilitative Leadership on 22 August 2023.</p> <p>On 01 October 2023, representatives of the Student Political Structures at Mbombela Campus attended a training on Political Tolerance, Diversity and Effective Communication.</p> <p>On 28 November 2023, the 2024 SRC and CRCs attended their first Students' Leadership Capacity Building Workshop held in the Mbombela Campus.</p>	
5.3	Promote accountable and responsible student leadership structures.	30 November	8 SRC monthly meetings held during the year	<p>Achieved</p> <p>The SRC held its meetings during the year on 28 February 2023; 30 March 2023; 12 April 2023; 21 May 2023; 4 June 2023; 14 July 2023; 23 August 2023; 18 September 2023; and 20 October 2023.</p>	Nil

5.4	Promote the adherence and observance of relevant University policies by student leadership and the student body.	31 October	Share/discuss student related policies with the students	<p>Achieved</p> <p>A set of student related policies was emailed to all the members of the 2023 SRC/ CRCs on 16 February 2023.</p> <p>Student Housing shared the Student Housing Policy with all students who were admitted to on-campus residence via an electronic link.</p> <p>Two policies, the Student Financial Aid Policy and the Student Refund Policy were discussed with the SRC on 30 May 2023.</p> <p>The proposed amendments to the SRC Constitution were discussed with the SRC on 29 August 2023.</p>	Nil
5.5	Create effective communication strategies between student leadership and University Management.	30 November	MANCO/SRC meetings held quarterly	<p>Achieved</p> <p>MANCO held a “Meet and Greet” meeting with the newly elected 2023 SRC members on 1 February 2023.</p> <p>The Vice Chancellor and the Dean of Students met with the SRC President, the Mbombela CRC Chairperson and the SRC Treasurer on 23 May 2023.</p> <p>MANCO held the MANCO-SRC quarterly meetings on 1 March 2023; 16 August 2023; and 25 October 2023.</p>	Nil
		30 November	DoS/SRC meetings held monthly.	<p>Achieved</p> <p>The DoS held a meeting with the SRC President, Secretary General and the Treasurer on 14 March 2023.</p> <p>The DoS together with the Student Affairs Management held meetings with the SRC on 31 March 2023; 30 May 2023; 29 August 2023; and 2 November 2023.</p>	Nil

				<p>The Dean of Students held a meeting with the SRC Treasurer and the Secretary General on 28 September 2023.</p> <p>The DoS, Manager: Student Governance & Development held a meeting with the SRC President on 16 November 2023.</p> <p>The DoS and the ED: Finance held a meeting with members of the SRC to discuss the 2024 Fees on 23 November 2023.</p>	
		30 November	Managers/CRCs meetings held monthly	<p>Achieved</p> <p>The Manager: Student Governance & Development held meetings with the Mbombela CRC on 16 February 2023, 2 and 29 March 2023; 10 and 31 May 2023; 24 July 2023; 31 August 2023; and 21 September 2023; 4 October 2023 and 01 November 2023.</p> <p>The Manager: Student Governance & Development held meetings with the CRC at the Siyabuswa Campus on 23 February 2023; 3 March 2023; 24 April 2023, 10 May 2023, 25 May 2023; 7 June 2023; 8 and 21 August 2023, 12 September 2023; and 4 October 2023 and 01 November 2023.</p>	Nil
		30 November	Meetings between the Campus Director and the Siyabuswa CRC held monthly.	<p>Achieved</p> <p>The Campus Director held meetings with the Siyabuswa CRC on 13 February 2023; 30 March 2023; 2 May 2023; 26 July 2023; 11 September 2023; and 06 November 2023.</p>	Nil

GOAL 2:
A VIBRANT AND ACTIVE STUDENT LIFE

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
5.6	Ensure the promotion of a sporting culture amongst students in the University.	31 October	UMP Sports Teams participating in local leagues, regional/ provincial events and USSA.	<p>Achieved</p> <p>On 4 March 2023 the Siyabuswa Campus Male Soccer Team played their first league match against Maphotla Knights and won 6:2. They also played four league games in the month of April and won three games. They then participated in the top 4 tournament which was held on 28 April 2023 and made it to the finals where they played against Chivas.</p> <p>On 5 August 2023 the Siyabuswa male soccer team played in the Dr JS Moroka Premier Play Offs in Vaalbank and won both games against German Chiefs and Fast XI and they were crowned the Champions of the Dr JS Moroka LFA and were promoted to the SAFA Nkangala Regional League for the 2023/24 season.</p> <p>The Siyabuswa Campus Men's Football team participated in the Nedbank Cup Qualifiers Tournament on 1 October 2023 at the Siyabuswa Campus. The team won both their first games and qualified for the second round where they played two matches and drew 2-2 against No Fear FC and lost 1-0 to German Chiefs.</p>	Nil

				<p>The Siyabuswa Campus Men's Football team commenced with the Hollywood Bets Regional Fixtures on 5 November 2023, and won 2-0 against Benfica FC and on 12 November 2023 the team won 2-0 against Sesfikile FC.</p> <p>The Mbombela Campus Male Soccer Team played their game on 11 March 2023 against Forex Institute and UMP won by 3:1. Mbombela female soccer team participated in 6 league games in September, won 4 and drew 2 of the matches.</p> <p>The Mbombela Male Football team played against TUT: Mbombela Campus on 21 October 2023 and won by 5 goals to 1; on 28 October 2023 won against Mbombela Hot Spurs by 1 to 0 and on 29 October 2023 won against Mbombela Saints by 5 goals to 2.</p> <p>18 students from Siyabuswa Campus and 5 from Mbombela participated in the Mpumalanga Athletics Championships in Secunda on 11 March 2023 and brought home 4 Gold; 2 Silver and 1 Bronze medals.</p> <p>The UMP Athletics Track and Field team (6 students) represented UMP in the USSA Championships in Bloemfontein from 4 to 6 May 2023.</p>	
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				<p>Mfungelwa Gule represented the University at the USSA Cross Country Championships which took place on 19 September 2023 at the Nelson Mandela University. He finished at position 40 out of 244 athletes.</p> <p>Mfungelwa Gule and Kabelo Sefala participated in the 10km Tswelopele Kaapsehoop 3 in 1 Marathon on 4 November 2023.</p> <p>The UMP Rugby Team participated in the Jimmy Stonehouse tournament which took place on 25 March 2023 where they played 4 games and won 1.</p> <p>On 27 April 2023, 10 UMP female rugby players participated in a tournament which was hosted by the PUMAS at Lowveld High School and 4 were chosen to form part of the Pumas female Rugby team. The team players were also invited and attended the PUMAS' girls coaching clinics at Mbombela stadium on 29 April 2023.</p> <p>The UMP Rugby team participated in the USSA tournament held at Varsity College, Durban, from 7 to 12 July 2023. UMP team won their first game against Sol Plaatjie University with a score of 24-14 and lost the other two games with only a 2 points difference.</p> <p>On 21 October 2023 the Mbombela Rugby team participated in the Lowveld Sport Festival which took place at the Mbombela Stadium.</p>	
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				<p>UMP played two games and won against Eduvos by 22-00 but lost to Nelspruit Kudus by 10-19.</p> <p>The UMP Cricket Team played their last fixture of the 40 overs on 11 March 2023 against Ngodwana Cricket Club and won by 3 wickets.</p> <p>Netball trials were held in Mbombela Campus on 22 April 2023, to select the University team.</p> <p>The Siyabuswa Campus netball team participated in the Nkangala Twizza Tournament on 13 May 2023 in Middelburg.</p> <p>The University held its 1st Sports Day on 27 May 2023 at Siyabuswa Campus.</p> <p>UMP Netball team attended and participated in the USSA Netball tournament held at the University of Stellenbosch from 2 to 8 July 2023. The team finished at position 9 out of 14 institutions in the C division.</p> <p>Two Siyabuswa Campus Netball players, Lerato Baloyi and Condile Sibiya were part of the Nkangala District team that participated at the National Championships hosted by Netball South Africa in Rustenburg from 1 to 7 October 2023. Ms Lerato Baloyi was the vice-captain of the u21 team, and they won a silver medal at the Championships.</p> <p>Volleyball trials were held on 22 April 2023 to select the institutional team.</p>	
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				<p>Siyabuswa Campus hosted a Volleyball tournament on 29 April 2023 which had teams from Mpumalanga, Limpopo, and Gauteng.</p> <p>On 3 June 2023 the Siyabuswa Volleyball team participated in the Nkangala league in Middelburg and won 2 of the 3 games played.</p> <p>The UMP Volleyball teams participated in the USSA tournament held at the University of Limpopo from 3 to 6 July 2023. The male team ended at position 12 out of 20 teams and the female team finished at 13 out of 21 teams.</p> <p>The Mbombela Campus Basketball teams participated in the Ehlanzeni Basketball League fixture on 5 August 2023. The male team played two games and won both games. The ladies team played one game and won.</p> <p>Basketball USSA tournament took place at the University of KwaZulu Natal from 5 to 8 July 2023. Male team won one game against the University of Free State.</p> <p>The Mbombela Male's Basketball Team won 31-13 against South Jets on 28 October 2023 and also won their match against Daantjie Shooters by 39-29.</p> <p>The female's team won against Barberton Giants by 14-2. On 11 November 2023 male's Basketball team played and won against Bushbuckridge Rockets by 69-15 and the Females Basketball team also won their match against Daantjie Shooter by 15-11.</p>	
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				The University hosted its second Sports Day on 30 September 2023 at the Mbombela Campus.	
5.7	Promote coherent and active student societies.	31 October	Students Societies' activities that focus on national imperatives.	<p>Achieved</p> <p>The Student Societies and their activities were introduced to first year students during the Orientation Week on 16 February 2023.</p> <p>Four new Student Societies were established at the Mbombela Campus, namely, BCom Circle Student Society established by the BCom students on 3 March 2023; Sonke Lab Student Society established by the ICT Postgraduate students on 7 March 2023; Psychology Student Society established by the Postgraduate Psychology students on 10 March 2023; Nematological Student Society established by the BSc Postgraduate students on 28 March 2023.</p> <p>The Thrive Student Society hosted a theorems and theology session from 10 to 12 March 2023 as well as a Maths Quiz on 21 March 2023 at the Mbombela Campus. They also held a team building session at Witklip dam, in White River, on 27 April 2023.</p> <p>The Drama Student Society presented a Human Rights play on 30 March 2023 at the Mbombela Campus. They also performed during the Drama Day hosted on 6 October 2023.</p> <p>The Mbombela Book Club hosted a book review on 30 March 2023.</p>	Nil

				<p>On 4 October 2023 the Siyabuswa Campus Book Club donated clothes at Magana Aids Project in Siyabuswa.</p> <p>Psychology Student Society hosted an autism awareness campaign on 3 April 2023.</p> <p>The Uplifted Student Society held its recruitment drive on 21 April 2023.</p> <p>Inkanyezi Student Society hosted the Nhlalala ya vha Tsonga which was promoting the XiTshonga culture to students on 26 April 2023. They also performed during the build-up activities of the Decade of Excellence Celebration on 13 October 2023 as well as during the Decade of Excellence Social Event on 4 November 2023.</p> <p>The GBV Student Society participated in the Ehlanzeni GBV strategic competition held on 26 April 2023 at the Ehlanzeni District Municipality Conference and won the 1st prize.</p> <p>The Computer Lit Student Society visited Metropolitan Group school in White River as well as Sinqobile High School in Nkomazi to encourage grade 12 learners about computer related studies, on 13 May 2023, and 9 June 2023, respectively.</p> <p>Proto Advocates Student Society hosted a debate session between the first and second year LLB students on 16 May 2023.</p>	
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				<p>UMP Models held a motivational session for the aspiring models at UMP, facilitated by the current reigning Mr and Miss Mpumalanga on 18 May 2023. They also visited Luthando House to donate some clothes and sanitary towels on 4 October 2023.</p> <p>The Siyabuswa Campus Debate Society organized an open debate session and launch it on 24 May 2023.</p> <p>Members of the Siyabuswa Campus Student Entrepreneurs attended a Pitching Master Class on 25 May 2023.</p> <p>The Nematology Student Society attended and participated during the Farmers Day which was hosted by DARDLEA at the Peebles Farm in White River on 8 June 2023 and another one at the Barberton Prison Farm on 8 August 2023.</p> <p>The Hospitality Lifestyle Student Society and the True Vocals Student Society were established on 2 August 2023 and 30 August 2023, respectively.</p> <p>The Student Development Officer (SDO) and the BCom Student Society visited Lambalati High school at Block A in Nkomazi for a motivational talk on 28 July 2023.</p> <p>The Student Entrepreneurs Society took part in the 2023 EDHE Entrepreneurship Interschool Competition internal round which took place on 28 July 2023. 3 UMP students got position 1 and 2 got position 2 in their categories, respectively.</p>	
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				<p>The End of Times Gospel Society – organized a prayer service for the students which took place on 18 August 2023 at the Siyabuswa Campus. On 21 October 2023 they organised a prayer session for students at the Campus.</p> <p>The Teachers of Transformation Student Society organised a community outreach initiative in which they donated clothing to Phephelaphi Place of Safety and Zenzeleni Stimulation Centre on 18 August 2023 at Siyabuswa Campus.</p> <p>The Chapters Book Club hosted a literary renaissance drive on 30 August 2023 and hosted the literary renaissance on 1 September 2023 at the Mbombela Campus.</p> <p>The Poetry Club hosted the Awakening the Artistry Art Show on 1 September 2023 and also hosted the “<i>African Pages</i>” Art Day on 31 October 2023 at the Mbombela Campus.</p> <p>The University held an intercampus Debate on 12 September 2023 at the Mbombela campus where students from both the Mbombela and Siyabuswa Campuses competed.</p> <p>The Disability Ambassadors hosted a Movie Afternoon Dialogue on 10 August 2023 and also visited the KaMagugu Comprehensive School on 24 August 2023.</p>	
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				<p>The Siyabuswa GBV Student Society was established on 20 September 2023.</p> <p>The UMP ENACTUS facilitated an information session at the Siyabuswa Campus on 13 October 2023 and on 31 October 2023 ENACTUS was launched at Siyabuswa Campus.</p> <p>A mental health awareness campaign was organized by the Mental Health Ambassadors in Siyabuswa campus on 13 October 2023.</p> <p>Students attended an Entrepreneurship Day event organized by the UMP Student Entrepreneurship Society on 25 October 2023 at Siyabuswa Campus.</p> <p>The Rainbow Alliance Student Society visited Takheleni Primary School to donate some sanitary towels and motivate the Grade 6 and 7 learners on 10 October 2023.</p> <p>Soulful Melodies performed during the Music Friday held on 13 October 2023 and the Decade of Excellence Social Event on 4 November 2023.</p>	
5.8	Provide personal development programmes for students.	31 October	Student development programmes that target 3 identified focus areas for the year.	<p>Achieved</p> <p>The Division identified financial literacy; personal skills development and academic development as the focus areas for the 2023 academic year.</p> <p>Focus area 1: Financial Literacy Activities On 15 February 2023 the first year students attended a financial literacy session at the Siyabuswa Campus.</p>	Nil

				<p>The Student Development Officer facilitated basic financial management to the first year students during orientation on 17 February 2023 at the Mbombela Campus.</p> <p>Students attended a Financial Literacy Week from 24 to 28 July 2023 which was facilitated by the Momentum Group. Student Governance and Development, in collaboration with CERFI conducted a workshop for UMP Student Entrepreneurs Student Society on 12 October 2023 at the Mbombela Campus.</p> <p>Focus area 2: Personal Skills Development A training session on <i>“Common challenges faced by new students at University”</i> was attended by 1st year students on 15 February 2023.</p> <p>The secretariats of Student Societies at the Siyabuswa Campus attended a workshop focusing on minute taking and report writing on 15 March 2023. The Mbombela Campus Secretaries of Student Societies were trained by Ms F Khosa (Secretariat Office) on 20 April 2023.</p> <p>A Communication skills session was hosted for students on 26 April 2023 and was facilitated by Mr S Dibakoane (ATSP fellow) and a session for the first year students on Cyber security was held on 4 May 2023 facilitated by Ms P Leutle (another ATSP Fellow).</p>	
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				<p>The SDO conducted a training on leadership skills for the Student Societies' Committee members on 4 May 2023.</p> <p>The Security Manager facilitated the safety and security session for all students on 18 May 2023.</p> <p>On 12 October 2023 Mental Health Ambassadors attended a workshop on mental health at the Siyabuswa Campus.</p> <p>Focus area 3: Academic Development On 1 March 2023 1st year students attended a training session on Assignment writing at the Siyabuswa Campus.</p> <p>On 16 March 2023 first year students attended an online Study skills workshop.</p> <p>A training session on Proposal writing was attended by the executive committees of all Student Societies at the Siyabuswa Campus on 29 March 2023.</p> <p>A mobile digital literacy workshop took place from 30 to 31 March 2023 for students at the Siyabuswa Campus.</p> <p>A Fredrick Van Zyl Slabbert master class themed "Constructing an epistemology of critical black students" took place on 25 April 2023. Prof Efua Prah facilitated the session.</p> <p>A SACE information sharing and engagement session took place on 12 May 2023 at the Siyabuswa Campus.</p>	
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				<p>Mr T Nkomo facilitated an exam preparation session on 25 May 2023.</p> <p>An FVZS master class themed “Democratic Theory and Democratic Institutions” was attended by students online on 23 August 2023.</p>	
5.9	Promote the wellbeing of students.	30 November	Conduct group and individual counselling sessions for students.	<p>Achieved</p> <p>The Student Counsellor participated during the Orientation Week for 1st year students and promoted counselling services to students on 15 February 2023.</p> <p>On 20 February 2023 the Student Counsellor presented on the importance of mental health and how to maintain it in the tourism industry to 1st year Hospitality Management students during their Induction Programme.</p> <p>The Student Counsellor co-facilitated the Peer Educators’ training on how to promote student health and wellness on 9 and 10 March 2023.</p> <p>On 30 March 2023 the Student Counsellor facilitated mental health support group for students living with disabilities focusing on how to adjust to university life.</p> <p>On 20 April 2023 the Student Counsellor facilitated a support group for students with disability focusing on building self-esteem.</p> <p>On 21 April 2023 she facilitated a debriefing session for students who were involved in a motor vehicle accident on their way to Campus.</p>	Nil

				<p>On 23 April 2023 the Student Counsellor had a session for first year students on the importance of mental health and seeking professional help which was followed by a session on depression to increase an awareness and the available support for students which was held on 9 May 2023.</p> <p>On 4 May 2023 the Student Counsellor and Peer Educators visited Mthombo Secondary School to motivate grade 12 learners and talk about career guidance.</p> <p>On 18 July 2023, the Student Counsellor facilitated a career guidance talk on selecting the right career field with grade 11 and 12 learners at Valencia High School.</p> <p>The Student Counsellor co-facilitated a Peer Educators training on how to conduct awareness campaigns and community outreach on 28 July 2023 as well as a debriefing sessions to enhance teamwork and productivity on 20 and 21 September 2023.</p> <p>On 8 September 2023 the Student Counsellor and Peer Educators visited Valencia High School to facilitate career guidance talk on subject choices to grade 9 learners.</p>	
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				<p>On 4 October 2023, the Student Counsellor hosted a psychology career path guidance to all Bachelor of Arts students where psychology professionals from different HPCSA categories were invited to present on their area of specialty to assist students to gain in-depth knowledge in different careers.</p> <p>The Student Counsellor together with the Peer Educators facilitated a Mental Health Day, on 5 October 2023, focusing on suicide prevention and promoting mental health services and also a mental health day event, on 11 October 2023, focusing on emotional intelligence in relationships to assist students to gain insight into their maladaptive behavior which affects their overall functioning and wellbeing.</p>	
		30 November	Quarterly reports on counselling services submitted to the DoS.	<p>Achieved</p> <p>Quarterly reports were submitted to the Dean of Students on 14 April 2023; 14 July 2023; 9 October; and 15 January 2024.</p>	Nil
		30 November	Provide primary healthcare services and awareness for students.	<p>Achieved</p> <p>The Campus Nurse provided information on the services of the Clinics to 1st year students during the Orientation Week on 15 February 2023.</p> <p>The Campus Nurse also attended and presented information on the services offered in the Clinics to the SRC/CRC members during their Induction on 16 February 2026.</p>	Nil

				<p>The STI Condom Awareness Week was held from 14 to 16 March 2023 at the Mbombela Campus.</p> <p>The First Things First, a Higher Health Programme, was activated on 15 March 2023 on both Campuses and a follow-up activation was held on 2 August 2023.</p> <p>Health counselling and support was provided to a group of students with special needs on 5 May 2023.</p> <p>On 14 July 2023 the Mbombela Campus Nurse held a meeting with Aurum NGO to strengthen working relationships.</p> <p>On 28 July 2023, a condom use awareness session was held at the Mbombela Campus.</p> <p>On 21 August 2023, an HIV& GBV collaboration meeting was held between UMP & Ehlanzeni District Municipality.</p> <p>On 20 October 2023 the University hosted the Fun Walk/Run as part of the 10 Year Celebration and the Peer Educators promoted breast cancer awareness during the event.</p> <p>The Clinic conducted a Breast Cancer Awareness Campaign on 11 October 2023 at the Mbombela Campus.</p> <p>On 13 December 2023 the Campus Nurse held a meeting IHPS and the Family Restoration Foundation.</p>	
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		30 November	Monthly reports and statistics of services provided by the Campus Clinics	Achieved Monthly reports and statistics were submitted to the Dean of Students on 24 February 2023; 31 March 2023; 2 and 30 May 2023; 29 and 30 June 2023; 2 August 2023; 05 October 2023; 19 December 2023.	Nil
5.10	Support students staying in accredited private accommodation to experience a conducive living and learning environment.	31 December	A report on the provision of 3 identified focus areas that provide students with an environment conducive for learning	<p>Achieved The 3 focus areas for 2023 were identified, namely, Accreditation of Private Accommodation; Participation of students in Living and Learning activities; and Care and Support for students staying in accredited private accommodation.</p> <p>Focus area 1: Accreditation of Private Accommodation The total number of properties inspected during the period from January to March 2023 was 232 with 4 833 beds.</p> <p>During the April to May 2023 period, 36 facilities were accredited adding 424 beds.</p> <p>On 24 August 2023, Student Housing visited the first big private accommodation called 'Luhambo Residence' closer to the University as part of the inspection for accreditation.</p> <p>The Accreditation Committee inspected and accredited 5 properties on 4 and 5 October 2023. These properties constitute 508 beds in total.</p>	Nil

				<p>Focus area 2: Participation of students in Living and Learning activities:</p> <ul style="list-style-type: none"> • 3 Residence Student Assistants (RSAs) also deal with Living and Learning programmes focusing on students staying in APAs. • Floor Reps were elected in the APAs for 2023 on 29 March 2023. • APA students (Virtual House) participated in the Launch of Values-based Programmes, held on 31 March 2023. <p>On 5 May 2023, the Virtual House (APA) Representatives held their second meeting to discuss the procedure of reporting issues, the upcoming sports day, and participation in the Africa Day Commemoration.</p> <p>Focus area 3: Care and Support</p> <p>Student Housing conducted approximately 20 Random APA student consultations on administrative, student movements and payment matters, between 14 February and 31 March 2023 and a further 15 random APA student consultations on administrative, student movements, payment matters, and disputes between 1 April and 30 June 2023.</p>	
		31 December	Conduct 2 assessments of sampled accredited private accommodation facilities per year.	<p>Achieved</p> <p>One property was re-assessed on 19 April 2023 and 1 prospective private property with the capacity of accommodating 1000 students in 2024 was visited on 23 June 2023.</p>	Nil

				<p>On 18 September 2023, the Manager: Student Housing together with the Security Manager visited one APA to investigate a serious student complaint.</p> <p>The Accreditation Committee visited 62 King Fisher Stonehege Residence on 30 October 2023.</p>	
5.11	Recognise and reward excellent performance in co-curricular activities.	31 December	Co-curricular Excellence Awards Ceremony held annually.	<p>Achieved</p> <p>The 2023 Co-curricular Awards Gala Dinner was successfully held on 28 October 2023 at the Mbombela Campus.</p> <p>Students were recognised and rewarded for their excellent performance in co-curricular activities during year.</p>	Nil

GOAL 3: PROMOTION OF AN INCLUSIVE CULTURE

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
5.12	Provide support for students with disabilities.	30 November	<p>Conduct 5 programmes to support students with disabilities.</p> <p>Achieved</p> <p>The Mbombela Campus Student Development Officer held a Meet and Greet with students with disabilities on 24 February 2023.</p> <p>MANCO approved the establishment of the Committee on Students with Disabilities and also approved the Committee's Terms of Reference on 1 March 2023.</p> <p>An awareness session on students with disability was held with the Peer Educators on 9 March 2023 and the Residence Student Assistance (RSAs) on 10 March 2023.</p>	Nil

				<p>A session for students with disabilities talking about building and maintaining self-confidence was facilitated by the Student Counsellor on 20 April 2023.</p> <p>The Disability Ambassadors hosted a team building session on 4 May 2023.</p> <p>The Siyabuswa Campus held an advocacy workshop on stereotypes and myths associated with disabilities on 31 May 2023.</p> <p>The SDO and representatives from the National Association of, and for, Persons with Disabilities (NAPD) co-hosted a session on people with disabilities which was attended by the Disability Ambassadors and leaders of Student Societies on 2 June 2023.</p> <p>The Student Development Officer held a session for Students with Disabilities on 11 August 2023 at the Mbombela Campus.</p> <p>The Casual Day and Deaf Awareness campaign were held on 1 September 2023.</p> <p>The Student Development Officer facilitated an Exam preparation session for students with disabilities on 11 October 2023.</p> <p>The Rights of Persons with Disabilities and the Disability Ambassadors held a students' Appreciation Day on 31 October 2023 at the Mbombela Campus.</p>	
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5.13	Provide a safe environment for students.	31 December	Conduct 2 campaigns against gender-based violence and femicide (GBVF) per year.	<p>Achieved</p> <p>The GBV Student Society participated in the Ehlanzeni GBV strategic competition held on 26 April 2023 at the Ehlanzeni District Municipality Conference and won the 1st prize.</p> <p>The Student Housing organized a 'Sexual Consent' workshop for both APA and Residence students and this event was held on 16 May 2023.</p> <p>The GBV & F Student Society hosted a Visibility Day on 17 May 2023.</p> <p>On 17 May 2023, the Mbombela campus conducted female self-defense training at the Multi-purpose Hall. This training was aimed at teaching female students how to protect themselves when encountering physical assault, including rape.</p> <p>A campaign against gender-based violence and femicide (GBVF) took place in Siyabuswa Campus on 23 August 2023.</p> <p>On 23 August 2023, the Siyabuswa campus held a GBV Awareness campaign in collaboration with the Health Services.</p> <p>The Manager: Student Governance and Development and the SRC attended and participated in the GBV Event that was organised by the Gender Forum in collaboration with the Ehlanzeni District Municipality on 20 September 2023.</p>	Nil
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		31 December	Conduct 2 awareness campaigns on LGBTQIA+ per year.	<p>Achieved The Student Development Officer shared information with the 1st year students on 16 February 2023 during the Orientation week on LGBTQIA+ activities at UMP and the role of Rainbow Alliance Student Society.</p> <p>The Rainbow Alliance Student Society hosted a visibility day on 21 April 2023 as well as the All Things Queer event on 23 May 2023.</p> <p>An LGBTQ+ awareness campaign took place at the Siyabuswa campus on 11 October 2023.</p> <p>The Rainbow Alliance Student Society hosted the pride month celebration on 2 November 2023 at the Mbombela Campus.</p>	Nil
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GOAL 4: PROMOTE THE HOLISTIC DEVELOPMENT OF STUDENTS

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
5.14	Promote academic engagement.	30 June	Students attendance and participation in the Africa Day lecture.	Achieved Students attended and participated during the Africa Day celebrations held on 25 May 2023 at the Mbombela Campus and on 29 May 2023 at the Siyabuswa Campus.	Nil
		30 November	Students' attendance and participation in the Archbishop Thabo Makgoba Development Trust (ATMDT) annual lecture.	Achieved Students attended and participated in the Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecture which was held in the Mbombela campus on 17 November 2023.	Nil

5.15	Promote living and learning activities and programmes in the residences.	31 October	5 Living and learning activities/ programmes held during the year.	<p>Achieved</p> <p>RSAs and Floor Reps held a meeting to draft a plan of action (POA) on 28 February 2023 in Building 7, Mbombela Campus.</p> <p>The Mbombela Campus residences held the Floor Reps elections on 16 March 2023.</p> <p>The Siyabuswa Campus residences conducted the Ladies Talk focusing on health awareness and diversity on 30 March 2023.</p> <p>On 31 March 2023 the Mbombela Campus residence conducted a debate and spelling bee competition as part of launching the Values-based Living and Learning programme at UMP.</p> <p>On 12 May 2023 the Siyabuswa Campus residences conducted the Men's Conference which focused on various issues affecting young men from health to academic matters.</p> <p>On 25 July 2023, Student Housing received an exchange student from Austria and have provided support to the student for her to settle well in the Campus.</p> <p>On 15 August 2023, the Mbombela Campus organized a formal Women's Day for female students, which was held in Multipurpose Hall.</p> <p>On 30 August 2023, the Siyabuswa campus hosted the Women's Day Picnic for female students in the residences.</p>	Nil
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				<p>On 23 September 2023, Building 13 students, at the Mbombela Campus, embarked on a 'Love my Res' Day under the 'Love my Campus Campaign' by cleaning their residence.</p> <p>On 12 October 2023, Siyabuswa Residence Student Assistants were trained as Mental Health Ambassadors.</p> <p>On 13 October 2023, Siyabuswa residences organized and participated in the music Friday which formed part of the university's 10th year anniversary.</p>	
5.16	Promote the use of shared/ common spaces for social and academic purposes.	30 November	20 events held in shared/common spaces per year.	<p>Achieved</p> <p>On 17 and 18 February 2023, Residence Orientation was conducted at the Multi-purpose Hall.</p> <p>The Siyabuswa Campus first-year residence orientation was conducted on 17 February 2023 in Auditorium B and in the residences.</p> <p>RSA Training was held on 10 March 2023 in Building 10 East, Mbombela Campus.</p> <p>On 26 April 2023 Siyabuswa Floor Reps hosted the "Grow a Tree" Event in line with the Love My Campus campaign to capacitate residence students on issues of the Green Campus Initiative.</p> <p>On 27 April 2023, the Mbombela Campus Residence Student Assistants (RSAs) completed their Plan of Action for the year 2023 held in Building 7.</p>	Nil

				<p>Student Societies at Siyabuswa Campus organised a Vintage Day celebration on 5 May 2023.</p> <p>On 4 August 2023, the Siyabuswa Campus residences together with the Health Services conducted a condom awareness workshop for all students.</p> <p>On 29 September 2023, the Mbombela Campus staged a traditional wedding drama event at the Multi-purpose Hall while the Siyabuswa Campus residence students showcased their cultures through traditional attires, dance and music in the Main Hall.</p> <p>On 12 October 2023, Mbombela Campus organized a Poetry Night held in Building 7 conference room.</p> <p>On 19 October 2023, Student Housing hosted an Entrepreneurship Day at Parking Bay B, focusing on the inculcation of the entrepreneurial spirit among students.</p>	
				<p>On 29 October 2023, Student Housing participated in the co-curricular award ceremony and 1 RSA won the best House Committee member of the year award and Building 13 won the best residence of the year award.</p> <p>Student Housing held a Study Marathon at the residential study areas (Building 13 Study, Building 1, and Building 7) from 30 October 2023 to 3 November 2023 supporting students during the examination period.</p>	

ACTIVITY AREA 6: ENGAGEMENT AND PARTNERSHIPS

GOAL 1: PROMOTE ENGAGEMENT FOR THE PUBLIC GOOD

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
6.1 Promote opportunities for engagement with external stakeholders.	30 November	Schedule 4 meetings/ workshops with external stakeholders.	Achieved Meetings with external stakeholders were held as follows: <ul style="list-style-type: none"> • Meeting with the representatives of the Public Private Growth Initiative (PPGI) on 23 January 2023. • Meeting with Office of the Premier on 18 April 2023. • Meeting with the members of the Mpumalanga Provincial Legislature on 18 April 2023. • Meeting with LGSETA was held on 24 August 2023. • Meeting with the MEC for DARDLEA was held on 03 November 2023. • Meeting with the Ehlanzeni Economic Growth and Job Creation Work Stream was held on 29 November 2023. 	Nil
6.2 Promote social awareness and responsible citizenship among staff and students.	31 December	Implement two projects (Africa Day and Mandela Day) promoting social awareness and responsible citizenship.	Achieved Africa Day Celebrations were held at Mbombela Campus on 25 May 2023 and at Siyabuswa Campus on 29 May 2023. The guest speaker at both campuses was Doris Roos from Namibia. Activities in celebration of Mandela Day were performed by staff and students at both campuses on 18 July 2023.	Nil
6.3 Promote and advance public intellectual engagement.	31 December	Compile database of experts.	Achieved The database for experts was compiled.	Nil

			Host two public lecturers.	Achieved The following public lectures were hosted: A Public lecture were presented on 3 August 2023 by Prof Diescho and a seminar by Prof Mayekiso on 25 August 2023. The Archbishop Thabo Makgoba Annual Lecture on Moral and Ethical Leadership was presented by Justice Madlanga on 17 October 2023.	Nil
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GOAL 2:
DEVELOP AND SUSTAIN BENEFICIAL LOCAL, REGIONAL, NATIONAL AND INTERNATIONAL PARTNERSHIP THAT CONTRIBUTE TO A SUSTAINABLE FUTURE

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
6.4	Participation in partnerships with school, TVET Colleges, HEIS other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government.	31 December	Sign 3 MoUs with strategic partners.	Achieved The following MoUs were signed with strategic partners: <ul style="list-style-type: none"> Public Service Sector Education and Training Authority (PSETA) on 27 June 2023. Education, Training and Development Practices Sector Education and Training Authority (ETDP-SETA) on 10 July 2023. The Mpumalanga Legislature was signed on 30 November 2023. USAf on 12 December 2023. 	Nil
		31 December	Monitor the implementation of the existing partnerships.	Achieved The implementation of existing partnerships was monitored.	Nil

6.5	Promote and sustain the participation of staff and students in internationalisation and international partnership activities.	31 December	Sign 2 MoUs with international higher education institutions.	Achieved MoUs were signed with the following international higher education institutions: <ul style="list-style-type: none"> • Universidade Wutivi was signed on 13 April 2023. • The University of Maryland Eastern Shore, USA on 2 May 2023. • The Botswana University of Agriculture and Natural Resources on 14 September 2023. 	Nil
			Monitor the implementation of the existing partnerships.	Achieved The implementation of existing partnerships was monitored and a comprehensive report was submitted to Council meeting on the 28th of September 2023.	Nil
6.6	Foster and sustain partnerships with alumni.	30 November	Schedule one event with alumni.	Achieved The launch of the KwaZulu-Natal Alumni Chapter was held on 11 November 2023.	Nil

GOAL 3:
PROMOTE AND SUSTAIN THE RECOGNITION OF ENGAGEMENT AS ONE OF THE CORE MISSIONS OF THE UMP

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
6.7	Promote the integration of engagement, research, scholarship, teaching and learning.	30 November	2 Engagement Projects integrated into teaching and learning and research.	Achieved Two engagement projects were integrated into teaching and learning and research.	Nil
6.8	Recognise and reward engagement at all levels of the institution.	31 December	Engagement Excellence Awards Ceremony held.	Achieved Engagement, Research, Teaching and Learning Excellence Awards Ceremony was held on 5 December 2023. However, no award was made in the Engagement category.	Nil

ACTIVITY AREA 7: FINANCE

GOAL 1: DEVELOP AND IMPLEMENT AN INTEGRATED LONG-TERM FINANCIAL SUSTAINABILITY FRAMEWORK

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
7.1 Develop a three-year rolling budget.	31 December	Submit to DHET a three (3) year rolling budget (2024 – 2026).	Achieved A three (3) year (2024 – 2026) financially sustainable rolling submitted to DHET.	Nil
	31 December	Submit a 2024 budget to GFIC, ARIGC and EXCO and Council.	Achieved The 2024 budget was submitted to GFIC on 09 November 2023, ARIGC on 13 November 2023, EXCO on 21 November 2023 and Council on 30 November 2023.	Nil
7.2 Allocate resources to support the institutional strategic priorities and goals in a sustainable manner.	31 December	Develop and implement criteria for the allocation of resources to strategic projects.	Achieved Criterion for the allocation of strategic projects as approved by MANCO on 06 December 2023 and was implemented.	Nil
7.3 Increase third-stream income.	31 December	Increase the third-stream revenue by 5%.	Achieved The third-stream revenue increased (from R12.935m to R16.627m) by 29% compared to December 2022.	Nil

GOAL 2: HAVE A DIVERSE RANGE OF INCOME SOURCES

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
7.4 Tuition and residence fees.	31 March	Implement the Council approved 2023 tuition and residence fee on ITS.	Achieved The Council-approved 2023 tuition and residence fee on ITS was implemented at the commencement of the year.	Nil

		30 September	Conduct two (2) workshops with the Deans of Faculties and Heads of Schools to create awareness of the costing and cost recovery of tuition fees.	Achieved Two (2) awareness workshops were held with the Deans of Faculties and Heads of Schools to create awareness of the costing and cost recovery of tuition fees on 12 June 2023 and 11 December 2023.	Nil
		30 September	Conduct two (2) workshops with Operations and Student Affairs to create awareness of the costing and cost recovery of residence fees.	Achieved Two (2) workshops were held with Operations and Student Affairs to create awareness of the costing and cost recovery of residence fees on 5 September 2023 and 11 December 2023.	Nil
7.5	Students have access to funding.	31 December	Diversify and increase the number of new funders for undergraduate and postgraduate students.	Achieved There were twenty-six (26) (12 undergraduate and 12 postgraduate and 2 funded both under and post graduate) new funders that funded students doing a variety of programmes in 2023.	Nil

GOAL 3: NSURE EFFECTIVE AND EFFICIENT EXPENDITURE MANAGEMENT PROCESSES

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
7.6 Effective and efficient finance functions.	31 December	Implement the creditor's payment plan.	Achieved All creditors were paid in terms of the creditor's payment plan.	Nil
	31 December	Payment of creditors within thirty (30) days of the statement.	Achieved All creditors GRV' by the 15 th were paid before month end. All urgent payments were made within 5 working days of request to treat them as urgent.	Nil

		31 December	Monitor the implementation of funders' MoA and terms and conditions.	Achieved Student Financial Aid complied with all Funder's MoAs and terms and conditions when processing student bursaries.	Nil
		31 December	Submit quarterly Management Accounts for presentation to ARIGC, GFIC, EXCO and Council at the scheduled meetings for 2023.	Achieved Quarterly Management Accounts were submitted to ARIGC, GFIC, EXCO and Council at the scheduled quarterly meetings for 2023.	Nil
		31 December	Develop or revise two (2) finance policies or Standard Operating Procedure Manuals.	Achieved Revised SCM policy, Policy on Student Refunds and Student Financial Aid Policy were approved by the Council on 22 June 2023. The revised Investment Policy was approved by the Council on 28 September 2023.	Nil
7.7	Implement an effective and efficient supply chain management process.	31 December	Ensure tenders are awarded within 120 days from the date of the advert.	Achieved All tenders were awarded within 120 of the advert or within the extend validity period.	Nil
7.8	Implement budget guidelines.	30 April	Allocate the 2023 divisional operational budget on ITS per cost centre and account.	Achieved The divisional operational budget was captured on ITS per cost centre and account allocated on 24 September 2023.	Nil
		30 October	Compile the 2024 budget directives based on the Budget Guidelines.	Achieved The 2024 budget directives compiled based on the Budget Guidelines were approved by MANCO on 6 December 2023.	Nil

		31 December	Allocate the 2024 strategic, capital, and operational budget on ITS.	Achieved The 2024 strategic, capital, and operational budget was allocated on ITS.	Nil
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GOAL 3: DEVELOP AND IMPLEMENT SOUND FINANCIAL SYSTEMS FOR ASSET MANAGEMENT

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
7.9 Capitalise constructed assets.	31 December	Constructed assets are capitalised within five working days of receipt of the Certificate of Occupation.	Achieved The ICT and Security building, Main Entrance, South Gate, Drop-off Zone and Pavilion were capitalised within five working days of receipt of the Certificate of Occupation.	Nil
7.10 Timely recording and classification of acquired assets.	31 December	Barcode, record and classify assets within one month after they have been acquired.	Achieved All acquired assets were barcoded, recorded and classified within one month of acquisition.	Nil
7.11 Effective and efficient disposal of assets.	31 December	Assets are to be disposed off within three months of receipt of MANCO approval to dispose of assets.	Achieved Assets approved for disposal by MANCO on 8 November 2023 was disposed via garage sale on 8 December 2023.	Nil

ACTIVITY AREA 8: HUMAN RESOURCES

GOAL 1: PROMOTE A VALUES-DRIVEN INSTITUTIONAL CULTURE

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
8.1 Facilitate measures to inculcate a values-driven institutional culture.	31 December	Attendance of Values Workshops by all new employees.	Achieved A New Employees Values Adherence Workshop has been designed and implemented in Quarter 4.	Nil

8.2	Develop and implement visual icons to visually represent the Values.	30 June	Design and rollout of Values icons to represent the institutional values.	Achieved The Values Icons have been included in the Values Handbook for use in Values Workshops.	Nil
8.3	Facilitate the development of associated behaviours and acculturation programmes.	31 December	Develop key associated behaviours linked to the institutional values to support employee acculturation activities and programmes.	Achieved The associated behaviours for the UMP Values were included in the Values Handbook for new employees.	Nil

GOAL 2:
ATTRACT, DEVELOP AND RETAIN HIGH CALIBRE AND TALENTED UMP STAFF

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
8.4 Implement recruitment systems and procedures to attract talent and potential to the institution.	31 May	Implement recruitment software to enhance recruitment procedures.	Achieved All posts are advertised on the recruitment system since 1 May 2023.	Nil
	31 December	Employment Equity Plan implemented according to set targets.	Achieved Ongoing efforts and initiatives were undertaken in 2023 to ensure effective implementation of the EE Plan according to set targets. These include the Employment Equity Forum meeting which was held on 29 August 2023 and the Equity & Transformation Workshop with Organised Labour which was held on the 22 June 2023.	Nil

8.5	Provide academic and skills development opportunities for staff to enhance their work performance.	31 December	Schedule purposeful academic and skills development activities aligned to Individual Development Plans in accordance with allocated budget.	<p>Achieved Sixty-five employees were assisted with funding for formal qualifications. A total amount of R1 240 955.56 was spent on funding.</p> <p>Ten employees were assisted with funding for short learning programmes. The total amount of R133 429.75 was spent on short learning programmes.</p> <p>One hundred and fifteen employees were assisted with funding for conferences, for a total amount of R2 353 877.97 Eighteen employees were assisted with funding for workshops, for a total amount of R43 329.75.</p>	Nil
8.6	Implement a retention strategy to retain exceptional performing staff.	31 October	Review and implement retention strategy with a focus on the retention of staff who perform at an exceptional level.	<p>Achieved A month-by-month analysis of the reasons for staff turnover is undertaken. A quarterly report is then prepared, and a consolidated report is undertaken with consideration of retention factors that need to be applied.</p>	Nil

GOAL 3: DEVELOP AN EFFECTIVE AND EFFICIENT HR FUNCTION

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
8.7	Provide effective and efficient HR systems and processes.	30 November	<p>Completion of Service Level Agreements with Divisions and Faculties.</p> <p>Achieved Dates were scheduled for meetings to consider and sign off Service Level Agreements for 2024. The meeting dates were as follows:</p> <ul style="list-style-type: none"> • DVC PSEP: 23 October 2023; • ED: Finance: 6 November 2023; • Dean Student Affairs: 9 November 2023 and • DVC RII: 9 November 2023. 	Nil

8.8	Standard Operating Procedures for all critical HR functions to ensure effective and efficient service delivery.	31 December	Review HR Transactional and Organisational . Development Standard Operating Procedures.	<p>Achieved</p> <p>The Employee Orientation Workshop for New Employees was reviewed to include a Values Adherence component.</p> <p>The SOP on Employee Exit Procedures and Processes was approved by Council on 22 June 2023.</p> <p>The SOP for Payroll was reviewed.</p>	Nil
8.9	Provide a quality and professional HR service.	30 June	Provide a HR training programme for Senior HR Officers to enhance HR Service Delivery.	<p>Achieved</p> <p>A workshop on Performance Standards to promote and uphold Excellent HR Service Orientation was held on 20 June 2023.</p>	Nil
8.10	Promote positive engagement with Organised Labour.	31 December	Ensure meetings with Organisational Labour are conducted on a quarterly basis.	<p>Achieved</p> <p>The MANCO Engagement meetings with Organised Labour were held as follows: NEHAWU: 21 February 2023; NTEU: 22 February 2023; NEHAWU: 23 August 2024; NTEU: 24 August 2024; NTEU: 30 October 2023 NEHAWU:31 October 2023.</p>	Nil

GOAL 3: DEVELOP AN EFFECTIVE AND EFFICIENT HR FUNCTION

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
8.11 Facilitate the implementation of the Promotion, Development and Reward of Excellence at all levels of the institution.	31 December	Ensure all PDRE activities and related timelines are adhered to for contracting, review and final assessments.	<p>Achieved</p> <p>All activities were monitored and completed in accordance with the PDRE Policy.</p>	Nil

8.12	Performance measures and related performance standards are identified.	30 June	Design and develop performance measures aligned to performance standards for the Operations Division.	Achieved Performance standards for the following positions have been completed: <ul style="list-style-type: none"> • Cleaner • Cleaning Supervisor 	Nil
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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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MPUMALANGA

Creating Opportunities

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