



# 2024 | 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 2024

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

### VISION

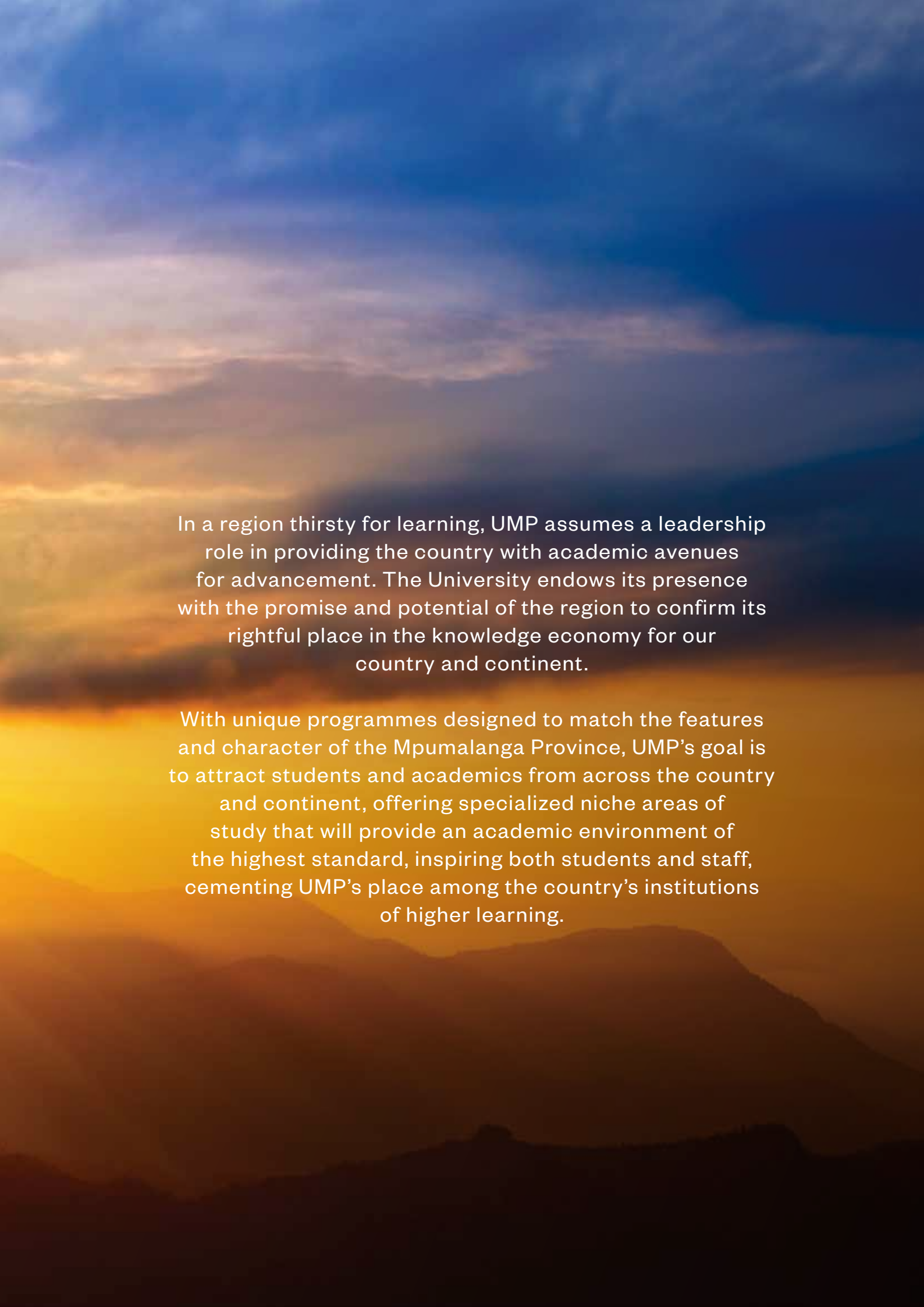
To be an African University leading in creating opportunities for sustainable development through innovation.

### MISSION

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

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

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

# 1. INTRODUCTION

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 2024, the University offered 78 qualifications.

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 offers the Bachelor of Education in Foundation Phase Teaching, Bachelor of Education Honours in Teaching and Learning and Master of Education in Early Childhood Education. The rest of the qualifications are offered from the Mbombela Campus. The Higher Certificate in ICT is offered on both campuses.

As a new institution, the University of Mpumalanga continued in 2024 in its developmental trajectory as informed by its Strategic Plan: Vision 2030. 2024 was the second year of the implementation of the new Strategic Plan: Vision 2030. The implementation of the Strategic Plan was conducted through the Annual Performance Plan (Internal) and the Annual Performance Plan that was submitted to the Department for Higher Education and Training (DHET) 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 by both staff and students. to ensure that they are embedded into the institutional culture.

The 2024 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. This was partly intended to address those modules with high student enrolments. Assessments were conducted in person except at the postgraduate levels where some assessments were conducted virtually using Respondus. 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 2024, a total of 10 191 students enrolled in 78 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 undergraduate level in line with the developmental trajectory of the institution.

The University celebrated the ninth Graduation Ceremony on 3 and 4 May 2024. The number 1515 students (1006 females and 509 males) graduated from 50 programmes. 98 qualifications were awarded CUM LAUDE.

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 2024, accreditation by the Council on Higher Education, for 12 new qualifications that were going to be offered for the first time in 2024. The Council on Higher Education (CHE) submitted in 2024, the Draft Report on the Institutional Audit that was conducted in 2023. The University was deemed functional in 15 of the 16 standards. Feedback on the Draft Report was submitted to the CHE in June 2024. The final Report on the CHE Institutional Audit indicated that UMP was functional in all the 16 standards.

Another important milestone in 2024 was the implementation of the Business Plan for the introduction of the Health Sciences at the University of Mpumalanga, which was submitted to the Department for Higher Education and Training in December 2023.

During 2024, three staff members completed their Doctoral Degrees, and the number of NRF-rated scientists increased to 15. 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 2024 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 involving students and staff, one at the Siyabuswa Campus on 20 May 2024 and the second one at the Mbombela Campus on 14 September 2024. These Sports Days provide an excellent opportunity for students and staff 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 6 trophies and obtained position 2 during the national competition that involved 21 universities. The UMP ENACTUS Team has been successful in national competitions since its first participation in 2017 and has won an average of five trophies per annum from 2017 to 2024. The Centre for Entrepreneurship Rapid Incubator (OFERI) 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.

On 23 February 2024, the University celebrated 10 years since the commencement of the academic project at UMP on 19 February 2014. As part of the celebrations, the University conferred the title of Professor Emeritus on Prof David Mabunda, the former Chair of Council, who presented the inaugural Dr Enos Mabuza Annual Lecture on Education. The Library and Information Services Building was named Thoko Mayekiso Library and Information Services Building after the founding Vice-Chancellor.

The Closing Ceremony for the 10<sup>th</sup> Year Anniversary since its establishment on 22 August 2013, was held at the Mbombela Campus on 23 August 2024. The Celebrations were held under the theme, “Decade of Excellence and Creating Opportunities”. The ceremony focussed on show-casing the diverse cultures making up the student body at UMP.

The University continued with the implementation of the New Infrastructure Development Plan 2020/2021 – 2024/2025 to guide the construction of the new infrastructure. This included the construction of the Law Building; Nature Conservation Building; Great Hall; Media, Communication and Languages Building and the Operations Building (Phase 2).

A policies were approved by Council to ensure effective governance and management of the institution. Council continued to provide the necessary oversight to ensure sound governance throughout the institution, thereby contributing to the sustainability of the institution. The Management Committee (MANCO) ensured that the day-to-day running of the institution was conducted effectively and efficiently.

The University received an unqualified (clean) audit opinion from the External Auditors. This was the 10th consecutive unqualified audit opinion received by the University of Mpumalanga.

The Annual Report provides a snapshot of the achievements of UMP during 2024.



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Prof T V Mayekiso  
Vice-Chancellor

## 2. 2024 PERFORMANCE ASSESSMENT REPORT

### 2.1. INTRODUCTION

The 2024 Performance Assessment Report is informed by the Eight Year Strategic Plan of the University of Mpumalanga, UMP Vision 2030, which was approved by Council in October 2022. Two Annual Performance Plans (APPs) were developed for the 2024 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 2024) was submitted to DHET.

A detailed analysis of the University's performance in relation to the Annual Performance as at 31 December 2024 is presented in Annexure 2.

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

The Ministerial approved targets for 2024 were divided into four sections: Access, Success, Efficiency and Research Outputs and these are briefly reported on below.

**Access:** The overall enrolment target for 2024 was 8801 and the actual enrolment was 10185 - an additional 1384 students and a deviation of 15.7%. The target for first time entering students was 3000 and the University enrolled 3525 new students, which was a deviation of 17.5% above the target.

In enrolment by major field of study, education was 19.7% above the target, with a total of 470 students. The enrolment target in Science Engineering and Technology was 3730, and the actual enrolment was 4364, an additional 634 students and a deviation of 17%. Enrolment in Business/Management was 2201, being 18.5% below the target of 2700.

Enrolment into the Other Humanities was 2747, and 53.8% above the target of 1786. This deviation was a result of the introduction of 10 new academic programmes. The newly introduced programmes include: Diploma in Culinary Arts; BA Honours in Politics; BA Honours in Culture and Heritage Studies; BA Honours in Tourism; BSc Honours in Geology; Master of Science in Computing; Master of Arts in Administration; Master of Tourism and Hospitality Management; Master of Commerce in Business Management; and PhD in Commerce.

**Success:** The number of graduating students in 2024 was 1515, which is 46.0% less than the target of 2804. This was primarily a result of an unrealistic target set for Postgraduate graduates, where the deviation from target was 49.1% 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 220 and the actual was 209, a deviation of 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 44.3:1 which was higher than the target of 32.6:1. The percentage of staff with Doctoral degrees was 47% and the target set in 2024 was 61%. The improvement is due to staff completing their doctoral degrees, and timeous appointment of staff with doctoral degrees as new programmes are being implemented.

**Research Output:** The target for publication units per Instructional/Research Staff was 0.55, with the achievement in 2024 of 0.31 units. The decrease follows an increase in the previous year and will be rectified by continuous research capacity development and targeted research support. UMP only enrolled Masters' students for the first time in 2020 and Doctoral students in 2022. Research Masters graduates (weighted) was 36, which is equal to the target of 100.

**TABLE 1: PERFORMANCE ASSESSMENT AGAINST MINISTERIAL TARGETS**

Key performance indicator	Target (2024) Percentage or total number	Performance indicators for 2024	Reasons for deviation is provided where the deviation is greater than 5%
<b>A. Access</b>			
<b>Headcount totals</b>			
First-time Entering Undergraduates	3000	3525	+17,5% due to the introduction of new undergraduate programmes
Headcount Enrolments	8801	10185	+15,7% introduction of new undergraduate programmes
Headcount Enrolments (Foundation Provisioning)	0	0	
Headcount Enrolments Total UG	8170	9594	+17,4% due to the introduction of new undergraduate programmes
Headcount Enrolments Total PG	630	591	-6,2%, due to the limited availability of funding for postgraduate students is a limiting factor
Enrolments by Major Field of Study			
Science, Engineering, Technology	3730	4364	+17,0% due to new qualification in the Science, Engineering and Technology major field were introduced and contributed to the increase in enrolments
Business/Management	2700	2201	-18,5% deviation due to the delayed introduction of new programmes
Education	585	470	-19,7% deviation due to the delayed introduction of the new programme
Other Humanities	1786	2747	+53,8% due to the introduction of new undergraduate programmes
Distance Education Enrolments	0	0	
<b>B. Success</b>			
Graduates UG	2358	1288	-45,4% deviation due to students are taking longer to graduate than expected

Graduates PG	446	227	-49,1% deviation due to lower enrolments at the postgraduate level
Undergraduate Output by Scarce Skills			
Engineering	0	0	
Life and Physical Sciences	383	207	-46,0% deviation due to students completing but in more than the expected number of years
Animal and Human health	81	19	-76,5% UMP is active in Animal and Human Health by CESM. The University has planned to introduce programmes in Human Health in future
Teacher Education	106	93	-12,3% deviation This is likely due to the enrolment target of 106
Success Rate	84%	84%	
<b>C. Efficiency</b>			
Instructional/Research Professional Staff including Part-Time Staff			
Headcount of Permanent Instructional/Research Professional Staff	220	209	
% Staff with Doctoral Degrees	61%	47%	-23,0% deviation is as a result of the increase in instruction/research staff
Number of nGAP Staff	15	13	-13,3% due to two nGAP lecturers who resigned from the University
Ratio of FTE Students to FTE Instructional/Research Staff	32.6:1	<b>44.3:1</b>	This deviation is the result of the greater than planned enrolment of students
<b>D. Research output</b>			
Publication Units per I/R staff	0.55	0.31	
Research Masters Graduates (Weighted)	100	36	-64,0% of the Master's programmes are still new at UMP. The number of graduates will increase
Doctoral (Weighted) Graduates	0	N/A	First enrolment of UMP doctoral students was in 2022

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

During 2024, 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: PERFORMANCE ASSESSMENT AGAINST THE ANNUAL PERFORMANCE PLAN (INTERNAL)**

Year	% Average Performance	Governance & Management	Research & Innovation	Teaching & Learning	Institutional Support	Quality Student Experience	Engagement and 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
2024	100	100	100	100	100	100	100	100	100

The data presented on Table 2 suggest consistent high performance on the Annual Performance Plans from 2019-2024 which has been 100% for all the Activity Areas over the three-year period.



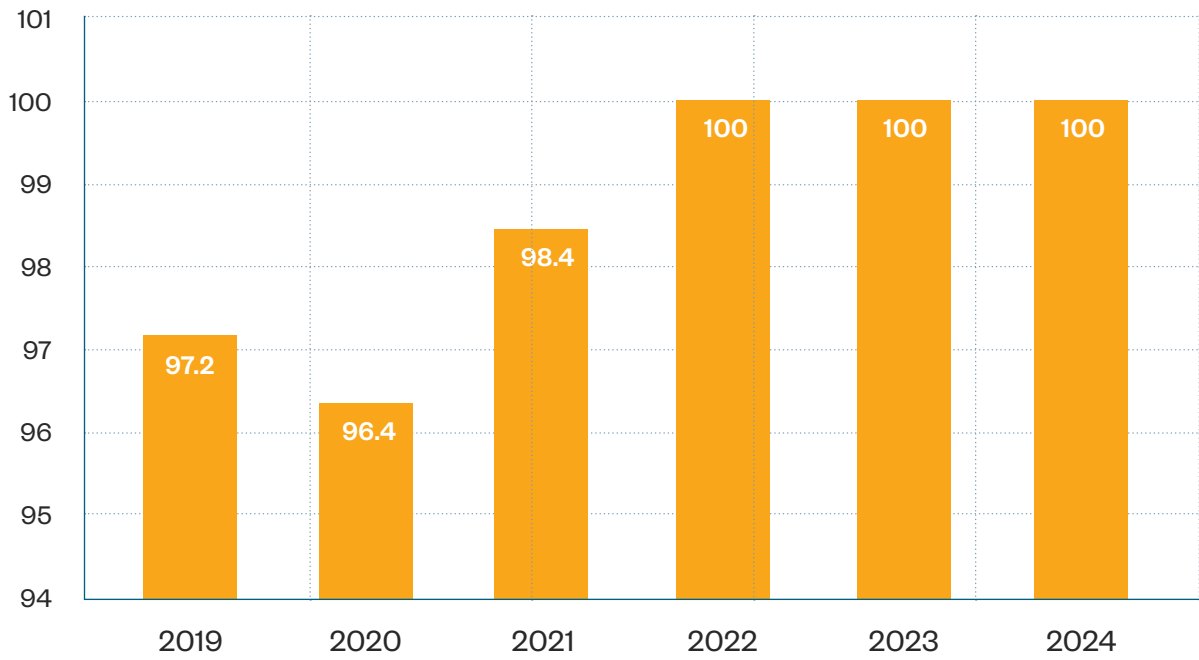


Figure 1: Average Performance (2019 – 2024)

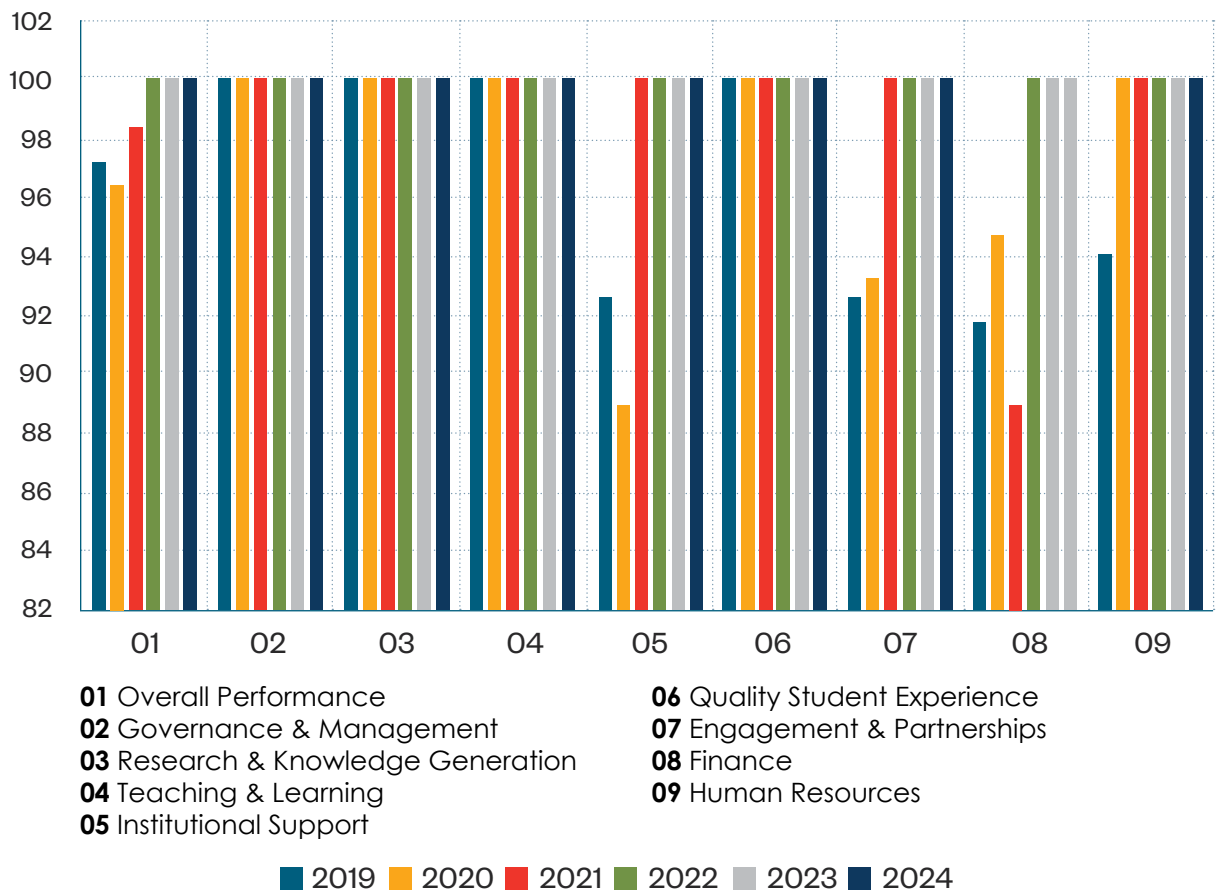


Figure 2: Performance Chart (2019 – 2024)

## **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. Schools and Programmes were reclassified in line with the growth of the University. The value of integrity was inculcated in institutional process as one of the measures to embed ethics in the governance framework of the institution. Three workshops on management and leadership for EMANCO were held on 20 August 2024, 28 October 2024 and 15 November 2024.

The Risk Register was monitored through the quarterly meetings of the Risk Management Committee and was reviewed on 09 September 2024. The framework for information governance and management was developed and the checklist for regulatory compliance was updated on 29 March 2024, 30 June 2024, 30 September 2024 and 25 November 2024. Cybersecurity systems and processes were implemented, and awareness campaigns were conducted with both staff and students.

## 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 Innovation 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 2024 funders of the University were: the National Research Foundation (NRF), the Department of Science, Technology and Innovation (DSTI), the University Capacity Development Programme (UCDP) and the Future Professors Programme (FPP) of the Department of Higher Education and Training (DHET), Water Research Commission (WRC), West Indian Ocean Marine Science Association (WIOMSA), Oak Foundation, National Electronic Media Association of SA (NEMISA), European Commission (Erasmus+), Fulbright, Rhodes University and Sentech, Citrus International Research, National Institute for Humanities and Social Sciences (NIHSS), Forestry South Africa, Red Meat Research and Development SA, the Agricultural Research Council (ARC), Limpopo Basis Curriculum Innovation

Network (LBCIN), the Maize Trust and the SA Institute for Aquatic Biodiversity (SAIAB). UMP received R52 535 024 in 2024 compared to R36 585 799 in 2023 (a 32% increase).

The number of staff with doctoral qualifications increased to 57% and UMP received 65.14 units in 2024. Three staff graduated with Doctoral degrees in 2024. The increase in NRF-rated researchers was another highlight for 2024, with five academic staff obtaining rating or rerating. This increased the number of NRF-rated researchers at the University from 13 to 16.

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, and 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 27 November 2024. Awardees included the Faculty Emerging Researcher of the Year, Dr T Ndhlovu from the Faculty of Agriculture and Natural Sciences, and the Faculty Researcher of the Year to Prof K Ogujiuba from the Faculty of Economic, Development and Business Sciences. The following researchers were acknowledged for achieving an NRF rating: Dr T Forssman, Dr M Musara and Prof D Parker.

UMP hosted its second Research and Innovation Day on 27 November 2024.

The University continued to expand its partnerships by actively collaborating with national institutions: the National Intellectual Property Management Office (NIPMO) grant agreement to establish a Technology Transfer Office, the Water Research Commission for research and innovation, and various research agreements with other academic institutions including North-West University (NWU), University of the Free State (UFS), the University of the Western Cape (UWC) Center of Excellence in Food Security, and the SA National Biodiversity Institute (SANBI). The University has been admitted to the prominent Sustainable Development Solutions Network (SDSN), and signed agreements with international institutions, including the SWARM Partnership Agreement (ERASMUS-EDU-2024-CBHE) with the National Technical University of Athens), and a Flemish Inter-University Council (VLIR) agreement with Ghent University.

UMP hosted a range of national and international seminars, which include hosting the world renowned Dr Jane Goodall with the theme 'Inspire Hope Through Action', a public lecture by the Consortium of Flagship Universities of State Corporation Rosatom in Russia, and the Australia-Africa Universities Network (AAUN) Early Career Researcher workshop. High-level engagements were the Academy of Science of SA (ASSAf)-UMP Just Transition National Forum hosted by UMP, and the FPP, Phase 2 graduation.

Dr A Shabalala, Faculty of Agriculture and Natural Sciences, was accepted during 2024 for the DHET FPP.

### **Activity Area 3: Teaching and Learning**

**Goal 1:** Develop and implement Programme Qualification Mix (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 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 six programmes to DHET for PQM clearance on 18 September 2024.

In addition, five programmes were submitted to CHE for accreditation.

In improving the use of technology in teaching and learning, three workshops were conducted with staff on how to record and upload lectures on Moodle (UMP's Learning Management System) during the first semester on 10, 11 April 2024; and 17

May 2024 to enhance capacity on the use of diverse modes of programme delivery. During the second semester the same workshops were repeated to accommodate new lecturers on 11 July 2024; 08 August 2024 and 20 September 2024.

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

With the advent of Artificial Intelligence (AI); we identified the need to build capacity amongst academic staff and management in this area.

Three workshops on Curriculum Development and Review as per DHET and CHE guidelines on the programme application process were conducted.

Experts on teaching and learning pedagogies were appointed to conduct workshops on curriculum development and assessment of teaching and learning presented at both campuses. In improving employability of students we identified the following three non-WIL programmes and exposed students to formal work environment, namely;

1. Bachelor of Commerce (Accounting and Auditing).
2. Diploma in Information & Communication Technology in Applications Development (DIPICT).
3. Bachelor of Information and Communication Technology (BICT).

The outcomes of this pilot created an opportunity for students in DIPICT and BICT programmes. As they were preparing for their annual AI Hackathon project; they interacted with ICT companies which led to the establishment of placement opportunity with Nedbank.

Two workshops were conducted with academics on peer evaluation of teaching and student evaluation of teaching.

In recognising excellence, teaching award ceremony was held on 27 November 2024 and Dr Ayanda Shabalala was the winner.

The University has established collaborative relationship with Ehlanzeni TVET College to develop articulation pathways in the Higher Certificate in ICT qualification so as to broaden access to UMP by the TVET graduates.

The Orientation Week was held on both campuses from 12 to 16 February 2024. 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.

#### **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 consistently maintained the management of project data using the Online Project Progress Documentation and Reporting Management System for all the projects.

The Construction of NBP0037: Chiller Plant building has reached completion; This facility ensures adequate cooling and air circulation for all buildings on the West Campus. The Construction of NBP0023b Infrastructure and Operations Building has also reached completion.

Construction of the new buildings which is comprised of NBPO024: Law Building, NBPO025: Nature Conservation, NBPO026: Great Hall as well as the supporting infrastructure has reached advanced progress. The supporting infrastructure enables traffic flow and mobility at the West Campus. The west campus supporting infrastructure also ensures that the circulation of water, sewer, stormwater and fibre is now adequately provided. Project A04e which is the Upgrading of Electrical Infrastructure, Fire Protection Systems and Waterproofing Investigations at the Siyabuswa Campus has reached completion.

In 2024, the Operations Division successfully implemented and monitored key plans and projects that contributed to the University's growth and operational efficiency. The following provides an overview of the accomplishments within the designated plans and divisions:

**Maintenance Plan:** The University successfully implemented the Maintenance Plan, ensuring all facilities were adequately maintained and kept in optimal working condition. This was tracked through regular monthly reports, which highlighted key maintenance tasks and issues resolved.

**Integrated Renovation Plan:** The Integrated Renovation Plan was executed effectively with regular monitoring. Renovations across various University buildings were completed within budget and on schedule. Monthly reports were generated to track progress and ensure timely completion of the projects.

**Alien Invasive Species Management Plan:** The aim of the plan was to reduce alien invasive plant species on Mbombela Campus, and to maintain previously treated areas to less than 5% infestation. An area of 33.26 ha on Mbombela campus was cleared of alien invasive plant species. Areas with up to 90% infestation were cleared to below 5%. In accordance with the permit issued by the Department of Environmental Affairs for Casuarina trees on campus, fifty large trees were felled, and any seedlings in the proximity removed. Quarterly inspections were conducted in treated areas, and follow-up treatments conducted where needed. An area of 39.3 ha of previously treated areas was monitored.

The Safety, Health, and Environmental (SHE) Management Plan was closely monitored throughout the year. Monthly reports detailed the implementation of safety measures, environmental sustainability efforts, and health initiatives across the University campuses. There were no major incidents, and all compliance requirements were met, ensuring a safe and healthy environment for staff, students, and visitors.

The Security Management Plan was continuously monitored, with regular updates provided via monthly reports. Enhanced security measures were implemented to ensure the safety of all individuals and assets on campus. Security staff were continuously trained to handle various situations, ensuring high preparedness and a secure campus environment.

The implementation of the Siyabuswa Campus Beautification Project Phase III was a notable success. Monthly reports tracked the project's progress, ensuring that all stages were completed as planned. The beautification initiative contributed to the overall aesthetic improvement of the campus, enhancing the environment for students, staff, and visitors.

The Hotel and Catering Division provided exceptional catering services and maintained a 4.5-star rating at the Tfokomala Hotel and Conference Centre. Services were provided for internal and external clients, including staff, students, and guests.

Catering services met high standards in quality, professionalism, and customer care, contributing significantly to the University's reputation for excellence in hospitality.

The project for upgrading and installing audio-visual equipment in the lecturing venues B,C, D and E in the Old Library building at Mbombela campus was completed on 27 September 2024. The AV equipment in these lecture halls were obsolete and no longer under warranty, and needed to be replaced and/or upgraded. These venues are now fitted with laser projectors, motorised projector screens, click Share for wireless presentation, keypad to trigger all major systems, ceiling mount speakers, Extron video scaling presentation switchers, document cameras, podium microphones. The Clickshare software application offers wireless connection to the system offering easy video conferencing and presentation to students.

Throughout the year, academic staff members were trained on the University's learning management systems i.e. Moodle. The following courses were offered to them: Basic Moodle training, Intermediate Moodle training, Design for Online Learning, and Extracting Marks from Moodle to the ITS System and Recording of Lectures and Assessments.

The Mbombela Campus Wi-Fi coverage increased to 85%. This was accomplished by installing a new wireless controller on 26 May 2024 and number of access points (APs) around campus. Additional APs and wireless radios were installed at the Sports Ground and at the farm. The Siyabuswa Campus coverage increased to 75%. This was accomplished by installing additional APs in the student residences, the replacement of the Wireless Lan Controller and the configuration of the external access points around the campus.

The University undertook a significant network transformation project aimed at replacing the outdated 3-tier network infrastructure with a state-of-the-art Cisco VXLAN fabric and replacing the ageing server infrastructure. This strategic upgrade was designed to address several key objectives, including improving network performance, reliability, and security while accommodating future growth and simplifying network management. The network upgrade at Mbombela Campus was completed on 5 August 2024 while the upgrade at Siyabuswa Campus was completed on 19 August 2024.

A black-box vulnerability assessment and testing on the University ICT core infrastructure was completed on 5 July 2024. 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.

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. In order to improve the overall security posture the cybersecurity awareness programme was expanded to include Council members and MANCO. This guaranteed that University leadership is equipped to tackle and mitigate cybersecurity threats. Hackers and cyber criminals often target senior leadership in organizations because they aim to maximize the potential impact and gain from their attacks, making cybersecurity awareness and training for this cohort crucial. Simulated anti-phishing campaigns were conducted using the University's cybersecurity online training platform. This was achieved by sending fraudulent, malicious-like emails to all the user categories and assess their response behaviour which helped to evaluate the likelihood of staff member or student falling for a phishing attack. ICT technical staff were also assigned slots to make cybersecurity awareness 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 succeeded in providing activities and services to students and ensured the achievement of all the set objectives for this activity area during the reporting period. The 100% achievement on the objectives during the 2024 academic year included, among others, the continued success in holding peaceful, free and fair SRC and CRC elections which has 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 has, as it has always done even in the past, used the Investiture to communicate its expectations on the role of members of both the SRC and CRCs as well as the relationship and engagement between the University Management and the student leadership; the provision of training and development programmes for the student leadership and the student body, 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 over 20 personal development programmes to students which were under the two identified focus areas for 2024, namely, personal skills development, and academic development. The University was able to support students who were staying in the accredited private accommodation during the year. The accreditation of private accommodation facilities in 2024 was done by NSFAS as part of its pilot on the accreditation of private accommodation. Enough accommodation was secured for our students during the 2024 academic year and all students who required accommodation off-campus were able to get accommodation in the accredited private accommodation.

Over 20 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 2024 and made it to the ENACTUS National Competition held in July in Sandton, Johannesburg. Our Winning Team got position 2 (runners-up) out of 21 universities that participated in the 2024 National Competition. Our Team, once again, flew the UMP flag high and made us proud by bringing home 6 trophies. This was the second time we got position 2 following the same performance in 2022.

The year, 2024, saw over 15 different sporting teams in 9 sporting codes being active in both Campuses of the University. Seven of the 15 teams represented the University in the 2024 USSA tournaments.

The University Clinics, on both Campuses, continued with the provision of health care to students, particularly primary health care. The Student Counselling Centre, which is run by a registered Clinical Psychologist, provided the much-needed counselling and mental health related services to students during the year. Two Registered Counsellors were appointed in 2024 to provide more counselling related services to our students.

### **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.

More than four meetings were held with stakeholders. Among these, were meetings with AgriSETA CEO on 14 February 2024, the Presidential Climate Change Commission (PCC) Colloquium on a Just Energy Transition at the Mbombela Campus on 22 January 2024, representatives of the DPME on 11 January, 2024, representatives of Old Mutual on 4 and 12 April 2024, LGSETA on 04 June 2024, representatives of Ehlanzeni District Municipality on 9 April 2024, HSRC on 07 July



2024 and 12 September 2024, and the Premier of the Province of Mpumalanga on 12 November 2024.

In the promotion of social awareness and responsible citizenship among staff and students, the UMP implemented two projects, Africa Day and Mandela Day. Africa Day Celebrations were held at Mbombela and Siyabuswa Campuses simultaneously on 23 May 2024. The guest speakers in Mbombela and Siyabuswa campuses were Prof Alinah Segobye from Botswana and Prof Mamo Muchie from Ethiopia, respectively. Mandela Day activities were successfully carried out by staff and students on both UMP Campuses on 18 July 2024.

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 David Mabunda and a second by Prof Nobuhle Hlongwa on 23 February 2024 and 3 September 2024, respectively. The last was the Archbishop Thabo Makgoba Development (ATDMT) Annual Lecture, on Ethical Moral Leadership, which was delivered on 22 October 2024 by Ms Nonkululeko Gobodo.

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 with TUT on 04 April 2024, Wholesale and Retail Sector Education & Training Authority (W&RSETA) on 31 October 2024, Education, Training & Development Practices Sector Education & Training Authority (ETDP SETA) on 22 October 2024; the implementation of existing partnerships was monitored for the entire year of 2024.

In Promoting and sustaining the participation of staff and students in internationalisation and international partnership activities, the University signed four international agreements (MoUs) with international higher education institutions; namely, with 16 universities as part of the University Incubator Consortium at Puerto Princesa, Phillipines on 27 May 2024, Saint Petersburg State University of Aerospace Instrumentation (SUAI) on 29 August 2024, People's Friendship University of Russia (RUDN) on 29 August 2024, and SIAS University in China on 15 October 2024. 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 held elections of the treasurer and additional member of the KwaZulu-Natal Alumni Chapter on 6 April 2024, the Limpopo Alumni Chapter Executive on 22 June 2024, and virtually launched the Eastern Cape Alumni Chapter on 11 November 2024.

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

and research, namely, the Cow Pea Project in Agriculture has been integrated into Diploma and Degree teaching in Agriculture and the Entrepreneurial project of CFERI to teach members of the ENACTUS Team.

Finally, to recognise and reward engagement at all levels of the institution, the University held an Engagement Excellence Awards Ceremony, on 27 November 2024. The winner was the CFERI Team led by Prof Ogujiuba; 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 (2025 – 2027) financially sustainable rolling budget was submitted to DHET, on 08 October 2024 and the 2025 budget was submitted to GFIC and ARIGC on 31 October 2024, to EXCO on 14 November 2024 and to Council on 28 November 2024. We implemented the criteria for allocating strategic projects. Furthermore, the third-stream revenue increased from R19.266m to R25.712m, a 25% year increase on year compared to December 2023.

The Council-approved 2024 tuition and residence fees were implemented on ITS at the beginning of the year (on 5 February 2024). An awareness workshop was held with the Deans of Faculties and Heads of Schools to create awareness of the costing and cost recovery of tuition fees on 19 March 2024. We also held another workshop with Operations and Student Affairs to create awareness on the costing and cost recovery of residence fees on 13 May 2024.

The University received an additional nineteen (19) new funders, thirteen (13) for undergraduate and six (6) for postgraduate students doing various programmes in 2024.

All reconciled creditors were paid within thirty (30) days of the statement date. Student Financial Aid complied with all Funder's Memorandum of Agreements terms and conditions when processing student bursaries.

Quarterly Management Accounts were submitted to ARIGC, GFIC, EXCO and Council at the scheduled quarterly meetings for 2024. The revised Student Debt Management Policy was approved by the Council on 26 March 2024 and the revised Petty Cash Card Policy was approved by MANCO on 04 December 2024. All tenders were awarded within one hundred and twenty (120) days of the advert or the extended validity period. The divisional operational budget was captured and allocated on ITS per cost centre and account on 28 April 2024. The 2024 budget directives were compiled based on the Budget Guidelines and were submitted to MANCO. The 2025 strategic, capital, and operational budget was allocated on ITS.

The Load Management System (LMS001), Chiller Plant Building (NBP0037), Chiller Plant and HVAC (NBP0037), Bulk MVA and Electrical Infrastructure at Siyabuswa (A04e), West Campus Site Infrastructure Parking and Roads (SIP2005), Boschrand Dam additional cost(SIP2001D) and Pavement Rehabilitation-additional cost (SIP0002B) were capitalised within 30 days of receipt of certificate of completion.

Two thousand five hundred and sixty (2560) assets were barcoded, recorded, and classified within one month of acquisition. Assets approved for disposal by MANCO on 23 October 2024 were disposed of via Garage Sale on 11 and 12 December 2024.

## **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.

## 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.

The promotion and facilitation of a values driven institutional culture is upheld through A Values Adherence Workshops. In Quarter 1, development of training materials was undertaken and all new employees are required to attend the workshop. This initiative ensures that new employees understand and are oriented to the UMP institutional culture. All new employees also receive a Values Handbook.

To facilitate the development of associated behaviours and acculturation programmes, Visual icons support the Values Acculturation programme, and the distribution of Values Frames was undertaken during the year, commencing with the Operations Division in Quarter 1, the Finance Division in Quarter 2, the Student Affairs Division in Quarter 3 and Siyabuswa Campus Director in Quarter 4.

A review of recruitment documents were undertaken in Quarter 3 to ensure POPIA compliance is upheld.

The Employment Equity Forum was consulted and considered the annual EE Report on 30 October 2024. Ongoing efforts and initiatives were undertaken in 2024 to ensure effective implementation of the Employment Equity Plan according to set targets. These included the Employment Equity Forum meetings held on 23 April 2024 and 20 October 2024.

Sixty-one employees were assisted with funding for formal qualifications. A total amount of R1 339 727.00 was spent on the funding. Forty-one employees were assisted with funding for Short Learning Programmes. The total amount of

R627 250 was spent on Short Learning Programmes. Eleven employees were assisted with funding for workshops, for a total amount of R104 679.00.

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

The Employee Orientation Workshop for New Employees is in place and all new employees are provided with comprehensive on the University, relevant policies and the Code of Conduct. New employees also attend a Values Adherence workshop.

In order to provide effective and efficient HR systems and processes, weekly meetings were held to ensure tracking of recruitment processes.

Five members of the HR Division attended the Future of HR Conference on 4 and 5 September 2024 to keep updated on HR trends and 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 11 March 2024, NTEU on 12 March 2024, NEHAWU on 26 June 2024, NTEU on 27 June 2024, NTEU on 25 November 2024 and with NEHAWU on 27 November 2024.

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

## 2.4. CONCLUSION

This Performance Assessment Report is informed by the Eight Year Strategic plan- which is monitored by the Strategic Committee of Council, as well as the Internal Auditors. The targets for 2024 covered Access, Success, Efficiency and Research and Output.

The targets we set ourselves have been exceeded, met or a few missed. In each instance, a plausible explanation is provided as to why the outcome is as captured in this report.

160 (One hundred and sixty) measures were set, and these were met 100%.

This consistent high performance by UMP is noteworthy and remarkable.

There were certain actions taken to ensure that success is attained. For example, Ethics is embedded in the governance framework all the time. The Risk Register was also constantly monitored through quarterly meetings.

Furthermore, more Training Workshops in sundry areas are provided so that staff and students are not left to their own devices. They are empowered and equipped – to be able to carry out their tasks-confident of the preparation they have been provided with. In addition, students in at risk modules were provided with additional support - through tutorials and extra- classes.

The Facilities of the institution are well- maintained and kept in optimal working condition – without a steadfast maintenance programme, structures fall very easily into a state of disrepair.

A point worthy of mention is that throughout the year, academic staff members were trained on the University's learning management systems i.e Moodle. This has kept them at their elegant best to carry out their tasks. It is important to indicate that the Network performance, reliability and security have been improved.

Cybersecurity awareness campaigns were held for both staff and students to keep them wary of the risks and abreast of development. UMP places high premium in the well- being of staff and students- so that they study and work in conducive spaces.

Peaceful, free and fair SRC and SRC elections are held, and constant dialogue with organised labour conducted. This has resulted in a good tradition at UMP of handling matters before they rapture. Values adherence workshop – where new employees are required to attend are crucial building block.

Thanks are due to all who made it possible to perform at such a high level – in meeting our strategic objectives.



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Mr SG Mahlalela  
Chairperson of Council



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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. 2024 marked the second 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 2024, was to continue 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 2024 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 and the Remuneration Committee of Council.

### 3.2. GOVERNANCE

Council as part of its fiduciary responsibilities, ensured that legislative and regulatory compliance were 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 which is updated on a regular basis.

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 by an external expert 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. This enhances the adherence to the governance prescripts.

A two- day capacity building workshop for Council members was held on 24 and 25 October 2024 focusing on the governance of risk and on effective University governance. As part of its oversight role, Council visited the Siyabuswa Campus on 5 November 2024, which is the second UMP campus.

The University Council met quarterly in a hybrid format to perform its fiduciary duties. The majority of the members attended the meetings in person.

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.

The Chairperson of Council, the Vice-Chancellor and the Registrar had quarterly meetings after EXCO in preparation for the meetings of Council. In addition, the Chairperson 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 Chairperson of Council with an opportunity to provide guidance and support to Management.

The Chairperson of Council had quarterly one-on-one meetings with the Chairpersons of Council Committees as one mechanism to strengthen the oversight role of Council. These meetings are also attended by the Registrar in his role as the Secretary to Council.

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 as well as an update on the higher education sector nationally. These reports covered the following critical aspects:

- Higher Education Sector Matter
- 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 to Council members in line the Council Score Card as developed by the Department of Higher Education and Training and the Annual Performance Plan.

One of the crucial oversight roles of Council is the approval and monitoring of the implementation of the Annual Performance Plans, which are aligned to 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 included the Ministerial Targets as per the DHET approved Enrolment Plan (2020-2025). The second APP was 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 2024. The reported performance was 100% in all the 8 Activity Areas.

One of the highlights in 2024, was the 10th Year Anniversary Celebrations since the commencement of the academic project at UMP on 14 February 2014, which took place on 23 February 2024. The Celebrations highlighted the exponential growth of the University from 3 programmes in 2014 to 78 in 2024 and a student body of 169 in 2014 to 10191 in 2024.

### **3.3. GOVERNANCE OF RISK**

The governance of risk received attention from Council during the year under review. The Audit, Risk and IT Governance Committee (ARIGO), a sub-committee of Council deals with governance matters in relation to the following institutional risks 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 2024, 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 2024/2025 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 for the four quarters. In addition, the overall challenges experienced during each quarter under review were deliberated on and the effectiveness of the interventions by the Risk Management Committee to address the challenges were assessed. This information was submitted to the Audit, Risk and IT Governance Committee of Council.

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 2024 were associated with the NSFAS disbursements.

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 indicated in Annexure 1, approved 8 policies. These included 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 as well as alignment with UMP Vision, Mission and Values. The policy development and revision process, after approval by MANCO, includes consultation with relevant internal stakeholders such as Organised Labour, SRC, Faculty Boards, and Senate as per the Policy on Policies.

Some of the important instruments reviewed by Council in 2024 was the Council Charter and the Code of Conduct for Council members.

### **3.5. GOVERNANCE OF INFORMATION AND COMMUNICATION TECHNOLOGY**

The ICT Committee provided strategic leadership and ensured open communication between the ICT Division and other Divisions at the University. 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 report and policies and procedures were tabled at ARIGO for either noting or consideration. MANCO approved the Ransomware Playbook. The ransomware playbook is a proactive and strategic tool that helps the University prepare for, respond to, and recover from ransomware incidents. It is an essential component of a comprehensive cybersecurity strategy aimed at protecting valuable data and minimizing the impact of cyber threats. MANCO also approved the revised ICT Standard Operating Procedures. The document describes measures that will ensure the effective Governance of ICT services and the improvement of service delivery. The updated standard procedures approved by MANCO are: The termination of student account and New Students User Registration for Active Directory. Council approved the ICT Server Room Policy. This policy establishes guidelines and procedures for accessing, managing, and maintaining all ICT server rooms and patch rooms at the University to safeguard the ICT infrastructure.

#### **3.5.1. ICT GOVERNANCE OF RISK**

The identified ICT risks were incorporated into the University's Risk Register to make sure that the ICT risks receive the attention of the University management. All ICT risks in the University Risk Register were addressed 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 ensure the highest level of protection against email-based assaults and the sophistication of cyberattacks, the ICT Division continued with the implementation of the University's Cybersecurity Roadmap. A Blackbox 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. The University procured the vulnerability management software, Qualys, for inhouse vulnerability scanning. Weekly scans have been scheduled to regularly check the cyber hygiene of the critical assets that have created on the Qualys system. All the identified vulnerabilities are prioritised and remediated and addressed within a period of a week. 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. Cybersecurity presentations were made to new staff and new students during the new staff induction and during student orientation respectively. Further campaigns were made using the University's online training platform. In order to improve the overall security posture the cybersecurity awareness programme was expanded to include Council members and MANCO members. This guaranteed that University leadership is equipped to tackle and mitigate cybersecurity threats. Hackers and cyber criminals often target senior leadership in organizations because they aim to maximize the potential impact and gain from their attacks, making cybersecurity awareness and training for this cohort crucial. Simulated anti-phishing campaigns were conducted to all the groups using the University's cybersecurity online training platform. This was achieved by sending fraudulent, malicious-like emails to all the user categories and assess their response behaviour which helped to evaluate the likelihood of staff member or student falling for a phishing attack. The web application firewall (WAF) was deployed into the UMP network infrastructure to protect web applications by filtering, monitoring, and blocking HTTP traffic between a web application and the Internet to and from a web service. The results are showing that the WAF improved the security posture against the growing cyber-risks on public-facing web servers in Azure.

### 3.5.3. ICT DEVELOPMENTS AT BOTH CAMPUSES

#### **SIYABUSWA CAMPUS AUDIO-VISUAL UPGRADE**

In 2024, the ICT Division made significant strides in enhancing and upgrading the digital infrastructure, improving services, in order to support the University's strategic goals. The following value-adding activities were undertaken as follows:

#### **MBOMBELA CAMPUS AUDIO-VISUAL UPGRADE**

The audio equipment (AV) equipment in lecturing venues B,C, D and E in the Old Library Halls were obsolete and no longer under warranty, and needed to be replaced and/or upgraded. These venues are now fitted with laser projectors, motorised

projector screens, Clickshare software application for wireless presentation, keypad to trigger all major systems, ceiling mount speakers, Extron video scaling presentation switchers, document cameras, podium microphones. The Clickshare software application offers wireless connection to the system offering easy video conferencing and presentation to students.

#### 3.5.4. 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.

#### 3.5.5. WI-FI DENSIFICATION PROJECT

The Mbombela Campus Wi-Fi coverage increased to 85% while the Siyabuswa Campus Wi-Fi coverage was increased to 75%. At the Mbombela Campus this was accomplished by installing a new wireless controller and number of access points (APs) around campus. Additional APs and wireless radios were installed at the Sports Ground and at the University farm. At the Siyabuswa Campus the increase was accomplished by installing additional APs in the student residences, the replacement of the Wireless Lan Controller and the configuration of the external access points around the campus. Increasing campus Wi-Fi coverage provided several benefits, including enhanced student engagement and learning experiences, easier and equitable digital access to online resources, flexibility in learning environments, and overall improved productivity across the campus community by allowing for seamless device usage and connectivity in various areas.

#### 3.5.6. ICT CORE INFRASTRUCTURE UPGRADE

One of the strategic objectives for the University is to provide ICT infrastructure, architecture, systems, and processes in support of institutional operations. The University undertook a significant network transformation project aimed at replacing the outdated 3-tier network infrastructure with a state-of-the-art Cisco VXLAN fabric and replacing the ageing server infrastructure. The firewall at the Siyabuswa was configured to enable staff and students to independently access to the Internet without relying on Mbombela campus. All new equipment was installed in the new server room in the new ICT and Security building making it the University's primary site with the old server room being secondary site. Redundant links were configured to enable full failover to the old server room with a failover procedure provided for this architecture. This strategic upgrade was designed to address several key objectives, including improving network performance, reliability, resilience, and security while accommodating future growth and simplifying network management.



### 3.5.7. MIGRATION TO MICROSOFT TEAMS VOICE

The Skype for Business infrastructure was implemented in 2014 and required to be upgraded to Teams Voice. The Skype for Business was utilising the outdated gateway as the hardware for enabling voice routing. The technology was not properly serving the University since users experienced difficulties hearing calls from landline numbers. The project to migrate the Skype for Business to Teams Voice has been completed with all staff migrated to Teams Voice and provisioned with Polycom telephone handsets. Microsoft Teams Voice brings advanced calling features such as call transfer, voicemail, call queues, and auto-attendants. This will significantly improve the efficiency of the University communication processes and better meet the diverse needs of our University including an automated Call Centre.

### 3.5.8. UMP BACKBONE LINKS UPGRADE PROJECT

The University was identified as one of the eligible sites for the routing equipment upgrade. There was a number of incidents in the past where UMP Mbombela Campus's network was isolated due to power issues at other institutions in the region, even though UMP has reliable backup power.

SANReN and TENET replaced the routing equipment in the old server room with the Juniper MX204 with 400-Gigabits per second (Gbps) capacity that provides both switching and carrier-class Ethernet routing. Additionally, another Juniper MX204 device was installed in the new server room. The two University server rooms are connected with single mode fibre interconnecting the two Juniper MX204 devices at a speed 100Gbps for redundancy and failover. In addition to the installation of the two routing equipment, the two links, one from CSIR Pretoria terminating in the old server room, and another 10Gbps link from University of Limpopo (Turfloop) terminating in the new server room were activated increasing the total available broadband capacity in the region and also providing failover capability by utilising the two links. This redundancy ensures that Internet access remains uninterrupted if the primary link goes down since the University staff and students rely on the Internet for day-to-day operations.

### 3.5.9. ICT INFRASTRUCTURE INVESTMENT

The table below indicates the capital expenditure for implementing the ICT infrastructure at Mbombela Campus and Siyabuswa Campus. These costs include the Cisco network upgrade for both campuses, structural cabling and CCTV installation, network equipment for the new buildings as well as upgrading the physical access control at the Mbombela Campus. All amounts include VAT.

**TABLE 3: ICT INFRASTRUCTURE INVESTMENT**

No	Project Code	Project Description	ICT Project Budget	Funds Committed	ICT Project Expenditure	ICT Project Remaining
1	NIC1027	Cisco Core Network Upgrade Project	R38 561 140	R38 561 140	R33 924 861	R4 636 2791
2	NBP0024	Academic Building 1 – Law	R4 110 753	R4 110 753	R3 655 708	R455 045
3	NBP0025	Academic Building 2 – Nature Conservation	R3 714 899	R3 714 899	R3 364 257	R350 642
4	NBP0026	Great Hall	R5 736 104	R5 736 104	R3 842 359	R1 893 745
5	NIC0134	Transition Project - Access Control (To Start)	R1 184 364	R1 184 364	-	R1 184 364
6	NIC0135	Transition Project - CCTV and Structured Cabling (To Start)	R1 748 736	R1 748 736	-	R1 748 736
7	NBP0028	Media and Communications Building	R16 292 635	R9 068 476	-	R7 224 159

*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 Chairperson of Council and the Vice-Chancellor have ensured a constant bridge between Council and Management. This provided the Chairperson of Council the opportunity to provide guidance and advice to the Vice-Chancellor on pertinent matters and to be updated on the events taking place on Campus as well as the opportunity to participate in some of the events such as the Academic Excellence Awards. This contributed significantly to the stability of the institution.

One of the important achievements in 2024, was Council's successful steering of the implementation of the Strategic Plan: Vision 2030 as well as taking the necessary steps to protect the reputation of the institution. A lot of attention went to the development of a Reputation Management Framework for the institution.

The engagement between Council members and members of MANCO, and particularly, 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. The Strategy Committee further monitored the implementation of the implementation measures as per the time lines articulated in the APP.

### 3.7. ASSESSMENT OF INSTITUTIONAL PERFORMANCE PER THE ANNUAL PERFORMANCE PLAN

Outstanding performance was achieved in the implementation of the 2024 Annual Performance Plan. 100% of the objectives were achieved in 2024 in all the eight Activity Areas of the Annual Performance Plan. The excellent performance in the Annual Performance Plan suggests progress with the advancement of the Vision of the institution.

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 exercised its role in a satisfactory manner. The key to this has been the bridge-building role- manifest in the Vice- Chancellor and Council Chairperson interacting as frequently as the need arises. Working with Chairpersons of the various Council Committees has also safeguarded that all crucial matters do not fall between cracks - and Council's finger remains firm on the pulse of the institution.



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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.

### Function

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
    - ii. governance of the University, with adequate capacity to discharge his/ her duties to the Council diligently;
    - iii. must participate in the deliberations of the Council in the best interests of the University;
    - iv. 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;
    - v. may not place himself or herself under any financial or other obligation to any individual or organization that might seek to influence the performance of any function of the Council; and
    - may not have the conflict of interest with the University;
    - may not have a direct or indirect financial, personal or other interest in any matter to be discussed at a meeting and which entails or may entail a conflict or possible conflict of interest with the University; and
    - must, before the meeting and in writing, inform the Chairperson of that meeting of that conflict or possible conflict of interest.

Council is committed to the principles of accountability, integrity, responsibility and social responsibility and understands its oversight role. Council adheres to the values of UMP – excellence, integrity, diversity, collaboration, relevance, adaptability and inspiration.



**TABLE 4: MEMBERSHIP AND ATTENDANCE OF COUNCIL MEETINGS**

Name of Council Member	Constituency	Percentage of Meetings Attended
Mr S Mahlalela – Chairperson	Council Appointee	100%
Prof T Lebakeng	Council Appointee	100%
Dr P Maduna	Council Appointee	100%
Ms N Madliwa *	Council Appointee	100%
Ms N Mfihlo	Council Appointee	100%
Mr S Ntshebe **	Council Appointee	100%
Mr M Schormann	Council Appointee	100%
Mr B Mthembu	Council Appointee	100%
Mr M Khoza	Council Appointee	100%
Ms B Kubheka ****	Council Appointee	50%
Mr J Aling	Ministrial Appointee	80%
Prof T Nhlapo *****	Ministrial Appointee	100%
Prof M Kanyane *****	Ministerial Appointee	100%
Ms N Ravele *****	Ministerial Appointee	100%
Ms N Madlakana*****	Ministerial Appointee	80%
Dr Adv. M Makhura *****	Ministerial Appointee	100
Prof T Mayekiso	Executive Management	100%
Prof M Mbewe	Executive Management	100%
Prof Davhana-Maselesele	Executive Management	100%
Prof A Stroebe	Executive Management	100%
Prof E Boshoff	Senate Representative	100%
Prof F Kutu***	Senate Representative	100%
Prof P Lukhele-Olorunju***** **	Senate Representative	100%
Dr M Eggink	Academic Staff Representative	100%
Dr N Twaise	Administrative and Support Staff Representative	100%
Prof Hilda Israel	Chair of the Institutional Forum	100%
Mr T Ndebele *****	Convocation Representative	75%
Mr W Mabila	SRC President	100%
Ms E Magaseng	SRC Secretary General	100%
Ms L Mohlala *****	Premier Nominee	100%
Mr N Mokako *****	Premier Nominee	100%
<b>TOTAL</b>		<b>97%</b>

*\*Ms N Madliwa – resigned on 30 March 2024*  
*\*\*Mr S Ntshebe – appointed on 01 April 2024*  
*\*\*\*Prof F Kutu – appointed on 06 June 2024*  
*\*\*\*\*Ms B Kubheka – appointed on 02 August 2024*  
*\*\*\*\*\*Prof T Nhlapo – term of office ended on 01 August 2024*  
*\*\*\*\*\*Ms N Madlakana – term of office ended on 19 June 2024*  
*\*\*\*\*\*Ms N Ravele – reappointed on 04 June 2024*  
*\*\*\*\*\*Prof M Kanyane – reappointed on 04 June 2024*  
*\*\*\*\*\*Prof Lukhele – Olorunju term of office ended on 30 March 2024*  
*\*\*\*\*\*Ms L Mohlala appointed on 01 October 2024*  
*\*\*\*\*\*Mr N Mokako appointed on 01 October 2024*  
*\*\*\*\*\*Dr Adv M Makhura appointed on 01 July 2024*  
*\*\*\*\*\*Mr T Ndebele term of office ended on 21 August 2024*

#### **Four ordinary meetings of Council were held in 2024 as follows:**

26 March 2024  
 25 June 2024  
 26 September 2024  
 28 November 2024

#### **One special meeting was held as follows:**

22 May 2024

The average attendance was 97%. The Council of the University consisted of 27 members and the percentage of external members was 60% and 40% 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 5: 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 N Mfihlo	75%
Mr S Ntshebe*	100%
<b>TOTAL</b>	<b>95%</b>

\* Mr S Ntshebe appointed on 01 October 2024

**Three ordinary meetings of the Nominations Committee were held in 2024 as follows:**

05 March 2024

4 June 2024

27 August 2024

**The average attendance was 95%**

#### **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 6: MEMBERSHIP AND ATTENDANCE OF EXECUTIVE COMMITTEE OF COUNCIL**

Name of Member	Percentage of Meetings Attended
Mr S Mahlalela S – Chairperson	100%
Prof Mayekiso T V	100%
Prof Boshoff E	100%
Prof Nhlapo T*	100%
Prof Kanyane B**	100%
Ms Ravele N***	100%
Mr Schormann M	90%
Mr Aling J	90%
Mr B Mthembu B****	100%
Mr S Ntshebe S*****	100%
<b>Total</b>	<b>98%</b>

*\*\*Prof T Nhlapo term on office ended on 01 August 2024*

*\*\*Prof M Kanyane appointed on 15 July 2024*

*\*\*\*Ms N Ravele appointed on 15 July 2024*

*\*\*\*\*Mr B Mthembu appointed on 01 October 2024*

*\*\*\*\*\*Mr S Ntshebe appointed on 01 October 2024*

#### **Four ordinary EXCO meetings were held in 2024 as follows:**

14 March 2024  
18 June 2024  
12 September 2024  
14 November 2024

#### **Four Special meetings were held in 2024 as follows:**

09 May 2024  
23 July 2024  
18 September 2024  
03 October 2024

**The average attendance was 98%**

### 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 7: MEMBERSHIP AND ATTENDANCE OF THE STRATEGY COMMITTEE**

Name of Member	Percentage of Meetings Attended
Prof Kanyane B - Chairperson	100%
Dr T Maduna	75%
Prof Mayekiso T V	100%
Prof Mbewe M	100%
Prof Stroebe A	100%
Prof M Davhana-Maselesele	100%
Mr M Khoza	100%
Mr Ndebele T	100%
Dr M Makhura	100%
<b>Total</b>	<b>100%</b>

**Four ordinary Strategy Committee meetings were held in 2024 as follows:**

27 February 24

04 June 24

27 August 24

29 October 24

**The average attendance was 95%**

### 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 8: MEMBERSHIP AND ATTENDANCE OF THE AUDIT, RISK, AND IT GOVERNANCE COMMITTEE**

Name of Council Member	Percentage of Meetings Attended
Ms N Ravele	100%
Ms N Mfihlo	75%
Mr P Ganesan	100%
Mr T Tshabalala	100%
Ms B Kubheka	100%
<b>Total Attendance</b>	<b>95%</b>

**Four ordinary meeting of ARIGC were held in 2024 as follows:**

29 February 2024

07 June 2024

30 August 2024

31 October 2024

**One special meeting was held as follows:**

01 February 2024

**The average attendance was 95%**

#### **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 9: MEMBERSHIP AND ATTENDANCE OF THE GOVERNANCE, FINANCE, AND INVESTMENT COMMITTEE MEETINGS**

Name of Member	Percentage of Meetings Attended
Mr Schormann S – Chairperson	100%
Mr Pather K	100%
Prof Mayekiso T V	100%
Mr Aling J	75%
Ms Ravele N	100%
<b>TOTAL</b>	<b>95%</b>

**Four ordinary meetings of GFIC were held in 2024 as follows:**

29 February 2024  
 7 June 2024  
 29 August 2024  
 31 October 2024

**One special meeting was held as follows:**

30 April 2024

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

**TABLE 10: HUMAN RESOURCES COMMITTEE MEETINGS ATTENDANCE STATISTICS**

Name of Member	Percentage of Meetings Attended
Prof Nhlapo T – Chairperson*	75%
Prof Mayekiso TV	100%
Mr B Mthembu-Chairperson**	100%
Prof Kanyane M	100%

Dr Govender L	100%
Ms Ngcwabe L	75%
<b>TOTAL</b>	<b>90%</b>

*\*Term ended 26 August 2024*

*\*\*Appointed as Chairperson on 1 September*

#### **Four ordinary meetings of HRC were held in 2024 as follows:**

26 February 2024  
 3 June 2024  
 26 August 2024  
 28 October 2024

**The average attendance was 90%**

#### **g) Facilities Planning and Infrastructure Committee of Council**

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

#### **Role of the Facilities Planning and Infrastructure Committee**

The Facilities Planning and Infrastructure Committee (the Committee) is a committee of the Council as contemplated in paragraph 27 (1), 27 (2), (c), 27 (3) and 27 (5) of the University of Mpumalanga Statute.

Advises the Council on the development, acquisition and integration of facilities and infrastructure; and

Monitors the implementation of a comprehensive and sustainable institution maintenance and replacement plan and strategy for approval by the Council and the DHET.

**TABLE 11: MEMBERSHIP AND ATTENDANCE OF FACILITIES, PLANNING AND INFRASTRUCTURE COMMITTEE**

Name of Council Member	Percentage of Meetings Attended
Mr J Aling (Chairperson)	100%
Mr M Khoza	100%
Prof T Mayekiso	100%
Mr R Flame	100%
Mr D Mokotedi	100%

Ms Z Lushaba (External Expert)	75%
Prof T Lebakeng	100%
<b>Total Attendance</b>	<b>97%</b>

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 of FPIC were held in 2024 as follows:**

26 February 2024  
3 June 2024  
26 August 2024  
28 October 2024

**The average attendance was 97%**

**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 12: MEMBERSHIP AND ATTENDANCE REMUNERATION COMMITTEE**

Name of Member	Percentage of Meetings Attended
Mr Sibusiso Ntshebe*- Chairperson	100%
Mr Paul Slack	67%
Mr Bongani Mthembu	100%
Mr Mark Schormann	100%
Prof TV Mayekiso	100%
Mr K Pather	100%

Dr L Govender

100%

**TOTAL**

**95%**

*\* Appointed as Chairperson of REMCO on 01 July 2024*

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

**Two ordinary meetings of REMCO were held in 2024 as follows:**

06 June 2024

04 November 2024

**One special meeting was held in 2024 as follows:**

20 November 2024

**The average attendance was 95%**

### **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. Organised Labour is represented by NEHAWU as the majority union and by NTEU. 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 has maintained a proactive and constructive engagement with trade unions, fostering a collaborative approach to addressing both strategic and operational matters affecting the terms and conditions of service for employees. This engagement is underpinned by the Recognition Agreements established with

NEHAWU and NTEU, which have provided a structured framework for dialogue and cooperation. Quarterly engagements have been instrumental in addressing policy-related issues, workforce management, and employee welfare, while promoting transparency, mutual respect, and open communication. These efforts have contributed significantly to sustaining a harmonious and productive working environment across the institution.

Throughout the year under review, management-labour engagement meetings were convened to deliberate on strategic and operational matters of mutual interest. These discussions, held with both NEHAWU and NTEU, addressed a range of critical issues, resulting in meaningful resolutions and strengthened relationships. Key areas of engagement included:

#### **Harmonization of Ex-LCA Support Staff:**

Management collaborated with NEHAWU and NTEU to finalize the harmonization of ex-LCA support staff ranks and Peromnes levels, aligning them with University standards. The unions acknowledged the efforts of management in concluding this significant project, culminating in the signing of a collective agreement. This milestone reflects the University's commitment to equitable treatment and alignment of staff conditions.

#### **Disciplinary Matters and Employee Transfers:**

Constructive discussions were held with NEHAWU to address and resolve disciplinary matters, particularly those involving the interpretation of policies and the handling of incidents involving shop stewards. These discussions were conducted in a spirit of cooperation, ensuring fair and consistent application of policies.

#### **Grade Disparity and Faculty of Agriculture and Natural Sciences (FANS) Dispute:**

A dispute regarding grade disparity in FANS positions was raised, which, after extensive internal deliberations, could not be resolved internally and was referred to the CCMA for arbitration. Continued engagement and dialogue ultimately led to the resolution of the matter, underscoring the importance of persistent and collaborative problem-solving.

#### **Injury on Duty and Employee Support:**

Management engaged with NEHAWU on matters related to the management of injuries on duty (IOD), recruitment processes, and the handling of temporary and permanent incapacity. Additionally, the introduction of the "Well at Work" initiative was discussed, reflecting the University's commitment to enhancing employee health and well-being.

### **Agency Fee and Full-Time Shop Steward:**

Following NEHAWU's attainment of majority status, discussions focused on finalizing agreements related to full-time shop stewards and the agency fee for non-union members. These matters remain under consultation, with a view to reaching mutually acceptable outcomes.

### **Policy Development and Review:**

The Bargaining Forum served as a platform for management and Organized Labour to collaborate on the development and review of key policies. Notable achievements include the finalization of the new Overtime Policy, with substantial input from the unions. Other policies under review included the Grievance, Sexual Harassment, Leave Management, and Probation Policies. Additionally, discussions were held on the planning and scheduling of salary negotiations for 2025, which were unanimously supported by both unions.

The Bargaining Forum played a pivotal role in advancing the conditions of service for employees, addressing critical issues such as salary adjustments, policy reviews, and workforce harmonization. A significant focus of these engagements was the commencement of salary negotiations for the next cycle, which involved multiple rounds of discussions held throughout the year. These negotiations culminated in the signing of a landmark three-year salary agreement for 2025, 2026, and 2027 in December 2024. This agreement represents a historic achievement, marking a decade of excellence and mutual cooperation between the University and its trade unions.

The successful conclusion of these negotiations underscores the University's unwavering commitment to fair and equitable compensation for its employees. It also reflects the strength of the collaborative relationship between management and the trade unions, which has been instrumental in driving positive change and fostering a culture of inclusivity and respect.

Through these sustained efforts, the University has demonstrated its dedication to maintaining a constructive partnership with its trade unions, ensuring that the interests of employees are effectively represented and addressed. This collaborative approach has not only enhanced the working conditions of employees but has also reinforced the University's reputation as an institution that values dialogue, fairness, and mutual respect.

In conclusion, the engagements with NEHAWU and NTEU over the past year have been marked by significant achievements and a shared commitment to advancing the welfare of employees. The University remains steadfast in its resolve to build on these successes, fostering a workplace environment that is both supportive and progressive.

#### 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 2024 academic year. It is, therefore, important to report that the year 2024 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 2024 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 and the Managers in Student Affairs who held scheduled monthly meetings with the SRC. This was another layer 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 monthly. 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 raised with the relevant level of management and get 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 student leadership.

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; the Naming Committee; Library and Information Services Committee; the Timetable Committee; Public Lectures Committee; Teaching and Learning Committee of Senate; Postgraduate Studies 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 must 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 2024 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 (EFFSC) were recognised. These two student political structures had the required number of members during the 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 tension which usually leads to 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.

The positive outcome and success of the continued involvement and participation of the student leaders was evidenced through the incident-free SRC elections that were held and concluded on 25 October 2024. The student body in both Campuses participated in the activities and programmes leading to these SRC elections. The elections were peaceful, incident-free and 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, the University has embedded ethics in all its activities. This is included in the Strategic Plan of the institution Vision 2030 and is monitored annually through the Annual Performance Plan.

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 registers for all meetings include 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 Committees, including Appointment Panels, Committees established in terms of the Supply Chain Management Policy, sign confidentiality forms as part of the recruitment process and have to declare conflict of interest, if any.

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. Members joining the meeting virtually, write their declaration of interest and the confirmation of their agreement with the confidentiality clause on chat box.

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. The students participate in the Archbishop Thabo Makgoba Lecture on Moral and Ethical Leadership. Third year students participate in the essay competition on ethics and morality.

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 and by MANCO.

Students and staff are all encouraged to live the values of the institution. Integrity is one of the values of the UMP. The institutional values are prominently displayed throughout the institution. Adhering to the values of the institution is emphasized during the values-inculcation process and public addresses. Staff employed in P 1-4 are assessed on an annual basis by 360° (Self, Line Manager, MANCO members (peers) and subordinates) on their adherence to the institutional values as part of the PDRE. Performance in 2024 ranged from 3.38 to 4.9 with an average of 4.20. This is indicative of the adherence to the values of the institution by the Executive Management.



*Vice-Chancellor, Chancellor and Chairperson of Council* .....

## 5. COUNCIL STATEMENT ON SUSTAINABILITY

In line with the University objective, implementation of construction projects is structured to plan for Local Economic Development. This includes economic development through the creation of local job opportunities and appointment of subcontractors.

### 5.1. JOB OPPORTUNITIES CREATED FOR LOCAL GENERAL WORKERS

During the year 2024, a total of 564 Local General Workers Job Opportunities have been created. Out of the 564 jobs women were 94 and youth were 334. In total across all projects, 7 people with disabilities were employed.

**TABLE 13: JOB OPPORTUNITIES CREATED FOR LOCAL GENERAL WORKERS**

Category	Number
Women	94
Men	470
<b>Total</b>	<b>564</b>

## 5.2. STUDENT TRAINING

**TABLE 14: STUDENT TRAINING**

Category	Number
Apprentices	31
Internships	13
<b>Total</b>	<b>44</b>

The projects have created 44 opportunities for Work Integrated Learning, Internships and Apprenticeships. Some of the profiles of the various students are included below:

### HAKEEM ALI: BUILDING SCIENCES

Hakeem Ali was enrolled with Tshwane University of Technology for a National Diploma in Building Sciences. He has been doing in-service training with Trencon Construction since July 2023, he required 1 year of on-site training. He was on a Mentorship programme under Trencon Supervisor for the duration required whereafter Trencon has employed him as a Site Engineer. He recently graduated and is currently still under employment of Trencon as a Site Engineer on UMP current projects.





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## WHITNEY MPOKANE: CIVIL ENGINEERING

Whitney Mpokane is enrolled with Ehlanzeni TVET College for a Diploma in Civil Engineering. She has been doing in-service training with Trencon Construction since July 2023, she requires 2 years of on-site training. She was on a Mentorship programme under Trencon Supervisor for 18 months. Her contract with Trencon came to an end in November 2024. After completing her in-service training, she will then be able to apply for her National Diploma in Civil Engineering and will be able to graduate.



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## NELISIWE MASHIGOANE: HEALTH AND SAFETY

Nelisiwe Mashigoane was enrolled with University of South Africa. She has been doing in-service training with Trencon Construction since August 2023. She required on-site training until she is fully registered with SACPCMP. She was on a Mentorship programme under Trencon Supervisor for 18 months. During her mentorship programme she did manage to register as Safety Officer with SACPCMP. Her contract came to an end in November 2024.



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## TUMELO MOGANE: HEALTH AND SAFETY

Tumelo Mogane was enrolled with NOSA College, he obtained his Samtrac Qualification in September 2022. He has been doing in-service training with Trencon Construction since June 2023. He required on-site training to be registered with SACPCMP as a Safety Officer. He was on a Mentorship programme under Trencon Supervisor for 18 months. During his mentorship program he did manage to register as Safety officer with SACPCMP. His contract ended in November 2024.





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## EMMANUEL MASUKU: CIVIL ENGINEERING

Emmanuel Masuku was enrolled with Ravine Technical College for a Diploma in Civil Engineering. He has been doing in-service training with Trencon Construction since July 2023. He required 2 years of on-site training. He was on a Mentorship programme under Trencon Supervisor for 18 months. His contract with Trencon ended in November 2024. After completing his in-service training, he will then be able to apply for her National Diploma in Civil engineering and will be able to graduate.





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## SENAMILE SEGAGE: CIVIL ENGINEERING

Senamile Segage was enrolled with Brooklyn City College. She has been doing in-service training with Trencon Construction since July 2023; she required on-site training for 2 years in order to graduate with a Diploma in Civil engineering. She was on a Mentorship programme under Trencon Supervisor for 18 months. Her contract with Trencon ended in November 2024. After completing her in-service training, she will then be able to apply for her National Diploma in Civil engineering and will be able to graduate. She is currently employed on UMP projects through the Civil Sub Contractor.



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## GRACE SIMPHIWE MANYATHI: CIVIL ENGINEERING

Grace Simphiwe Manyathi enrolled with Majuba Technology Centre. She has been doing in-service training with Trencon Construction since October 2023. Her requirement was 12 months of in -service training on site. She has since met her requirement and has Graduated in a Diploma in Civil engineering. Her contract ended in November 2024.



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## FEZILE NKOSI: CIVIL ENGINEERING

Fezile Nkosi was enrolled with Damelin College and has N6 Certificate in Civil engineering, she needs 24 months of onsite training to obtain her Diploma in Civil Engineering. She received mentorship from NPE's experienced team to enable her to have a better and clear understanding of the activities on site.





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## LETHUKUTHULA VILANE: QUANTITY SURVEYOR

Lethukuthula is a Tshwane University of Technology student who is studying towards a Diploma in Building Science, she requires 12 months of Inservice-training she was on-site for 4 months and had to go back to school for the year 2025. She developed interest in quantity surveying and has chosen to further her studies after graduating and doing advance diploma in quantity surveying, the commitment and dedication from NPE's QS team has inspired her love for QS.



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## SPHIWE NYUNDU- BRICKLAYING

Siphiwe holds a bricklaying qualification from the Mpumalanga Regional Training Trust (MRTT). Her passion for working with her hands has allowed her to receive the best training on site from both NPE construction team and brickwork and tiling subcontractors. She needs the training to gain more experience and allow her to know more about the field.



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## TSHOLOFELO LEBEPE

Tsholofelo has N6 Certificate from White River Technical College. He requires 24 months of on-site training. Tsholofelos' summarized experience on- site includes tiling, brickwork, plastering, formwork and concrete works. In addition, he performed quality control duties such as conducting inspections, surveying of work done on site, maintaining detailed records of inspections, tests, site diary, checklists (pre and post checklists) and surveying results and identifying and reporting non-conformance issues and delays.





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## LEBO MOLEFE- QUANTITY SURVEYOR

Lebo is a Tshwane University of Technology student who has studied Quantity Surveying and requires training to gain experience. Summary of experience gained on -site: She was exposed to Safety File Review and audit, Subcontractor Supervision, Setting out for brickwork, Post concrete pour survey, Updating and maintaining diary site diary, Pre-site establishment investigation, Site establishment and hoarding, Housekeeping, Inventory management of Rebar, Quality checklist for paint, tiling, brickwork, Plaster as well as woodwork, Organising and procuring subcontractors for work to be done, Compiling Photographic report, Survey to set out levels for screed, Survey to determine backfill required, Material Procurement, Ceiling and door quality checklist and Pre and post concrete quality checklist.



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## HLAMOLO MATHONSI- QUANTITY SURVEYOR

Hlamolo has gained 4 months on - site training under quantity surveying and other activities on site and he went back to school in February 2025. Summary of experience gained on Site: Formwork Setting out, Stormwater Levelling, Reading construction drawings, Brickwork Setting Out, Plastering using Rhinolite, Brickwork and Concrete Quality Control Checklists, Inspecting Rebars, Levelling the Surface Bed, Using Laser to Find Straight Lines, Steel Angle Skirting Setting Out, Tile setting out and laying tiles, Full bore installation and Writing Site Diary.





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## SYLVIA APHANE- QUANTITY SURVEYOR

Sylvia is a Quantity Surveyor student who is seeking experience and needs In-service training to graduate. The experience gained comprises of Site Administration, Quality Control, Quality Assurance and Quantity Surveying.



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## LINDA MAHLANGU- QUANTITY SURVEYOR

Linda is a Tshwane University for Technology student who seeks on-site training and gain exposure although he has to go back to school in January 2025 Linda has gained experienced and went back to school with the experience our NPE team has provided. Some of the experienced gained comprises of: Formwork Setting out, Stormwater Levelling, Reading construction drawings was another essential skill that I developed during my time on the project, Brickwork Setting Out: Setting out brickwork by marking the positions of walls using a tape measure, spirit level, and string line, Plastering using Rhinolite, Preparing Brickwork and Concrete Quality Control Checklists, Inspecting Rebars, Levelling the Surface Bed: Levelled the surface bed using a screed or trowel to create a flat and even base for laying bricks, tiles, or other finishes, Using Laser to Find Straight Lines and Steel Angle Skirting Setting Out.



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## THABO SITHOLE- QUANTITY SURVEYOR

Thabo is a Tshwane University of Technology student who has studied Quantity Surveying and seeking Inservice training to graduate. Some of the experience gained is as follows:

- Surveying and Instrumentation: Employing various tools to obtain accurate measurements.
- Quality Control and Assurance: Ensuring all work meets established quality standards.
- Document Management: Keeping meticulous records of project documentation.
- Structural Drawing Interpretation: Analysing and planning based on technical drawings.





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## ZINHLE FAKUDE- HEALTH AND SAFETY

Zinhle has obtained her SAMTRAC from NOSA and is receiving intern experience from NPE after her studies.

- How to apply health and safety in a workplace.
- Apply basic knowledge of statistics and probability to influence the use of data and procedures to investigate life related problems.
- Control workplace hazards and risks.
- Explaining emergency preparedness and response procedures.
- Demonstrating knowledge and use of hand on site.
- Sources of and control of measures for noise in a workplace.
- Functions of the workplace health and safety representative.
- How to conduct a workplace safety, health, and environmental incidents.
- Conduct workplace occupational health and safety.
- Environmental management programme in the workplace.



## 5.3. EMPOWERMENT OF LOCAL SUB-CONTRACTORS

### 5.3.1. LOCAL SUB-CONTRACTORS CONTRACTED

Construction projects promote economic inclusion and build the capacity of targeted emerging contractors which is mandatory in terms of the procurement Specification.

#### 5.3.1.1. BUANG TRADING:

Name of Company – Buang Trading 5 cc

Registration Number – 2004/112444/23

Shareholders/Owners – Stella Mabunda

Black Owned - 100%

Address – Stand No. 656/1 Elawini Blvd 2b, Elawini Luxury Estate, 1200

Buang Trading 5 cc is a new and upcoming company, which Trencon Construction has identified from database to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 1GB. After the completion of the earthwork on NBPO024 – Law Building will apply to increase their CIDB Grading. The extent of the works entails the labour only component to execute earthwork and scaffolding, which includes strip foundations, bases, scaffolding materials, etc. The employees of Buang were assisted with scaffold erector and inspector training in order to meet Health and Safety regulatory requirements. The total value of works executed over a period of 16 months by Buang Trading 5 cc amounted to

- **Earthwork - R486 532.01**
- **Scaffolding – R2 108 996.06**
- **Total Amount – R2 595 528.07**

#### 5.3.1.2. MBHETSE EXPERT SERVICES

Name of Company – Mbhetse Experts Services (Pty) Ltd (ID.26)

Registration Number – 2012/129613/07

Shareholders/Owners – John Nyalungu

Black Owned - 100%

Address – 27A Kwartz Street, Nelspruit, 1200

Mbhetse Expert Services is a new and upcoming company, which Trencon Construction has decided to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 5GB. After the completion of various trades on NBPO024 – Law Building will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of various trades namely, Brickwork, Plastering, Concrete and Tiling, which includes brickwork, plastering, skimming, concrete placing, joint sealing to tiles and sealing of tiles, etc. Mbhetse was assisted with material purchases, project programming and Quality control plan throughout the duration of his project. The total value of works executed by Mbhetse Expert Services amounted to:

- Brickwork – R8 025 566.80
- Plastering – R2 590 171.71
- Concrete – R31 522.42
- Tiling – R171 605.94
- Earthwork – R6 947.75
- External Work – R39 416.71
- Fittings – R44 376.41
- Total Amount of all Trades – **R10 909 607.74**

#### 5.3.1.3. MDAVAM (PTY) LTD

Name of Company – Mdavam (Pty) Ltd  
Registration Number – 2017/476040/07  
Shareholders/Owners – David Mashele  
Black Owned – 100%  
Address – P O Box 162, White River, Mpumalanga, 1240

Mdavam (Pty) Ltd is a new and upcoming company, which Trencon Construction has decided to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 2GB. After the completion of various trades on NBP0024 – Law Building will apply to increase their CIDB Grading.

The extent of the works entails the labour only component to install Brickwork, which includes bricks, cement, building sand, etc. The total value of works executed by Mdavam (Pty) Ltd amounted to **R408 555.14**.

#### 5.3.1.4. M&C CONSTRUCTION

Name of Company – M&C Construction  
Registration Number – 2007/125198/23  
Shareholders/Owners – Clever Muvuti  
Black Owned – 100%  
Address – 402 Karino Estate, Nelspruit, 1200

M&C Construction is a new and upcoming company, which Trencon Construction has decided to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 4GB. After the completion of various trades on NBP0024 – Law Building will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of Formwork, which includes footings, columns, slabs, beams etc. The total value of works executed by M&C Construction amounted to **R6 831 686.44**

#### 5.3.1.5. EYAMAVELASE TRADING ENTERPRISE (PTY) LTD

Name of Company – Eyamavelase Trading Enterprise (Pty) Ltd  
Registration Number – 2008/122820/23  
Shareholders/Owners – Sindisiwe Mtembu  
Black Owned – 100%  
Address – Stand No. 1599, Kanyamazane, Nelspruit, Mpumalanga, 1214

Eyamavelase Trading Enterprise (Pty) Ltd is a new and upcoming company, which Trencon Construction has decided to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 5SFPE. After the completion of various trades on NBP0024 – Law Building will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of Fire stopping, which includes sealing of firewalls, penetrations, etc. The total value of works executed by Eyamavelase Trading Enterprise (Pty) Ltd amounted to **R187 385.60**.

#### 5.3.1.6. RODEO TILING AND PAINTING (PTY) LTD

Name of Company – Rodeo Tiling and Painting (Pty) Ltd  
Registration Number – 2020/808665/07  
Shareholders/Owners – Silver Nuvunga  
Black Owned – 100%  
Address – 7 Waterfall Avenue, Riverside Industrial, Nelspruit, 1200

Rodeo Tiling and Painting (Pty) Ltd is a new and upcoming company, which Trencon Construction has decided to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of GB2. After the completion of various trades on NBP0024 – Law Building will apply to increase their CIDB Grading. The extent of the works entails the labour only component to install Tiling, which includes tiling floors, tiling walls, tiling staircases, etc. Rodeo Tiling was assisted with material purchases and Quality management plan throughout the duration of his project. The total value of works executed by Rodeo Tiling and Painting (Pty) Ltd amounted to **R 1126 499.83**. He was also then given the opportunity to execute works on NBP 0025 project.

#### 5.3.1.7. ZWIDE DEVELOPMENT

Name of Company – Zwide Development amounted  
Registration Number – 1995/001822/07  
Shareholders/Owners – Phumzile Mkhathswa

Black Owned – 100%

Address – 12 Acacia Crescent, West Acres, Mbombela, 1201

Zwide Development amounted is a new and upcoming company, which Trencon Construction has decided to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 6GB.

The extent of the works entails the labour only component on Earthwork, Brickwork, Plastering, Concrete and Formwork, which includes excavation of bases and footings, placing of concrete bases, footings, columns, slabs, decking of slabs, plastering walls, installing brickwork, etc. The total value of works executed by Zwide Development amounted to

- Earthwork – R156 676.40
- Concrete – R42 362.95
- Formwork – R77 729.62
- Brickwork – R862 474.91
- Plastering – R195 869.55
- Total Amount of all Trades – **R1 335 113.43**

#### 5.3.1.8. ALEX CONSTRUCTION (PTY) LTD

Name of Company – Alex Construction (Pty) Ltd

Registration Number – 2017/418855/07

Shareholders/Owners – Sifiso Mlotshwa

Black Owned – 100%

Address – Snd No 941, Msholozhi Village, White River, Mpumalanga, 1240

Alex Construction (Pty) Ltd amounted is a new and upcoming company, which Trencon Construction has decided to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 1GB. After the completion of various trades on NBPO023b - Operations Building will apply to increase their CIDB Grading.

The extent of the works entails the labour only component on Painting and Demolition, which includes painting of walls, installing brickwork, etc. The total value of works executed by Alex Construction (Pty) Ltd amounted to

- Demolitions – R44 275.00
- Paintwork – R694 792.12
- Total – **R739 067.12**

#### 5.3.1.9. MICHENRY PROJECTS

Name of Company – Michenry Projects

Registration Number – 2015/065750/07



Shareholders/Owners – Mbhele Mzwandile Micca  
 Black Owned – 100%  
 Address – Stand No 890-9, Kanmayazane, 1214  
 CIDB Grading Level-5GB PE

The total value of works executed by Michenry Projects amounted to

- R4 987 400 for Masonry
- R1 370 767 for Plaster
- R820 769 for Scaffolding
- R374 729 for External works

**TOTAL R7 553 665**

**TABLE 15: OTHER FEATURED SUBCONTRACTORS**

Subcontractor	Trade	Co Registration	Address	Contract Amount Including VAT	Development Support
Sivukile Engineering Services	Civil Works / Bulk Earthworks	2014/259223/07	14 Greger Street Nelspruit 1200	10 488 293	<ul style="list-style-type: none"> <li>• Health and Safety Mentorship for SHE Rep</li> <li>• HSE File Management</li> </ul>
Wakefield Steel t/a RSC	Reinforcement (Supply & Install)	1984/007282/07	5 Meidlinger Street Nelspruit 1200	19 857 510	<ul style="list-style-type: none"> <li>• Health and Safety mentorship for SHE Rep</li> </ul>
Ferlo Elec	Electrical Installation	2014/044755/07	P.O. Box 671 Hazyview 1242	22 428 376	<ul style="list-style-type: none"> <li>• Health and Safety Mentorship</li> <li>• Training</li> </ul>
Sidlabahleka Construction	Brickwork	2015/102809/07	Stand No 12109 Clau-Clau Awoken 1245	1 810 833	<ul style="list-style-type: none"> <li>• Health and Safety Mentorship</li> <li>• Health and Safety File management</li> <li>• Administration</li> </ul>
Mndawe 83	Formwork	– 2014/275301/07	Stand no 78910 Daantji Trust, Sibuyile 1216	1 500 000	<ul style="list-style-type: none"> <li>• Training</li> <li>• Health and Safety Mentorship</li> <li>• Health and Safety File management</li> <li>• Administration</li> </ul>

Pangisa Scaffolding	Scaffolding	2022/366470/07	21 Old Pretoria Road, vintonia Nelspruit 1200	1 000 000	<ul style="list-style-type: none"> <li>• Training</li> <li>• Health and Safety Mentorship</li> <li>• Health and Safety File management</li> <li>• Administration</li> </ul>
GSD Steelworks	Structural Steelwork		Plot 26, Maggiesdal, Mbombela, 1201	13 895 300	<ul style="list-style-type: none"> <li>• CIDB Registration</li> </ul>
Embhayini Trading	Brickwork	2017/282087/07	09 Raymond Street, Nelsville, 1201	3 159 394	<ul style="list-style-type: none"> <li>• Training</li> <li>• Health and Safety Mentorship</li> <li>• -Health and Safety File management</li> <li>• Administration</li> <li>• Bricklaying mentorship</li> <li>• Cost Control (QS)</li> <li>• Tendering</li> <li>• Quality Management Systems</li> <li>• HSE Training</li> <li>• Cost Control Training</li> </ul>
Rodeo Tiling	Tiling & General Labour	2020/808665/07	P.O. Box 1059, Nelspruit 1200	1 357 620	<ul style="list-style-type: none"> <li>• Cost Control Training</li> <li>• Quality Management Training</li> <li>• HSE Training</li> </ul>
Eyamavelase Trading Enterprise	Fire Sealing	2008/122820/23	32 Bester Street, Orion building Office 120b, Nelspruit, 1200	400 000	<ul style="list-style-type: none"> <li>• Cost Control Training</li> <li>• Quality Management Training</li> <li>• HSE Training</li> </ul>
MpumiStone	Sanitary Plumbing		Unit 90 Lockwood Complex 2 Dupreez Street Mbombela 1200	2 232 429	<ul style="list-style-type: none"> <li>• HSE Training and Administration</li> </ul>

### 5.3.2. EXPENDITURE ON THE SMMEs PER PROJECT

**TABLE 16: EXPENDITURE ON THE SMMEs PER PROJECT**

Project	Construction Cost	Construction Expenditure to date	Allowance for SMME Participation 30%	Expenditure towards SMME Participation
NBP0025 – Nature Conservation	R158 946 191	R150 435 198	R47 683 857	R50 240 554
NBP0024 – Law Building	R158 951 402	R150 766 332	R47 610 421	R49 667 022
NBP0023b – Operations Building	R62 641 997	R54 948 864	R18 792 599	R19 659 792
NBP0026-Great Hall	R494 986 178	R384 959 475	R82 542 047	R154 404 748
NBP0028-Media/ Communications and Languages building	R178 161 442	R107 885 401	R23 678 238	R23 371 313
<b>Total</b>	<b>R1 053 687 210</b>	<b>R848 995 270</b>	<b>R220 307 162</b>	<b>R297 343 429</b>

### 5.4. CONCLUSION

The University is continuously making 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, and Apprenticeships for 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 Environment 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 2024 academic year at both Mbombela and Siyabuswa Campuses respectively.

Considerable construction planning and implementation has been realized during the 2024 academic year. The capital amount spent on both the Siyabuswa Campus as well as the Mbombela Campus has exceeded expectations. Leadership from the Vice Chancellor, Council of the University and the Facilities, Planning and Infrastructure Committee provided to the New Infrastructure Projects necessary with sufficient support to undertake their works with excellence and pride. The Built Environment Professionals such as the Architects and Engineers together with Contractors have pointed out that the Governance mechanism to implement construction progress at the University of Mpumalanga is World Class.

### 6.2. TOWN PLANNING

The purpose and primary focus of the Town Planning project during 2024 was to conclude the transfer of the Siyabuswa Campus property from Mpumalanga Provincial Department of Public Works, Roads and Transport to the University of Mpumalanga and the transfer of the last land portion, on which the N4 National Road as constructed, to SANRAL.

#### **Transfer of Land**

The University has attempted during 2024 to complete the transfer of the Siyabuswa Campus property to the University. The Department of Public Works confirmed that they have in terms of Treasury Regulations and the PFMA obtained approval from Provincial Treasury to donate the Siyabuswa property to the University. A Deed of

Donation was signed by both parties. The University's and Department's attorneys are busy ensuring that all regulatory processes are being complied with. Similarly, transfer of the last land portion within the SANRAL road will be concluded during 2025.

### **Servitude Registrations**

The servitudes for the regional bulk water and sewage services have been registered and endorsed on the University Title Deeds. Servitude agreements and SG diagrams for the last two servitudes (sewer mains and the 20 MVA substation) have been signed and are expected to be registered during 2025.

A right of way servitude between the University and the Agricultural Research Council (ARC) for access to the East Campus East Gate across ARC property for has been signed. A servitude will be registered once this access road has been constructed.

## **6.3. CAMPUS BUILDINGS 2023-2024**

### **New Infrastructure Development**

The main focus of the University in 2024 was advancing construction progress of the projects which commenced with construction in 2023 at the West Campus, completion of the West Campus Chiller Plant building, completion of SIP2005: Secondary Site Infrastructure at the West Campus and completion of the Infrastructure and Operations building phase 2 at the East Campus.

### **Projects Completed in 2024**

- a) NBP0023b: Infrastructure and Operations Phase 2
- b) SIP2005: Secondary Site Infrastructure West Campus
- c) NBP0037: Chiller Plant building

### **Projects Ongoing in 2024**

The University has advanced construction of the following projects at the West Campus which are to be completed in 2025:

- a) NBP0024: Law Building
- b) NBP0025: Nature Conservation building
- c) NBP0026: Great Hall
- d) NBP0028: Media, Culture Communication and Languages building
- e) SIP2006: Public Open Space

### Planning new projects

The designs for the subsequent set of academic buildings for both the East and West Campus have reached an advanced stage. All the buildings will be on the West Campus with the exception of the Law Clinic which is located on the East Campus next to the Centre for Entrepreneurship and Rapid Incubator (CFERI). The buildings are:

- a) NBP0029: Forestry Building
- b) NBP0034: Postgraduate Writing Centre
- c) NBP0042: Student Residence
- d) NBP0023c: Law Clinic



Figure 3: NBP0023 Infrastructure and Operations Phase 2

## 6.4. BUILDINGS AND INFRASTRUCTURE DEVELOPMENT: PROJECTS COMPLETED IN 2024

### 6.4.1. NBP0023B: INFRASTRUCTURE AND OPERATIONS BUILDING PHASE 2

The building provides facilities and amenities for the facilities and maintenance department of the university. This comprises offices, workshop and storage areas, ground staff changing and dining facilities, with over an approximate bulk of 1658sqm at a building height of 1 storey and a small mezzanine level. The building falls within the Infrastructure and Management precinct. The construction methodology of



the building consisted of structural steel columns and rafter assembly built on reinforced concrete pads supporting the roof. The external and internal walls sit on a raft foundation, of which the ground floor slab forms part of the raft. All external walling is face brick. Face brick patterns have been used to articulate prominent building walls. Face brick screens have been used to screen off toilet duct walls while allowing ventilation of washrooms. The roof is a prominent feature as it extends down as a wall cladding. Aluminium louver windows and larger aluminium casement windows have been used. Interior finishes comprise: Office floors – Porcelain tiles, Workshop and storage floors – Epoxy, Office and workshop walls have a paint and plaster finish, whereas face brick interior is proposed for operations stores, for most of the building the roof insulation serves as the ceiling, except for the offices, meeting rooms and chemical and oil stores where there is suspended ceiling.



Figure 4: SIP2005 Secondary Site Infrastructure West Campus

#### 6.4.2. SIP2005: SECONDARY SITE INFRASTRUCTURE WEST CAMPUS

The objective of the project was to deliver suitable site infrastructure on the West Campus for new buildings that are currently and will in the future be constructed. This infrastructure is in addition to the infrastructure that was implemented during the period 2019 to 2021 on this campus. The project entailed:

- a) Construction of roads north and east of the Great Hall (NBPO026).
- b) Construction of a service road between the Great Hall and the Services building.

- c) Parking areas (street parking and a parking area north of the Great Hall next to the Eastern Road).
- d) Upgrade of stormwater infrastructure.
- e) Install connector services where required to link building services to site infrastructure including drinking water, sewage pipes, fire water, and irrigation.
- f) Civil work for chiller insulated pipes to connect the Services building NBP0037 with the three new buildings and the future buildings.
- g) Connect fire pipeline infrastructure to the main fire connection on the road west of the NBP0026.
- h) Install ducts for data cabling, including data connection to the Service building.
- i) Protection of electrical cables along the Northern Road.
- j) Irrigation system.
- k) Construct a raised pedestrian crossing(s) across the existing road.
- l) Allow for installation of a gas connection between building NBP0025 and the service yard south-west.

At the same time the SIP2005 project included electrical scope of works. The electrical Works consisted of supply, deliver, install and commissioning of all required materials and services as specified for the following MV & LV Reticulation Network within the supply area of the West Campus.

- a) MV cable integration from existing Orchards Switching Station ring to Chiller Plant.
- b) 1600kVA 11 000/ 400Volt Miniature Substations and Ring Main units.
- c) Location and re-routing of existing MV Back Bone and Reticulation Cables. LV Cable supply to dedicated buildings will be done by others, LV Supply to Street and Area Lighting.

The mechanical work included the installation of insulated chiller pipes between the services building and the proposed 5 new buildings. The urban fabric infrastructure scope of works included the following:

- a) Installation of landscape infrastructure along paved areas e.g. hardscape such as tree rings, and
- b) Soft landscape as per the Landscape Architectural specifications.





Figure 5: NBP0037 Chiller Plant Building

#### 6.4.3. NBP0037: CHILLER PLANT BUILDING

The University of Mpumalanga (UMP) is constructing several new buildings at their Mbombela West Campus precinct which require infrastructure and services. These services are required for the operation of the new buildings and need to be installed and commissioned to permit them to be used. A Central Services Building has been identified as the most effective means of delivering these services on a continuous and reliable manner. The scope of works for this contract therefore entails both mechanical and electrical installations to the Central Services Building. The objective for the supply and installation of Chiller Plant and HVAC installations for West Campus of the University of Mpumalanga is to ensure a comprehensive, effective and reliable installation of HVAC system to these new buildings. A single entity has been engaged to supply, install and commission the entire HVAC installation to these buildings. The project entails the LV Bulk infrastructure & Motor Control Centres (MCC's) as well as the LV Electrical installation for the chiller Plant Facility located at the West Campus of the University of Mpumalanga, which is to be operational for testing purposes.



Figure 6: NBP0024 Law Building

## 6.5. BUILDINGS AND INFRASTRUCTURE DEVELOPMENT: PROJECTS ONGOING IN 2024

### 6.5.1. NBP0024: LAW BUILDING

The three storey building houses raked lecture venues, flat lecture venues, seminar rooms and student ablutions on the lower ground level. These teaching spaces surround the shaded internal courtyard with seats. The upper ground level is where the main entrance to the building is from the east street. This level houses six seminar spaces accessed from the main foyer and a subsidiary student workspace in the north wing which overlooks the internal courtyard to the south. The south wing houses the Law Library which is both research and learning spaces. It is a double volume area, with two levels of student work zones with staff at reception on upper ground level and staff at the top level. The library has large south glass frontage onto the public square. The first and second floors of the north wing house the academic offices. There is a large meeting room opposite the reception and a research academic staff library at the west edge of the offices with views to the west and east over the internal courtyard.



Figure 7: NBP0025 Nature Conservation

#### 6.5.2. NBP0025: NATURE CONSERVATION BUILDING

The building provides undergraduate lecture venues, postgraduate laboratories and teaching spaces, research and administrative offices for the Faculty of Agricultural and Natural Sciences, with a specific focus on the accommodation requirements of the Nature Conservation programme. The lower ground floor accommodates 2 raked lecture venues and 2 large flat lecture venues, both of which are subdivisible into smaller venues. Two ablutions blocks are also provided on this floor. The upper ground floor includes a reception, service Zone and ablution block in the east wing and a seminar room in the west wing. The first floor accommodates offices and seminar rooms in the north and south wings and ablution blocks in the east and west wings. The second floor accommodates offices and seminar rooms in the north wing, postgraduate laboratories and open plan workspaces in the south wing and ablution blocks in the east and west wings.





Figure 8: NBP0026 Great Hall

### 6.5.3. NBP0026: GREAT HALL

The Great Hall is the flagship lecture venue on the campus. Together with related support venues, the building is critical to the development and promotion of the University. The building is situated on the prominent slopes of the West Campus and aspires to promote the value pillars of the institution. 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 west campus. A central square and lawn will flow from the water course all the way up to the steps leading to the Great Hall. The processional celebrations at the university have served as key informants in the design process. The raked lecture venue responds to the fall of the land.



Figure 9: NBP0028: Media, Culture, Communication and Languages building

#### 6.5.4. NBP0028: MEDIA, CULTURE, COMMUNICATION AND LANGUAGES BUILDING

The Media, Culture, Communication and Languages Building, NBP0028, is an institutional building that houses various tertiary educational functions, but also includes specialised spaces for the unique curriculums that are to be accommodated. The Media, Culture, Communication and Languages Building is a 1900m<sup>2</sup> building which is planned to provide Lecture venues and ancillary spaces, media and audio-visual laboratories, video processing and editing rooms, a language laboratory, computer laboratories together with seminar rooms, study spaces, informal learning spaces, offices and admin spaces. The building ranges in heights between two and three storeys., which includes a courtyard/atrium, a congregation space and informal learning spaces with necessary support space across 3 storeys.

The two smaller ancillary buildings are to become part of the landscape of the courtyard by means of “green roofs” – planted roofscapes that will make for an aesthetically pleasing view from upper levels of the neighbouring buildings. These buildings will therefore be unique, with their own identity distinguished from the NBP0028 main building, and yet they will form part of the collection of smaller buildings stretching across the Main- and West campuses.



Figure 10: SIP2006 Public Open Space

#### 6.5.5. SIP2006: PUBLIC OPEN SPACE

The Great Hall Public Open Space is a result of a collaboration between all stakeholders. The intention is that a landscaped environment is created that enables students, staff, visitors and other users to spill out from the surrounding Academic buildings and take part in recreational activity on the campus. The site is centrally located on the West Campus and contrasts to the surrounding built environment as it celebrates a natural indigenous plant palette, whilst providing ample lawn space to receive large numbers of people in every season. The site is located centrally to the new built fabric (NBP0024, NBP0025 & NBP0026) on the West Campus. It is therefore the heart of the precinct, connecting all three buildings to a central space, enabling movement between buildings in a comfortable, aesthetically pleasing environment. There is a combination of hard and soft landscaped zones within this space, to ensure a careful balance of functional/ movement zones and recreational/ resting zones. The manner in which these zones meet, as well as how the public space meets with the surrounding buildings, was carefully workshopped to ensure a seamless integration of the various spaces.





Figure 11: Secondary Site Infrastructure

#### 6.5.6. SIP1007: SECONDARY SITE INFRASTRUCTURE

The Infrastructure Projects is located on the southern part of the East Campus. The scope of works included:

- a) Construction of the remainder of the South Campus Road 3.
- b) Construction of the South Campus Link Road (Behind Building NBP0023b).
- c) Construction of the South Campus Fuel Station and wash bay.

### 6.6. SIYABUSWA CAMPUS OVERVIEW

The University of Mpumalanga continues to develop Siyabuswa Campus as part of its development plan to cater for the growing demand for student numbers. This entails providing new infrastructure, revamping existing infrastructure and bringing it to compliance with the latest statutory requirements. Recent developments at the Campus were aimed at addressing the following infrastructure elements:

- a) Civil
- b) Electrical
- c) Building compliance

Siyabuswa Campus during the year under review had significant upgrading of services infrastructure which were undertaken. This included electrical upgrading where the Eskom network transmission at the campus was upgraded from low voltage distribution to medium voltage type. The gain and improvement realized in the upgrading is that the 11 kilovolt medium voltage would be more reliable and cost effective than the low voltage network that was there previously. Four of the mini substations that belonged to Eskom were replaced with new substations that are more reliable and cost effective to operate. A new switching station was constructed to support 2 new 1.0 MVA Generators. The surrounding wall at the Multipurpose Hall was upgraded to improve the acoustic environment in the hall. The multi-purpose hall was upgraded by upgrading the stage at the auditorium to be more reliable with improved structure reliability. A digital screen was constructed to improve presentation during events

The infrastructure is now characterized by an improved electrical configuration system that requires less maintenance and can be operated remotely. Furthermore, the potable water supply at the campus increased from 130 Kiloliters to 2x 87 Kiloliters. An improvement in the portable water quality was achieved through the construction of an additional water purification plant. This construction has improved the quality of portable water for consumption at Campus.

The main objective of the infrastructure development were as follows:

- a) Provide adequate energy support for the growing number of students via the upgrading of the MV Bulk infrastructure and LV Reticulation.
- b) Improve the MV and LV electrical network on campus.
- c) Improvements on building fire compliancy defects, and
- d) Provide adequate water supply support for the growing number of students via the upgrading of the storage, water quality and water pressure in the water supply system on the Campus.
- e) Improvements on the supply of irrigation water by upgrading the boreholes on campus.
- f) Develop waste transfer station (WTS) for the collection and sorting of waste.
- g) Construct access roads to the WTS and switching station with parking and carports.
- h) Upgrade the campus auditorium including structural work on the stage, installation of an AV system with screen and block-out curtain, and
- i) Address water proofing and rehabilitate concrete degradation on existing buildings and the sport pavilion.

## **6.7. PLANNING ON NEW PROJECTS MBOMBELA CAMPUS**

Planning for four projects has been completed. The projects are scheduled to commence with construction during 2025 as soon as further funding is received. Additional buildings were designed for future construction at the West Campus this

includes 180 bed Residence Building, Forestry Building, Postgraduate Building as well as the Law Clinic.

#### 6.7.1. NBP0029: FORESTRY BUILDING

The Forestry Building is a project to house the academic programme associated with the BSc. Forestry Degree and comprises both flat and raked lecture venues for approximately 500 students along with smaller discipline specific laboratories, academic support and offices. The unique position of the building relative to its vast agricultural surroundings also presents an opportunity for eventual field study and experimental tree nurseries and orchards. The Forestry programme is differentiated from the Nature Science building, as it covers a specific niche of teaching and research which seeks to develop professionals and specialists with sound knowledge and technical skills required to work in the Forestry Sector.

The curriculum is structured across five learning areas: foundational science, forestry production science, forest economics and entrepreneurship, natural resource management, and forest extension (with an emphasis on innovation). Each of these provides grounding in areas critical to sustainable forest production within a forestry systems framework. Hence, it focuses on such key areas as Forest Biometrics and Remote Sensing; Forest Soils; Forest Biology; Silviculture; Forestry Ecology and Conservation, Wood Science and Forest Economics/Entrepreneurship and Management.

The programme also includes the development of broader competencies such as leadership, writing and communication, and the use of technology innovation as part of their learning tools, problem solving, honesty and integrity. It will contribute towards increasing the qualifications and skills-base of graduates from which lecturers, trainers, researchers and other forestry-related professionals can be selected.

#### 6.7.2. NBP0034: POSTGRADUATE WRITING CENTRE

The building called the Post-Graduate Writing Centre is a multi-purpose facility to strengthen the academic aims of the university by offering several amenities to strengthen student's knowledge, skills and output. The building will provide shared academic support facilities for UMP students which include offices, seminar rooms, multi-purpose space for clubs and unions as well as a writing center with the necessary support facilities.

The primary focus of the building is a PG-Writing Centre which aims to improve the abilities of UMP students, through effective academic advising theories, approaches, and strategies, a safe space for the practice and reinforcement of academic and discipline specific literacies for academic success. This is further supported by providing students with space to exchange via unions and clubs, as well as providing a formal space for the UMP Student Council. The building also accommodates multi-purpose teaching spaces on the ground floor, which broadens the lecture

space offering on the West Campus. The gross building area is approximately 2500 m<sup>2</sup> over 2,5 storeys.

### 6.7.3. NBPO042: STUDENT RESIDENCE

This is a 180 be student residence. Student Residence situated on the northern edge of the western campus of the University. Each floor consists of various arrays of room typologies, namely - universal access rooms, single bedrooms, double bedrooms and self-contained apartments. These floors are also equipped with central amenities including kitchens, ablutions, student recreation and study spaces, promoting social interaction and collaborative learning among residents. Access to these facilities is securely controlled via biometrics on the ground floor, reinforcing the sense of safety, community and belonging with in the student residence. The Ground floor also allows for public spaces that can be used by students not residing in the residence, namely seminar rooms and public ablutions. Furthermore, the building features additional support services on the Ground and Lower Ground level, including facility management, security, laundry facilities and community rooms. The private courtyard area offers outdoor recreational spaces, fostering a relaxed atmosphere for leisure activities

### 6.7.4. NBPO023C: LAW CLINIC

A comprehensive Law Faculty building has been completed on the West Campus in 2025. In following the example of sister universities, for example at Wits and UCT, the University of Mpumalanga also aims to offer a Law Clinic, which offers a broader service to both its students and the community. The Law Clinic aims to provide access to justice to the poor, specialized assistance to clients on a range of legal problems such as divorces and guardianship matters, labour matters, contractual claims, delictual claims, evictions, housing, land related matters as well as refugee, immigration and citizenship matters. It also becomes a specialized unit headed up by supervisors who are admitted Legal Practitioners, who will be assisted by UMP candidate legal practitioners as well as final year law students. The Law Clinic hereby offers students avenues to receive practical training and experience. The Law Clinic is not physically linked to the Law Faculty Building on the West Campus. The building is a small one-story building of approximately 450m<sup>2</sup> and is located on the most southern part of the campus, separate from the rest of the academic programme. This allows counselling of community and external stakeholders to

access the Law Clinic, without interfering with the traditional campus activities.

## 6.8. CONCLUSION

An overview of the infrastructure is presented in the foregoing pages. The overriding feeling is that progress made can be defined as world class- because the best in the business (Architects and Engineers) assisted UMP in this venture. The whole implementation plan unfolded seamlessly. What is more, servitude registrations and requisite transfers of land to UMP have been duly handled. The buildings provide for undergraduate lecture venues, postgraduate laboratories and teaching spaces and administrative offices for faculty members.

The Great Hall is the flagship lecture venue on campus- lending itself to practicality yet retaining an aesthetically pleasing view.

There is a seamless integration of all spaces – functional and fit for purpose.

The main drive vis a vis infrastructure on the Siyabuswa Campus has been to provide new infrastructure - and simultaneously revamping old infrastructure, thereby bringing to compliance with the latest statutory requirements. Focus was mainly on Civil, Electrical and Building compliance. On the whole buildings at the UMP promote social interactions and collaborative learning. Including a private courtyard area in the student residences, which offers outdoor recreational spaces fostering a relaxed atmosphere for leisure activities.

# 7. SENATE REPORT TO COUNCIL

## 7.1. INTRODUCTION

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

## 7.2. HIGHER EDUCATION SECTOR MATTERS

The agendas of Senate focused on both internal academic matters as well as those affecting the higher education sector broadly. The main focus of the higher education sector in 2023 was on quality assurance and quality enhancement following the Council on Higher Education (CHE) institutional audits that took place in 2022 and 2023 at all the 26 public higher education institutions as well as 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 17: MEMBERSHIP AND ATTENDANCE OF SENATE**

Name	Designation	Attendance
Prof Mayekiso TV	Vice-Chancellor and Chairperson	100%
Prof Davhana-Maselesele M	DVC: Teaching and Learning/ Deputy Chairperson	100%
Prof Mbewe M	DVC: Post Graduate Studies, Engagement and Planning	100%
Prof Stroebel A	DVC: Research, Innovation and Internationalisation	100%
Dr Bembe M*	Academic Staff Representative	100%
Prof Boshoff E	Head of School: Development Studies	100%
Prof Chingombe W	Associate Professor and Chairperson: Timetable Committee of Senate	75%
Ms dos Santos N	Director: Library and Information Services	75%
Prof Gumede V	Dean: Faculty of Economics, Development and Business Sciences	100%
Prof Ludidi N	Dean: Faculty of Agricultural and Natural Sciences Sciences	100%
Prof Gwandure C	Head of School: Social Sciences	75%
Prof Israel H	Dean: Faculty of Education	100%
Prof Kalema B**	Associate Professor: ICT	100%
Dr Khwidzhili R***	Programme Leader: ADPAGX	100%
Prof Kutu K	Head of School: Agricultural Sciences	100%
Mr Legodi S	Registrar	75%
Prof Lebakeng T	Council Representative	100%
Prof Lukhele-Olorunju P****	Director: Research Management	100%
Dr Nthite N*****	Director: Research Management	67%
Dr Machingambi S*****	Deputy Director: Academic Support Services	50%
Mr Makgaleng M	Academic Staff Representative: Siyabuswa Campus	75%
Dr Madiope M*****	Director: Academic Support Services	67%
Dr Maminza P	Dean of Students	100%
Prof A Maredza	Associate Professor: Economics	100%

Dr Wokadala O	Programme Leader: Advanced Diploma in Agricultural Production Management and Post-Harvest Technology	50%
Dr Mcata B	Programme Leader: BSc Agriculture	75%
Prof Mini S	Head of School: Biology and Environmental Sciences	75%
Prof Mlambo V	Programme Leader: Diploma in Animal Production	75%
Mr Mabila W	SRC Representative	50%
Dr Manyaka R	Acting Programme Leader: Bachelor of Administration	100%
Prof Mwabvu T	Programme Leader: BSc	50%
Mr Ndebele T*****	Council Representative	50%
Dr Ndlovu M	Programme Leader: Nature Conservation	75%
Mr Letsoalo L	Programme Leader: B Agric and BAG-Hons	100%
Dr Ngobese D	Programme Leader: Bachelor of Arts	75%
Prof Niyimbanira F	Academic Staff Representative	100%
Ms Ngomane A	SRC Representative	25%
Prof Okharedia A	Associate Professor: Law	100%
Prof Ogujiuba K	Associate Professor: Economics	75%
Prof Parker D	Professor: Biology	75%
Prof Sabela T	Programme Leader: Development Studies	100%
Mr Seema M	Programme Leader: Diploma in Agriculture in Plant Production	100%
Dr Shabalala A	Programme Leader: BSc in Environmental Sciences	100%
Ms Shongwe N	Deputy Registrar: Academic Administration	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	75%
Prof Wayi-Mgwebi N	Head of School: Computing and Mathematical Sciences	100%

Dr Ncube L	Programme Coordinator: Postgraduate Diploma Hospitality Management	100%
Ms Sealetse*****	Acting Programme Leader: Culinary Arts	100%
Dr Ogonleye O*****	Acting Programme Leader: BIOT and PGDICT Programmes	50%
Prof Ambe O*****	Professor in Accounting	100%
Mr Nobongoza V*****	Director: Academic Planning and Quality Assurance	100%
Dr Zhakata N*****	Programme leader: Diploma in ICT & Advanced Diploma	100%
<b>TOTAL</b>		<b>95%</b>

\* Resigned from UMP and attended his last meeting in June

\*\* He attended his last meeting in June

\*\*\* Resigned from UMP and last meeting was in June

\*\*\*\*Retired and her last meeting was in March

\*\*\*\*\*Attended her first meeting in June

\*\*\*\*\*Resigned and his last meeting was in June

\*\*\*\*\*Attended her first meeting in June

\*\*\*\*\* Term of office ended and his last meeting was in June

\*\*\*\*\*Attended her first meeting in June

\*\*\*\*\*Attended his first meeting in September

\*\*\*\*\*Attended his first meeting in September

\*\*\*\*\*Attended his first meeting in October

\*\*\*\*\*Attended his first meeting in October

**Four ordinary meetings were held in 2024 as follows:**

6 March 2024  
6 June 2024  
5 September 2024  
30 October 2024

**The average attendance was 95%**

#### **7.4. THE EXECUTIVE COMMITTEE OF SENATE (ECS)**

In addition to meetings of Senate, Senate discharges its responsibilities through the work of the Executive Committee of Senate (ECS). The ECS meets before each meeting of Senate and makes recommendations to Senate on reports from Senate Committees, Faculty Boards and the Management Committee.

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

Name	Designation	Attendance
Prof Mayekiso TV	Vice-Chancellor and Chairperson	100%
Prof A Stroebe	DVC: Research, Innovation and Internationalisation	100%
Prof Mbewe M	DVC: Postgraduate Studies, Engagement and Planning	100%
Prof Gumede V	Dean: Faculty of Economics, Development and Business Sciences	100%
Prof Israel H	Dean: Faculty of Education	100%
Dr Tshikwatamba E	Campus Director: Siyabuswa	100%
Prof Ludidi N	Dean: Faculty of Agriculture and Natural Sciences	100%
Prof Boshoff E	Senate Representative	100%
Prof Mlambo V	Senate Representative	75%
Mr Legodi S	Registrar	75%
<b>TOTAL</b>		<b>95%</b>

**Four Ordinary Meetings of the ECS were held as follows:**

21 February 2024

21 May 2024

22 August 2024

16 October 2024

**The average attendance was 95%**

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

Throughout 2024, 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 (Vision 2030) 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. Progress was made with the development and approval of the Business Plan for the Introduction of the Health Sciences at UMP. The primary guiding principles were access and articulation. There was a clear drive to introduce postgraduate qualifications up to the Doctoral levels.

In 2024, DHET cleared the following new programmes for submission to the CHE for accreditation:

- Bachelor of Science in Agricultural Economics and Agribusiness Management
- Bachelor of Statistics and Data Science
- Master of Laws
- Doctor of Administration
- Doctor of Philosophy in Computing
- Doctor of Philosophy in Tourism and Hospitality Management

At the end of the 2024 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 Culinary Arts
- 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 Arts in Media, Communication and Culture
- 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 Administration Honours
- Bachelor of Arts Honours
- Bachelor of Arts Honours in English
- Bachelor of Arts Honours in Gender Studies
- Bachelor of Arts Honours in Geography
- Bachelor of Arts Honours in Industrial Psychology
- Bachelor of Arts Honours in siSwati
- Bachelor of Arts Honours in Psychology
- Bachelor of Arts Honours in Sociology
- Bachelor of Agriculture Honours in Agricultural Extension and Rural Resource Management
- Bachelor of Commerce Honours in Business Management
- Bachelor of Commerce Honours in Economics



- Bachelor of Commerce Honours in Industrial and Organisational Psychology
- Bachelor of Development Studies Honours
- Bachelor of Education Honours in Teaching and Learning
- Bachelor of Information and Communication Technology Honours
- Bachelor of Science Honours
- Bachelor of Science Honours in Ecology
- Bachelor of Science Honours in Entomology
- Bachelor of Science Honours in Environmental Science
- Bachelor of Science Honours in Geography

#### **MASTERS DEGREES**

- Master of Administration
- Master of Agriculture in Agricultural Extension
- Master of Arts
- Master of Commerce
- Master of Computing
- Master of Development Studies
- Master of Education in Early Childhood Education
- Master of Science
- Master of Science in Agriculture
- Master of Tourism and Hospitality Management

#### **DOCTORAL DEGREES**

- Doctor of Philosophy in Science
- Doctor of Philosophy in Commerce
- Doctor of Philosophy (Sociology)
- Doctor of Philosophy in Agriculture
- Doctor of Philosophy in Development Studies
- Doctor of Philosophy in Education

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

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

The following policies were revised to align them with the prevailing regulatory framework and were approved by Council:

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

## 7.7. UNIVERSITY CAPACITY DEVELOPMENT GRANT

The University of Mpumalanga (UMP) is strategically leveraging the University Capacity Development Grant (UCDG) to facilitate institutional growth through initiatives designed to enhance the development of students, staff, and academic programmes. The projects scheduled for 2024-2026 are aligned with the University's strategic objectives, emphasizing key areas such as research and innovation, excellence in teaching and learning, student support, and inclusivity.

Below are the UCDG projects that were implemented in 2024:

### Project 1: First-Year Experience

- **Objective:** To support first-year students in their academic and social transition.
- **Progress:** Successfully conducted orientation programmes, mentorship sessions, and skills workshops.
- **Impact:** Increased student retention and engagement, with over 130 mentors supporting first-year students.

### Project 2: Tutorship Programme

- **Objective:** To improve pass rates in at-risk undergraduate modules.
- **Progress:** 150 tutors appointed and trained to provide academic support.
- **Impact:** Positive student feedback and improved pass rates in selected modules.

### Project 3: Psychosocial Support for Students

- **Objective:** To address mental health challenges and provide wellness support.
- **Progress:** Conducted three awareness campaigns and one mental health awareness day event.
- **Impact:** Increased student participation in counselling services and workshops.

### Project 4: Student Entrepreneurship Development Programme

- **Objective:** To develop entrepreneurial skills among students.

The commitment for 2024 was to the Centre for Entrepreneurship to host the SWEEP Conference 2024 and to convene the Entrepreneurship Boot Camp for Student entrepreneurs.

- **Progress:** All commitments for 2024 were successfully achieved through hosting the Student Women's Entrepreneurship Conference (SWEEP) and a boot camp for student entrepreneurs.

The University of Mpumalanga Centre for Entrepreneurship Rapid Incubator (UMPCFERI) hosted a full-day conference, which included blended thought-

provoking discussions, skills-building, and critical mentorship advice, all centred around empowering student women in leadership and entrepreneurship. The programme began with a strong emphasis on the significance of embracing femininity and self-compassion, setting the tone for a day filled with insights into the unique qualities of women leaders.

The UMPCFERI Entrepreneurship Bootcamp took place from October 2nd to 4th, 2024, and included 41 student entrepreneurs, six interns, and three staff members. The bootcamp brought together student entrepreneurs from the Siyabuswa and Mbombela campuses for a three-day event focused on collaboration, teamwork, and business model development. This comprehensive programme was designed to enhance entrepreneurial skills through motivational talks, business modelling workshops, adventure activities, and interactive sessions that aimed to empower students with real-world insights into entrepreneurship.

The primary goal of the bootcamp was to create a collaborative environment where participants could refine their business ideas, build effective teams, and deepen their understanding of the Business Model Canvas. Additionally, the programme sought to inspire participants by offering insights from successful entrepreneurs, interactive learning experiences, and opportunities for networking and personal growth.

- **Impact:** Enhanced entrepreneurial skills, with increased student participation in business mentorship programmes. The UMPCFERI Entrepreneurship Bootcamp successfully empowered participants with entrepreneurial knowledge, practical skills, and a strong network. The event fostered resilience, teamwork, and inspiration, leaving attendees motivated and well-prepared for their entrepreneurial journeys

#### **Project 5:** Capacity Development through Postgraduate Qualifications in Teaching and Learning

- **Objective:** To support academics in obtaining postgraduate qualifications in education.

The commitment for 2024 was to support eight academics to pursue a Postgraduate Diploma in Higher Education (PGDHE). Conducted 5 workshops and funded 4 conference /symposium attendances.

- **Progress:** 8 staff members were enrolled in PGDHE in 2024, and eight workshops were conducted on teaching and learning methodologies.
- **Impact:** Improved teaching quality and increased engagement in scholarly teaching practices.

#### **Project 6:** Staff Development through Acquisition of Masters and Doctoral Qualifications

- **Objective:** To increase the number of academic staff with postgraduate qualifications.

The Research Division supports academics and staff who are pursuing formal qualifications through the grant. In 2024, the research office committed to assisting at least five academics in their pursuit of PhD degrees and three academics in their pursuit of Master's degrees. Additionally, a commitment was made to offer 4 staff mobility for registered and funded academics to consult with their supervisors outside of UMP.

#### **Project status:**

- Fees for seven PhD staff members registered with other universities were paid; this is an overachievement.

#### **Challenges /success and areas of improvement**

- Not having received sufficient information about staff members who registered with other universities hindered our ability to support them. To improve on the challenge in 2025, we will issue a call through the faculties.

#### **Project 7: Staff Development through Mentorship and Research Skills**

- **Objective:** To enhance research skills and academic leadership.
- The 2024 commitment for this project was to conduct 6 workshops for academics focusing on various topics, including Methodology, Methods, and Statistical Data Analysis; Research Ethics; supervision for Postgraduate (Master's and Doctoral) students; supervision for Postgraduate (Honours) students; writing for scholarly publications; and mentoring during writing retreats.
- **Progress:** Six research methodology and mentorship workshops were conducted in 2024.
- **Impact:** Improved research output and mentorship for emerging academics.

#### **Project 8: Technology Enhanced Learning**

- **Objective:** To integrate technology in teaching and learning.
- **Progress:** Three staff training workshops and one student hackathon were held as part of the project commitment in 2024.
- **Impact:** Increased adoption of digital tools in teaching and learning.

#### **Project 9: Creating Safe and Inclusive Spaces for All at UMP**

- **Objective:** To promote gender equity and inclusivity.

**Progress:** The committed activities for the project were all met. The 6th annual Creating Safe Spaces event was held, Theme: Destabilising Heterosexual Spaces,

on 18th September 2024. The UMP annual LGBTQIA+ Pride event, Pride March against Homophobia in Universities LGBTQIA, was held on 23 October 2024.

- **Impact:** Improved awareness and reporting on gender-based violence and disability issues.
- **Enhanced Reach:** The UCDG funding assisted in enhancing reaching out to students. As a result, more students attended the event.
- **Amplified Voices:** The event enabled the amplified the voice of anti-GBV as well as anti-homophobia efforts, reaching more students.
- **Increased visibility:** The march increased awareness and visibility of the LGBTQIA+ students.
- **Increased GBV Awareness:** the event facilitated knowledge-sharing lessons learned from information and knowledge sharing: and best practices, and this strengthened anti-GBV efforts.
- **Specialised Expertise:** Collaboration with specialized organisations provide access to expert services (the gender and LGBTQIA+ expertise, SAPS, GRIP, NPA)

### **University Capacity Development and Programme-Related Activities for 2024**

On 3-4 June 2024, Academic Support Services attended the CREST Cluster Workshop held at the University of Stellenbosch and presented on the UCDP progress. The presentation comprised an analysis of the 2021-2023 cycle implementation success, the achievement of all the projects on student development, staff development, curriculum development, and the challenges, lessons learned, and implications for the current cycle (2024-2026). The second CREST cluster was held on the 24 -25 October at the University of Stellenbosch.

The UCDP Project Leaders' Workshop was held on 10 July 2024 for all the UCDP Project Leaders, with the primary focus on discussing and reviewing the current institutional plan in line with the feedback from CREST. All revised plans were reviewed and submitted to the Management Information system on 26 July 2024.

The DHET site visit took place on 12 September 2024.

The purpose of the site visit was to engage with the project leaders regarding the 2021-2023 cycle and to plan for the upcoming 2024-2026 cycle. Overall, DHET was very pleased with UMP's performance and commended the institution for its efforts. The DHET site visit took place on 12 September 2024.

The 2024 Annual Report reflects the University of Mpumalanga's commitment to fostering academic excellence, student success, and institutional development. Through a diverse range of initiatives under the University Capacity Development Programme, UMP has successfully enhanced learning experiences, supported staff development, and created a more inclusive and technologically advanced environment.

The University's achievements, including implementing student support programs, entrepreneurship initiatives, and research mentorship, demonstrate a sustained commitment to continuous improvement and innovation. The progress made in 2024 is a strong foundation for future growth, ensuring that UMP remains a leader in higher education transformation.

UMP will continue to build on these successes, addressing challenges and enhancing its impact through strategic planning and collaboration. By remaining focused on its mission, the university is well-positioned to advance its capacity development efforts and contribute meaningfully to the broader higher education landscape.

### **The Academic Support Services Division (ASSD)**

The Academic Support Services Division (ASSD) is committed to advancing teaching quality and excellence at the University of Mpumalanga. The performance assessment for 2024 was monitored quarterly and reported to the Teaching and Learning Committee of the Senate, with a mid-term review covering January through June 2024.

### **Performance Assessment Against the Annual Performance Plan**

#### **Strategic Alignment**

The ASSD's initiatives are directly aligned with UMP's strategic objectives to:

- Support curriculum development and innovative teaching methods.
- Recognise and reward teaching excellence.
- Develop academics as reflective practitioners.
- Promote the use of multimedia and ICTs in education.

#### **Technology Integration in Teaching and Learning**

In 2024, technology integration in teaching and learning remained a key priority, focusing on enhancing digital literacy, leveraging artificial intelligence, and optimizing learning management systems. A structured series of workshops equipped academics with the skills to navigate and implement emerging technologies effectively, ensuring a more interactive and data-driven educational environment.

The impact of these initiatives has been profound, fostering a more technologically adept faculty and improving the efficiency of academic processes. The emphasis on AI and Moodle training has enhanced digital assessment strategies, streamlined administrative tasks, and promoted innovative pedagogical approaches. By equipping academics with AI literacy and advanced digital tools, these efforts have strengthened academic integrity and personalized learning experiences and ensured that teaching practices remain aligned with the rapidly evolving technological landscape.



The following technology-focused workshops, which were held in 2024, illustrate these advancements

- **Quarter 1:** Workshop on the “Impact of AI on Academic Integrity” (07 February 2024).
- **Quarter 2:** Intermediate Moodle Training (10 April 2024) Workshops on extracting marks from Moodle to ITS (11 April 2024) and Excel (17 May 2024).
- **Quarter 3:** Basic Moodle Training and AI Literacy sessions (11–17 July 2024). Generative AI applications, including sessions on AI for Diploma Agric Lecturers and AI-enhanced learning techniques (20–26 July 2024; further sessions in August and September).
- **Quarter 4:** Additional targeted sessions on advanced technology usage were conducted to reinforce digital teaching competencies.

These initiatives have boosted staff and students’ digital literacy and fostered continuous innovation.

### **Enhancements in Teaching, Curriculum, and Assessment**

As part of the ASSD ongoing commitment to academic excellence, this year saw significant advancements in teaching methodologies, curriculum development, and assessment practices. A series of targeted workshops and seminars were conducted to enhance instructional quality, promote curriculum transformation, and integrate diverse perspectives into the learning experience. These initiatives have strengthened academic competencies, improved student engagement, and fostered a culture of continuous improvement.

The impact of these efforts is evident in the refinement of semester planning, the adoption of innovative teaching strategies, and the integration of multicultural perspectives. Furthermore, reflective teaching practices and student feedback mechanisms have played a critical role in shaping data-driven decision-making, ensuring that teaching and learning remain responsive to evolving educational needs.

A comprehensive suite of workshops conducted in 2024 is highlighted below from quarter 1 to quarter 4.

### **Quality Assurance of Teaching and Learning and Semester Planning**

- The Quality Assurance and Semester Planning workshop was held on 30 January 2024 at the Mbombela Campus.

### **Teaching Methods & Curriculum Development**

Sessions on Learning Practice Design on 15 February 2024, Assessment Strategies on 09 February, and Teaching and Learning in Higher Education on 08 March 2024; Module Credits and Notional Hours on 27 August 2024; Curriculum Transformation workshop was conducted for Academic Staff on 29 October 2024

- **Cultural and Multicultural Integration:**

Workshops on infusing multicultural perspectives and diversity into the curriculum were held on 16 April 2024

- **Reflective Teaching Practices:** Events promoting the Scholarship of Teaching and Learning (SoTL), decision-making in pedagogy, and data-driven evaluation of teaching methods. Teaching & learning decision held on 5 July 2024, Evaluation of Teaching and the use of evaluation data on teaching & learning decision was conducted held on 5 August 2024.
- **Student Feedback Mechanisms:** A dedicated Student Evaluation of Teaching (SEOT) seminar was held to capture student insights and drive continuous improvement.

### **Recognition of Teaching Excellence**

The Teaching Excellence Awards Ceremony held on 27 November 2024, celebrated innovative teaching practices and outstanding academic contributions. This event underscored the division's commitment to recognising excellence in teaching and served as an inspirational model for best practices across UMP.

### **Student Support and Engagement**

Aligned with the University of Mpumalanga's (UMP) strategic goal of broadening access and ensuring student success, the Academic Support and Student Development (ASSD) unit has implemented various initiatives to support first-year students. These initiatives aim to enhance student engagement, foster academic excellence, and create a supportive learning environment.

### **Enhanced First-Year Experience (FYE) Programme**

A comprehensive Orientation Week was conducted from 12–16 February 2024 across both campuses, introducing first-year students to university life and academic expectations. A structured FYE Calendar was developed and submitted to the Deputy Vice-Chancellor of Teaching and Learning (DVC: T&L) on 19 January 2024 to further support student integration. This calendar included student-engaging activities such as seminars on academic success and multiple information literacy sessions.

To facilitate academic preparedness, seven Information Literacy Sessions were conducted throughout the year on 7 March, 17 March, 18 April, 16 May, 1 August,

15 August, and 5 September 2024, covering key topics such as Navigating Moodle, Study Skills, Time Management, UMP Values, and Academic Writing. These sessions provided essential skills to help students adapt to university learning structures.

Additionally, FYE seminars were conducted on the following dates:

- 11 April 2024: 333 students in attendance
- 25 April 2024: 205 students in attendance
- 9 May 2024: 62 students in attendance
- 23 May 2024: 123 students in attendance
- FYE Fun Day was held on 25 May 2024
- Students' Seminar on 29 August 2024

### **Structured Tutorial and Mentorship Initiatives**

Recognizing the critical role of mentors and tutors in promoting student success, UMP established structured tutorial sessions and mentorship programs. Tutors were appointed, and four training sessions were conducted on 20 April, 12 August, 17 August, and 21 August 2024 to enhance their effectiveness.

The annual UMP Mentors Recognition Awards ceremony, held on 19 October 2024 at the University of Mpumalanga Multipurpose Hall, honoured faculty members, staff, and senior students who provided exceptional mentorship. Approximately 300 attendees participated, and mentors and tutors received certificates of appreciation for their contributions to student success.

### **Encouraging Student Debate and Engagement**

The First-Year Experience Programme Student Debates Contest was held on 18 October 2024, bringing together students from various faculties to engage in intellectual discourse. This platform allowed students to express their perspectives, demonstrate their understanding of UMP values, develop public speaking skills, and engage in critical thinking. Winners of the debate contest were awarded certificates to recognize their achievements.

### **Impact of Student Support Initiatives**

Implementing these initiatives has significantly fostered UMP's supportive and inclusive academic environment. Through structured support programs, first-year students have been better equipped to navigate university life, enhancing their academic performance and personal development. The mentorship and tutorial programmes have promoted a culture of guidance and leadership, while student engagement activities have enriched learning experiences and encouraged active participation in university life.

By continually refining these student support initiatives, UMP remains committed to ensuring student success and broadening access to quality education.

## 7.8. ADMISSIONS

The total enrolment at UMP increased to 10191 in 2024. The number of students in each of the qualifications is shown in the table below:

**TABLE 19: ENROLMENT STATISTICS**

Programmes	2024				
	1st	2nd	3rd	4th	Total
Higher Certificate in Information Communication Technology in User Support	168	/	/	/	168
Higher Certificate in Event Management	104	/	/	/	104
Diploma in Agriculture	299	259	220	/	778
Diploma in ICT	338	145	162	/	645
Diploma in Nature Conservation	225	174	77	/	476
Diploma in Hospitality Management	290	207	195	/	692
Diploma in Animal Production	72	90	71	/	233
Diploma in Culinary Studies	73	/	/	/	73
Advanced Diploma in Agriculture in Agricultural Extension	38	/	/	/	38
Advanced Diploma in Hospitality Management	22	/	/	/	22
Advanced Diploma in Agricultural Production Management	17	/	/	/	17
Advanced Diploma in Animal Production	27	/	/	/	27
Advanced Diploma in Agriculture Post-Harvest Technology	19	/	/	/	19
Advanced Diploma in Nature Conservation	13	/	/	/	13
Advanced Diploma in ICT	33	/	/	/	33
Postgraduate Diploma in Agriculture	16	/	/	/	16
Postgraduate Diploma in Nature Conservation	4	/	/	/	4
Postgraduate Diploma in Hospitality Management	9	/	/	/	9
Postgraduate Diploma in Information and Communication Technology	21	/	/	/	21

Bachelor of Arts	522	272	391	/	1185
Bachelor of Commerce	204	125	134	/	463
Bachelor of Administration	333	205	253	/	791
Bachelor of Development Studies	455	210	234	/	899
Bachelor of Agriculture	87	58	78	/	223
Bachelor of Science	203	135	116	/	454
Bachelor of Science in Agriculture	97	60	72	138	367
Bachelor of Science in Environmental Sciences	142	95	85	/	322
Bachelor of Education in Foundation Phase Teaching	125	113	110	100	448
Bachelor of Information and Communication Technology	118	92	46	/	256
Bachelor of Laws	341	242	111	/	694
Bachelor of Science in Forestry	29	24	/	/	53
Bachelor of Social Work		103	/	/	103
Bachelor of Agriculture Honours in Agricultural Extension and Rural Resources Management	13				13
Bachelor of Commerce Honours in Economics	16				16
Bachelor of Arts Honours in English	7				7
Bachelor of Arts Honours in Sociology	15	/	/	/	15
Bachelor of Administration Honours	18	/	/	/	18
Bachelor of Science Honours in Entomology	4	/	/	/	4
Bachelor of Science Honours in Ecology	16	/	/	/	16
Ba Honours in SiSwati	5	/	/	/	5
Bachelor of Arts Honours in Geography	6	/	/	/	6
Bachelor of Arts Honours in Psychology	18	/	/	/	18
Bachelor of Commerce Honours in Industrial and Organisational Psychology	0	/	/	/	0
Bachelor of Commerce in Business Management	11	/	/	/	11
Bachelor of Education Honours in Teaching and Learning	5	/	/	/	5
Bachelor of Science Honours in Geology	4	/	/	/	4
Bachelor of Art Honours in Culture and Heritage Studies	3	/	/	/	3
Bachelor of Arts Honours in Tourism	7	/	/	/	7

Bachelor of Arts Honours in Political Science	5	/	/	/	5
Bachelor of Science Honours in Environmental Science	9	/	/	/	9
Bachelor of Arts Honours in Gender Studies	3	/	/	/	3
Bachelor of Arts Honours in IsiNdebele	3	/	/	/	3
Bachelor of Arts Honours in Industrial Psychology	15	/	/	/	15
Bachelor of Science Honours in Geography	5	/	/	/	5
Bachelor of Development Studies Honours	34	/	/	/	34
Master of Agriculture in Agricultural Extension	24	/	/	/	24
Master of Development Studies	25	/	/	/	25
Master of Science in Agriculture	63	/	/	/	63
Master of Education in Early Childhood Education	17	/	/	/	17
Master of Science	38	/	/	/	38
Master of Arts	16	/	/	/	16
Master of Commerce	23	/	/	/	23
Master of Arts in English Language and Literature	3	/	/	/	3
Master of Arts in Industrial Psychology	6	/	/	/	6
Master of Arts in Psychology	23	/	/	/	23
Master of Arts in Siswati in Language and Literature	6	/	/	/	6
Master of Computer	13	/	/	/	13
Master of Commerce in Business Management	7	/	/	/	7
Master of Tourism and Hospitality Management	4	/	/	/	4
Master of Arts in Geography	0	/	/	/	0
Master of Administration	10	/	/	/	10
PhD in Agriculture	11	9	/	/	20
PhD in Development Studies	3	4	/	/	7
PhD in Science	6	8	/	/	14
PhD in Commerce	4	/	/	/	4
<b>TOTAL:</b>	<b>4968</b>	<b>2630</b>	<b>2355</b>	<b>238</b>	<b>10191</b>



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

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

Programmes	2024				
	SET	Business & Management	Education	Humanities	Total
Higher Certificate	168			104	272
Diplomas	2132			765	2897
Advanced Diplomas	147			22	169
Degrees	1675	4135	448		6258
Honours	51	159	5	7	222
Masters	138	119	17	4	278
Post Graduate Diplomas	41			9	50
PhD	34	11			45
<b>Headcount Total</b>	<b>4386</b>	<b>4424</b>	<b>470</b>	<b>911</b>	<b>10191</b>

According to Table 21, the majority of students at the University were African (99,58%). The least represented population groups in 2024 were Indian (0,07%) and White (0,11%). The majority of the students were female (62,42%) as compared to males (37,58%).

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

Category	Number	Percentage
Total student number	10191	100%
RACE		
African	10148	99,58%
White	11	0,11%
Indian	7	0,07%
Coloured	25	0,25%

GENDER		
Female	6361	62,42%
Male	3830	37,58%

NATIONALITY		
South Africa	10166	99,75%
Swaziland	16	0,16%
Zimbabwe	6	0,06%
Democratic Republic of Congo	1	0,01%
Kenya	1	0,01%
Lesotho	1	0,01%

The majority of the students were South African (99,75%). 0,16% of the students came from eSwatini and only 0,01% of the students came from the Democratic Republic of Congo, Kenya and Lesotho, respectively.

## 7.9. ANALYSIS OF STUDENT ACADEMIC PERFORMANCE

The academic performance of students during 2024 was generally good and managed to achieve the pass rate of 80%. The performance of students in the June and November examinations varied between programmes and between modules within a programme. Interventions were put in place for those modules with low pass rates and this was monitored by Senate. The results below suggest that the interventions were successful in improving the academic performance of the students.

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

TABLE 22: 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	
<b>Average % pass</b>		<b>80,7%</b>

According to the above table, the average pass rate in 2024 was 80,7%. Measures will continue to be put in place to address the pass rate in those modules that fell below 50%.

## 7.10. ACADEMIC STAFFING

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

**TABLE 23: DISTRIBUTION OF ACADEMIC STAFF BY QUALIFICATION AND GENDER**

Highest qualification	Number	Gender	
		Female	Male
PhD	87 x Full Time staff 3 x Deans 4 x Full Professors 1 x Postdoctoral Fellow 2 x Fixed-Term Lecturer  <b>Total = 97</b>	28 x Full-Time staff 1 x Dean    <b>Total = 29</b>	58 x Full-Time staff 2 x Deans 4 x Full Professors 1 x Postdoctoral Fellow 2x Fixed-Term Lecturer  <b>Total = 68</b>
Masters	70 x Full-Time staff 11 x Fixed-Term 2 x Part-Time Lecturers  <b>Total = 83</b>	42 Full-Time staff 5 x Fixed-Term   <b>Total = 47</b>	28 x Full-Time staff 6 x Fixed-Term 2 x Part-Time Lecturers  <b>Total = 36</b>
Honours	25	11	14

Bachelor's Degree	6	3	3
Advanced Diploma and B.Tech	5	2	3
Diploma	4	1	3
<b>Total</b>	<b>220</b>	<b>93</b>	<b>127</b>

According to Table 23, UMP employed a total of 220 academic members of staff in 2024. Most of the academic members of staff (n=97) had completed Doctoral degrees, followed by (n=83) who had completed Master's degrees. 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 University of Mpumalanga has been participating in the New Generation Academics Programme (nGAP) with effect from 2016.

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

NO.	NAME	GEN- DER	MONTH & YEAR OF APPOINTMENT	FIELD OF STUDY	PROGRESS
1	Ms Cebile 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	Dr 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	Dr MT Bhuda	Female	January 2020	Heritage and Culture Studies	Completed PhD and still active in the programme
12	Mr Sukoluhle Mazwane	Male	May 2020	Agricultural Science	Active in programme and just completed his PHD graduating in 2025
13	Dr Tshepiso Ndhlovu	Male	January 2021	Environmental Sciences	Completed PhD and still active in the programme
14	Ms Mpho Motseki	Female	October 2021	Communication	Active in programme
15	Mr Lebohang 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

An application for five additional lecturer positions: Plant Breeding, Mercantile Law, Social Work, Accounting, and Life Skills, was approved and submitted to the Department of Higher Education and Training on 7 June 2024.

Of the 19 lecturers appointed under the nGAP programme at the University of Mpumalanga, four have successfully completed their studies, three have resigned before completing, and 12 remain active in their respective fields. The programme continues to support young academics, ensuring their development and contribution to the institution and higher education sector. Further monitoring and support are recommended to enhance completion rates and retain talent within the university.

## 7.12. NURTURING EMERGING SCHOLARSHIP PROGRAMME (NESP)

The Nurturing Emerging Scholarship Programme (NESP) is a transformative initiative dedicated to developing the next generation of scholars by providing structured academic and professional support. This programme offers students opportunities to pursue postgraduate education, gain practical experience through internships, and engage in mentorship, all aimed at enhancing their research and career prospects. Through targeted interventions, NESP strives to bridge the gap

between academic learning and real-world application, ensuring graduates are well-equipped for the workforce and their future scholarly pursuits. The University of Mpumalanga enrolled three students in the programme.

### Successes in Student Completion

The NESP has demonstrated remarkable success in fostering academic growth and professional readiness among its participants. Several students have successfully completed their postgraduate studies and are making significant strides in their respective fields. Below are notable achievements:

- Mr. Paen Nyawo, successfully completed their Master’s degree in Agricultural Extension and graduated on the 12th of May, 2023. Mr Nyawo transitioned to an internship at UMP in 2024 and successfully completed the programme, contributing to innovative studies within his discipline.
- Ms Sibusisiwe Nyawo completed her Master’s degree in Development Studies and is currently engaged in an internship that provides practical teaching experience, further enhancing their expertise at UMP.
- Mpho Mganga enrolled for an Honours Degree in Development Studies in 2024 and has completed her studies. She is currently registered for a Masters in Development Studies.

## 7.13. ACADEMIC TALENT STEWARDSHIP PROGRAMME (ATSP)

The Academic Talent Stewardship Programme which is a three-year “Grow your own timbre” programme was introduced in 2021. By 2024, a total of 20 fellows participated in this programme and were simultaneously appointed as Associate Lecturers.

**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
Rivoningo Ubisi	Female	Agriculture



Siphosethu Dibakoane	Male	Agriculture
Rucrezia Ngiwete Venacio	Female	Industrial Psychology
Caroline Vuyelwa Magagula	Female	Development Studies
Thobile Mkhwanazi	Female	Agriculture
Amahle Lungile Madiba	Female	Economics
Mfanafuthi Armstrong Makome	Male	ICT
Nicholus Mnyambo	Male	Agriculture
Mr Moses Timana	Male	Agriculture
Mr Bathini Madinawe	Male	Industrial Psychology
Ms Lekoloka Precious Mamogobo	Female	Industrial Psychology
Ms Mokibelo Frengelinah Mamabolo	Female	Agriculture
Mr Dumisani Shabangu	Male	Agriculture

Three of the ATSP Fellows were confirmed as permanent lecturers in 2024. Contracts of two of the ATSP Fellows were extended for 12 months to allow them time to complete their Masters degrees. To date, the programme has experienced a 100% retention rate.

**Five ATSP Fellows were appointed in 2024.**

#### 7.14. 2024 GRADUATION CEREMONY

The 2024 Graduation Ceremonies were conducted in-person on 03 and 04 May 2024 during which 1515 degrees and diplomas were conferred/awarded from 50 qualifications. The majority of the graduates were female (1006) and male graduates were 509. 98 students were awarded their qualifications Cum Laude. The graduates came from five countries, namely South Africa, Democratic Republic of Congo, Mozambique, Swaziland and Zimbabwe.



UMP Graduation Ceremony

**TABLE 26: DISTRIBUTION OF GRADUATES BY QUALIFICATION AND GENDER**

Programmes	Gender		
	Total	Female	Male
Adv Dip in Agriculture in Agricultural Prod Man	7	6	13
Adv Dip in Agriculture in Agricultural Extension	22	13	35
Adv Dip in Inf and Comm Tech In App Dev	12	11	23
Adv Dip in Hospitality Management	8	4	12
Adv Dip in Agriculture in Post Harvest Technology	7	3	10
Adv Dip in Animal Production	5	4	9
Adv Diploma in Nature Conservation	11	2	13
Bachelor of Development Studies Honours	13	12	25
Bachelor of Ed in Foundation Phase Teaching	66	27	93
Bachelor of Agr in Agri Extn and Rural Res Man	14	7	21
BA Honours in English	7	1	8

BA Honours in Industrial Psychology	7	1	8
BA Honours in Siswati	6		6
BCom Honours in Business Management	2	5	7
Bachelor of Edu Hon in Teaching and Learning	1	1	2
Bachelor of Administration	53	21	74
Bachelor of Administration Honours	12	3	15
Bachelor of Arts	115	53	168
Bachelor of Arts Honours in Gender Studies		2	2
Bachelor of Arts Honours in Geography	2	1	3
Bachelor of Arts Honours in Psychology	22		22
Bachelor of Arts Honours in Sociology	14	3	17
Bachelor of Commerce Honours in Industrial and Organisational Psychology	1	1	2
Bachelor of Commerce Honours in Economics	6	7	13
Bachelor of Commerce	36	30	66
Bachelor of Development Studies	89	37	126
Bachelor of Science	39	15	54
Bachelor of Science Honours in Ecology	9	5	14
Bachelor of Science Honours in Geography	3	5	8
Bachelor of Science in Environmental Science	30	14	44
Bachelor of Sciences In Agriculture	43	23	66
BAgric Honours in Agricultural Extension & Rural Resource Management	2	3	5
BSc Honours in Entomology	2		2
Diploma in Agriculture	64	49	113
Diploma in Animal Production	23	11	34
Diploma in Hospitality Management	66	21	87
Diploma in Information Communication Technology in Applications Development	42	24	66
Diploma in Nature Conservation	42	16	58
Higher Certificate in Information Communication Technology in User Support	38	31	69
Higher Certificate in Event Management	25	9	34
Master of Agric in Agricultural Extension	3	3	6
Master of Commerce	1	1	2
Master of Development Studies		2	2

Master of Educ in Early Child Education	7	1	8
Master of Science	7	2	9
Master of Science in Agriculture	7	2	9
Postgraduate Dip in Information Communication Technology	4	7	11
Postgraduate Diploma in Agriculture	7	5	12
Postgraduate Diploma in Hospitality Management	3	3	6
Postgraduate Diploma in Nature Conservation	1	2	3
<b>Grand Total</b>	<b>1006</b>	<b>509</b>	<b>1515</b>

## 7.15. RECOGNITION OF ACADEMIC EXCELLENCE IN STUDENTS

The Academic Excellence Awards Ceremony for the year 2024 was held on 3 May 2024.

**The following awards were made:**

### **FIRST-YEAR UNDERGRADUATE DEGREE AND DIPLOMA AWARDS**

NSX Mashaba (Degree)

RK Leshilo (Diploma)

### **FIRST DIPLOMA AWARD**

S Masuku (Cum Laude)

NP Ngwane (Cum Laude)

### **FIRST DEGREE AWARD**

P Malefahlo (Cum Laude)

P Peterson (Cum Laude)

TC Kekana (Cum Laude)

### **KENI FOUNDATION AWARD FOR ACADEMIC EXCELLENCE IN ICT**

T Mashaba (Cum Laude)

### **SANLAM AWARD FOR ACADEMIC EXCELLENCE IN NATURE CONSERVATION**

TM Phihlela

### **HL HALL ACADEMIC EXCELLENCE AWARD**

ML Mashego (Diploma, Cum Laude)

Z Mahlangu (Gold, Cum Laude)

## **BEST ADVANCED DIPLOMA, POSTGRADUATE DIPLOMA AND HONOURS AWARDS**

LP Mamogobo (Cum Laude)

PL Legodi (Cum Laude)

## **VICE-CHANCELLOR'S AWARD FOR THE BEST FIRST DIPLOMA**

S Masuku (Cum Laude)

## **VICE-CHANCELLOR'S AWARD FOR THE BEST FIRST DEGREE**

TC Kekana (Cum Laude)

## **VICE-CHANCELLOR'S AWARD FOR THE BEST GRADUATE**

TC Kekana (Cum Laude)

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

## **7.16. RESEARCH AND INNOVATION**

During 2024, the Research, Innovation and Internationalisation Division focused on creating and supporting an environment that fosters research quality 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 UMP researchers to present their research, publish their work in accredited journals and resulting in three staff members graduating with Doctoral degrees. The number of staff members with PhDs has increased from 55% in 2023, to 57% in 2024.

The UMP Intellectual Property Policy that was approved in 2023, was actively engaged and internalised during 2024. 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. Further implementation of the Policy will be bolstered by the establishment of the Technology Transfer Office in 2025, supported by a significant grant received in 2024 from the National Intellectual Property Organisation (NIPMO).

The Research Ethics Policy that was reviewed and updated in 2023, was actively implemented in 2024, resulting in a strengthened and effective research ethics governance process at the University. 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. A comprehensive Research Ethics workshop was held on 17-18 December 2024 with all RECS members. All Research Policies, processes and procedures were workshopped during the year with both current and new academics. Relevant support such as procedure advice, 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. Conversations on academic publishing such as Open Access debates were included in the various capacity advancement workshops. The UMP LIS hosted a prominent colloquium during the International Open Access Week on 31 October 2024, and an Author Workshop on Journal Selection, Open Access, Publishing and Peer Review on 11 December 2024.

A significant recognition of UMP research excellence was the inauguration of the first staff members to be recognised. On 23 October 2024, Prof Ndiko Ludidi, Dean of the Faculty of Agriculture and Natural Sciences, and Prof Victor Mlambo, Professor in Animal Science, were inaugurated as ASSAf Members.



*DVC RII with new ASSAf members*



## 7.17. RESEARCH TRAINING AND DEVELOPMENT

As UMP continues to create and support an environment that fosters research quality, productivity and impact, a number of research training and development initiatives were implemented, including workshops on Research Policies and Procedures held on 26 February 2024 (Mbombela Campus) and 13 March 2024 (Siyabuswa Campus), complemented by a Procedure Communiqué to all staff on Research Support Mechanisms and Processes.

The Annual UMP Writing Retreat took place during 8-12 July 2024, with 24 participants, and is evidenced by the increase in research output submitted to DHET. To promote the commercialisation of research outcomes in the form of products, processes and services among researchers and students, UMP held a workshop on Commercialisation of Research Outputs in collaboration with NIPMO and the Technology Innovation Agency (TIA) on 7 - 8 October 2024. Conducting impactful research remains key at UMP, and this approach was further supported by a webinar to create awareness on Research Impact on 27 November 2024 with the Academy of Science of South Africa (ASSAf) and the National Research Foundation (NRF). UMP Research Impact Case studies were presented by Prof Daniel Parker from the School of Biology and Environmental Sciences, and Prof Funso Kutu from the School of Agricultural Sciences.

A range of national and international seminars were hosted, which include hosting the eminent Dr Jane Goodall, a public lecture by the Consortium of Flagship Universities of State Corporation Rosatom in Russia, and the Australia-Africa Universities Forum (AAUN) Early Career Researchers (ECR) workshop. High-level engagements were the ASSAf-UMP Just Transition National Forum hosted by UMP, and the Future Professors Programme, Phase 2 Graduation, hosted in collaboration with DHET.

Workshops for students and staff to promote entrepreneurship and creative problem-solving skills were held on 30 August 2024 and 3 October 2024, in collaboration with CFERI.

External research funding increased by 30.22% from 2023 to 2024. Bursaries and fellowships to the value of R30 167 088 were received from the NRF for Honours, Masters' and Doctoral students, and Postdoctoral Fellows. UMP's growing expertise in the Just Energy Transitions (JET) is evidenced by an increase in research and funding engagement - UMP was awarded a JET Community of Practice (CoP) grant as Co-PI by the NRF, collaborating with Stellenbosch University (SU). Mega proposals with UMP's participation include the German Academic Exchange Service (DAAD) with key focus on the Centre of Excellence (CoE) for Sustainable and Resilient Food Systems and Applied Agricultural and Food Data Science in South Africa, and the Cluster of Research Centres of Excellence (CoRE) in Sustainable Food Systems. Other external funding was received from national organisations including the NRF, DHET/UCDP, Rhodes University/Citrus Research International,

a UFS collaborative grant, the National Institute for Human and Social Sciences (NIHSS), Red Meat Research and Development SA, Agricultural Research Council (ARC), Water Research Commission, SA Institute for Aquatic Biodiversity (SAIAB), Maize Trust, and international organizations; Erasmus+, VLIR: Collaborating Grant with Ghent University, AAUN collaborating grants, and a Fulbright hosting grant. Staff undertaking postgraduate studies were supported through the UMP Research and DHET UCDP Grants. Other capacity development-linked funding was received from the NRF for Thuthuka, nGAP Research, Competitive Support for Rated and Unrated, Incentive Funding for Rated Researchers, Switzerland/SA (SNSF/NRF) Lead Agency, African Origins Programme, and the NRF History Project.

Prof Vusi Gumede, Dean at the Faculty of Economic, Development and Business Sciences, has been awarded a special NRF grant to lead a national team to document and publish a monograph on the history of the NRF in the context of the National System of Innovation. Prof Gordon O'Brien, Research Associate in the Faculty of Agriculture and Natural Sciences, has been selected as a Finalist for the National Science and Technology Forum in two categories: the TW Kambule-NSTF Award: Researcher, and the NSTF-Water Research Commission. Dr Ayanda Shabalala, Lecturer in the School of Biology and Environmental Sciences, has been accepted to the DHET Future Professors Programme. This is the fifth participant from UMP to participate in this prestigious programme, one of the highest numbers from any university in South Africa. Two UMP researchers received awards at the Annual National Young Scientists' Conference, organised by the SA Young Academy of Science (SAYAS), and hosted at Nelson Mandela University during 9 - 13 September 2024: 1) For the category of Post PhD, Dr Tshepiso Ndhlovu won the Best Post-PhD Oral Presentation. Dr Ndhlovu is a Lecturer in the School of Biology and Environmental Sciences, and an nGAP Lecturer in Indigenous Knowledge Systems; 2) In the category 'PhD Presentation', Ms Prudence Kutumela won the Best PhD Oral Presentation, a Lecturer in Crop Physiology in the School of Agricultural Sciences. Dr Mazanai Musara, from the School of Development Studies, was accepted by the Texas HE Consortium, in collaboration with USAf and the US Embassy for an exchange visit to the USA, focusing on Adapting to Climate Solutions and Implementing a Just Green Energy Transition during 21 - 29 September 2024. UMP has been admitted to the prestigious Sustainable Development Solutions Network (SDSN), established by the United Nations in 2012. The University joins a network of 1 900 global institutions operating at the intersection between science, policy, and development practice to maximize SDG achievements at the global, regional, national, and local levels.

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 organisations. Staff Development through Mentorship and Research Skills were prioritised to increase the number of staff with relevant research, leadership and management skills, and included topics of Methodology, Methods, and Statistical Data Analyses; Proposal writing; Research Ethics; Postgraduate supervision including Honours students' supervision;

Writing for Scholarly Publication(s); Mentoring at writing retreats; and Mentoring preparations for Scientific Rating by NRF Post-PhD). Three emerging researchers received NRF Thuthuka Grant. Eight researchers applied for NRF Rating in 2024.

## 7.18. TEACHING, RESEARCH AND ENGAGEMENT EXCELLENCE AWARDS

The University implemented its research excellence award ceremony and Research Day to promote, recognise and reward research. The Research Day was opened by the Vice Chancellor, Prof Thoko Mayekiso and the DVC Research, Innovation and Internationalisation, Prof Aldo Stroebel. The Plenary Session, under the Theme “Sustainability and Impact”, was honoured by distinguished scholars, including Dr Heide Hackmann, Chair in Science Futures, Stellenbosch University; and Prof Margaret Chitiga-Mabugu: Dean, Faculty of Economic and Management Sciences, University of Pretoria. Researchers and postgraduate students’ participation contributed to the day’s success. The Research Excellence Awards Ceremony was held on 27 November 2024. The Awardees included: Faculty Emerging Researcher of the Year: Dr T Ndhlovu, School of Biology and Environmental Sciences, Faculty Research Excellence Award: Prof K Ogujiuba, School of Development Studies. NRF Rated Researchers were also recognised: Dr T Forssman (C2), School of Social Sciences; Dr M Musara (Y2), School of Development Studies; Prof D Parker (C2), School of Biology and Environmental Sciences. Dr Ayanda Shabalala was the recipient of the Teaching Excellence Award, and the UMP Centre for Entrepreneurship Rapid Incubator Team were the recipients of the Engagement Excellence Team Award.



*Teaching, Research and Engagement excellence awards*

## 7.19. NRF EVALUATION AND RATING OF RESEARCHERS

An important mechanism used in South Africa to measure research excellence (in addition to research output) is peer rating of scientists by the NRF. NRF ratings received in 2024 were Prof Billy Kalema (C2); Prof Taro Mwabvu (C2), Prof Andrew Maredza (C2), Prof Ferdinand Niyimbanira (C3), Dr Salmina Mokgehle and Dr Sabelo Shezi (Y2). The total number of rated researchers at UMP is now 16.

**TABLE 27: NRF RATED RESEARCHERS**

NO	Name	Rating	Period
1	Dr M Musara	Y2	2023-2028
2	Dr L Minnie	Y2	2022-2027
3	Prof B Kalema*	C2 (Re-rating)	2024-2029 (2018-2022)
4	Prof T Mayekiso	C3 (Re-rating)	2019-2024 (2013-2018)
5	Prof D Parker	C2 (Re-rating)	2023-2028 (2017-2022)
6	Dr T Mwabvu	C2 (Re-rating)	2024-2029 (2018-2023)
7	Dr M Ndlovu	C2 (Re-rating)	2020-2025 (2014-2019)
8	Prof F Kutu	C2	2022-2027
9	Prof V Gumede	C2	2022-2027
10	Prof G O'Brien	C2	2020-2025
11	Dr T Forssman	C2	2023-2028
12	Prof A Maredza	C2	2024-2029
13	Prof V Mlambo	C1	2021-2026 (2015-2020)
14	Prof F Niyimbanira	C3	2024-2029
15	Prof N Ludidi	C2	2020-2025
16	Prof CN Ateba	C2	2023-2028
17	Dr S Shezi**	Y2	2025-2030

\*Prof Kalema passed away in 2024

\*\*Dr Shesi resigned from UMP at the end of 2024

## 7.20. RESOURCE MOBILIZATION

UMP received grants from the NRF, DSI, NRF/BRICS, DHET (UCDP), WRC, European Commission (Erasmus+), Citrus Research International (CRI), Rhodes University, NIHSS, FSA, ARC and UCDP-FPP to the value of R52 435 024. The University highly acknowledges the continued support received from external funders for research projects, postgraduate students, nGAP, Postdoctoral Fellowship support, and international collaborations in 2024. Two contract research projects were awarded to Prof V Gumede (NRF, R350,000) and Prof G O'Brien (ARC, R313,250).

## 7.21. RESEARCH OUTPUTS

The University continuously improves 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, 80.2 units in 2022 and 65.14 in 2023. The University has submitted 96.83 units for 2024 for journal articles, conference proceedings, books and book chapters.

## 7.22. POSTDOCTORAL AND RESEARCH FELLOWSHIPS

During 2024, UMP hosted ten Postdoctoral Fellows: eight in the Faculty of Agriculture and Natural Sciences, one in the Faculty of Economics, Development and Business Sciences and one in Management and Leadership in Higher Education (Vice-Chancellor's Office).

- Dr Luambo Ramarumo, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof S Mini.
- Dr Nicole Sherwood, Postdoctoral Fellow funded by NRF and UMP and mentored by Dr T Forssman.
- Dr Mercy Kutu, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof T Mayekiso.
- Dr Stanford Thosago, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof FR Kutu.
- 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.
- Dr Musa Akanbi, Postdoctoral Fellow funded by NRF and mentored by Prof N Ludidi.
- Dr Wiem Mnafgui, Postdoctoral Fellow funded by NRF and mentored by Prof N Ludidi.
- Dr Ayansina Ayangbenro, Postdoctoral Fellow funded by NRF and mentored by Prof FR Kutu.



- Dr Godfrey Mhlongo, Postdoctoral Fellow funded by UMP and mentored by Prof V Mlambo.

### 7.23. PARTNERSHIPS

As an engaged institution UMP places emphasis on partnerships as enablers towards the achievement of the UMP Vision. Memoranda of Understanding (MoU) were signed with national and international organisations in 2024.

- An MoU was signed with the Tshwane University of Technology on 4 April 2024



*UMP and TUT signing of the MoU*

- An MoU was signed with 16 universities as part of the University Incubator Consortium (UNIIC), at Puerto Princesa, Philippines, on 27 May 2024.
- UMP-NIPMO Grant Agreement for the development of UMP's Technology Transfer Office on 19 December 2024.
- WRC-UMP MoU on 11 September 2024.
- UMP - CoE in Food Security MoU with the University of the Western Cape (UWC) in July 2024.
- An MoU was signed with the Saint Petersburg State University Aerospace Instrumentation (SUAI) on 29 August 2024.
- An MoU was signed with People's Friendship University of Russia (RUDN) on 29 August 2024.



- An MoU was signed with SIAS University in China on 15 October 2024.
- An MoU was signed with Wholesale and Retail Sector Education & Training Authority (W&RSETA) on 31 October 2024.
- An MoU was signed with Education, Training & Development Practices Sector Education & Training Authority (ETDP SETA) on 22 October 2024.
- UMP signed a collaboration agreement with the University of the Free State (UFS) in August 2024; and North-West University (NWU) and the CSIR in September 2024.

UMP has been admitted to the Sustainable Development Solutions Network (SDSN) in July 2024, and has established international partnerships with the SWARM Consortium (ERASMUS-EDU-2024-CBHE, National Technical University of Athens) in February 2024, and expanded the agreement with Ghent University under the VLIR Consortium.

A number of collaborative grants have been awarded to researchers as part of UMP's membership of the Australia-Africa Universities Network (AAUN), and include Dr Woudi von Solms, Dr Jorine Ndoro, Prof Ferdinand Niyimbanira and Prof Kanayo Ogujiuba. Prof Dan Parker was awarded a Fulbright hosting grant. UMP participated in the prominent South Africa Sweden University Forum (SASUF) Research and Innovation Week in Sweden, 13-17 March 2024. Staff members who participated and presented papers were Dr Salmina Mokgehele, Dr Mncedisi Bembe, Dr Ayanda Shabalala, together with the UMP SASUF Student Network Coordinator, Mr Bathini Madinawe

A major recognition for UMP was the hosting of the Africa Forum during April 2024 with 80 participants from 11 African countries, and Australia.

On 18 July 2024, the DVC RII hosted a postgraduate student delegation from New York University (NYU), led by Prof Teboho Moja, Professor in Higher Education at NYU. A seminar with 40 participants (UMP and NYU) on HE Transformation and EDI was facilitated by Prof Hilda Israel, Dr Naledi Nthite and Dr Marinkie Madiope.

Three staff members, Dr Linton Munyai, Dr Ayanda Shabalala, and Dr Nokuthula Khanyile attended the Technology Transfer and Intellectual Property Workshop organised by SARIMA in Cape Town during 23-25 October 2024.

## 7. 24. PUBLIC LECTURES AND GUEST SEMINARS

The following public lectures and guest seminars were presented in 2024:

- Dr J Goodall presented a seminar 28 February 2024: 'Inspire Hope Through Action', on 28 February 2024.
- Prof S Moyo presented a seminar on 'The Professor of the Future', associated with the FPP Graduation Ceremony hosted at UMP on 29 February 2024.

- Consortium of Flagship Universities of State Corporation Rosatom in Russia on 15 March 2024: “Overview of modern applications of nuclear technology in energy, agriculture, medicine, materials science and environmental engineering”.
- Ms S Sithole presented a public lecture on ‘Upscaling the utilization of indigenous African crops,’ on 4 April 2024.
- Prof M Badri, presented a public lecture on “Genetic and molecular determinants of alfalfa tolerance to combined salinity and Phoma infection using GW AS and proteomics “,on 21 May 2024.
- Prof M Muchie, presented the Africa Day Lecture, on “Celebrating Diversity: Showcasing our Africanness”, on 24 May 2024 at the Siyabuswa Campus.
- Prof A Segobye, presented the Africa Day Lecture, on “Celebrating Diversity: Showcasing our Africanness”, on 24 May 2024 at the Mbombela Campus.
- Prof D Coleman presented a seminar on ‘How LearnSci can be used to enhance a virtual science teaching and learning environment in South Africa’, on 19 July 2024.
- Prof P Mafongoya, presented a seminar on ‘In search of excellence in agricultural research management,” on 3 October 2024.
- Prof N Hlongwa, presented a public lecture on “ Embracing African Languages as a Resource for Multilingualism in Teaching & Learning”, on 3 September 2024.
- Dr K Lips, presented a seminar on “Systems Analysis: Options for Sustainable Futures,” on 8 November 2024.
- Prof S Moyo, presented a seminar on “Connecting the dots: A tale of trophic interactions in rivers and estuaries “, on 12 November 2024.

## 7.25. LIBRARY AND INFORMATION SERVICES (LIS)

Open Scholar, UMP’s institutional repository, continues growing every year with more than 150 new submissions in 2024, including theses, dissertations, and peer-reviewed articles. The repository is fully integrated with ORCID author identification and visibility, and provides increased global access via harvesting by platforms such as Google Scholar and Open AIRE. Now in its fifth year, Open Scholar houses research and scholarship created by the UMP staff and the postgraduate students, and the majority of the research outputs are open access, making it freely available to researchers.

On 31 October 2024, LIS 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 Internationalisation (RII), Prof Aldo Stroebe.

The Library and Information Services hosted its Annual Book Exhibition from 14-15 October 2024. More than 2 000 academic titles spanning various disciplines

were displayed, courtesy of leading academic publishers. The event provided an important platform for academic staff and students to engage with new scholarly resources, explore current publications, and inform future acquisitions. Faculty participation in selection processes was encouraged to strengthen the relevance of the collection.

In support of institutional goals around digital access, archival integrity, and improved academic support, LIS has initiated the digitization of examination papers, to be curated and hosted via the institutional digital repository, thereby improving accessibility for students and supporting curriculum revision by academic staff.

On 15 May 2024, LIS held an author workshop by ScienceDirect, attended by UMP staff and students. The workshop covered topics such as: (a) Research/article publishing, (b) Topic discovery, (c) Search strings, (d) Journal selection, (e) Open Access or subscription, (f) Predatory journals, (g) Common rejections, and (h) And Peer review.

A strategic focus during 2024 was on enhancing support for postgraduate students and researchers with a number of digital services, and included the launch of a pilot Research Data Management Guide for postgraduate student, and significant progress, in collaboration with IOT and the Research Management Office to promote data storage best practices and compliance with funder requirements.

Access to electronic resources have been increased informed agreements with EbscoHost, ScienceDirect, and Scopus, and a new Postgraduate Writing Toolkit was developed in collaboration with the Librarians: Faculty Support of FEDBS and FANS.

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 Library staff.

**TABLE 28: POSTGRADUATES TRAINING AND WORKSHOPS**

Training	Date
APA referencing Training	March 2024
Finding information resources (Database)	June 2024
Assignment writing and referencing Training	July 2024
Assignment writing and referencing Training	July 2024
Information Literacy Training	August 2024
Endnote Referencing Training	August 2024

During 2024, LIS 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 enhancing 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 2024
Assignment Planning Training	March 2024
Finding Information Sources Training	March 2024
Assignment Writing Training	March 2024
Turnitin Training	March 2024
Referencing Training	March 2024
Assignment Writing and Referencing Training	August 2024
Information Literacy Training	August 2024
Information Sources and Referencing Training	September 2024
Information Sources and Referencing Training	September 2024

## 7.26. CONCLUSION

UMP has continued to support its staff and students to strive for excellence in the academic project as a whole. Nothing is left to chance, because every effort is made to ensure that staff and students have the requisite skills at the highest levels of competence. A golden thread of support runs from inception to fruition – whether we are talking about the orientation programme of first year students- until support reflected at Doctoral to Post Doctoral levels.

Internationalisation received attention – and this is reflected in the participation of UMP in global initiatives – such as Sustainable Development Goals and the Just Energy Transition.

Funding has been allocated – and grants amounting to millions of rands have been made available to support excellent research projects. Research output has shown a consistent increase year after year without fail.

UMP has really measured up in terms of its mandate – and keeps on getting better. Excellence attainment is not left to chance but deliberately and objectively pursued. The increasing number of staff recruited with Masters and Doctoral degrees – sees such staff sharing best practice with their students – and bolsters the zeitgeist of excellence throughout the institution.

Attention to transformation and inclusivity is also reflected in the manner in which UMP accepts staff and students – with no discrimination eg LGBTQIA students finding space – and not judged.

Team work, collaboration, entrepreneurship, a conducive ecology – all these useful markers, continue to be the hallmark of UMP – which has just entered into its next decade.



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Prof T V Mayekiso  
Vice-Chancellor & Chairperson of Senate

## 8. REPORT OF THE INSTITUTIONAL FORUM OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2024



*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), as amended and the Statute of the University of Mpumalanga.

## 8.2. COMPOSITION AND ATTENDANCE

### Revision of Membership of the Institutional Forum for 2024

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

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

	MEMBER	DESIGNATION
1	Prof HF Israel	Chairperson
2	Dr N Twise	Deputy Chairperson
3	Mr W Mabila	Member (SRC Rep)
4	Dr P Maminza	Member
5	Prof N Wayi-Mgwebi	Member

The Institutional Forum for 2024 constituted 18 members.

The composition and attendance of the Institutional Forum meetings held in 2024 are presented in the Table below.

**TABLE 31: MEMBERSHIP CONSTITUENCY AND ATTENDANCE**

Name	Constituency	Attendance
Prof Hilda F Israel	Chairperson	100%
Ms C Moshaba	Support Staff Representative	100%
Ms N Madlakana*	Council Representative	50%
Dr P Maduna	Council Representative	50%
Adv Dr M Makhura**	Council Representative	50%
Ms N Shongwe	VC Appointee	50%
Dr N Twaise	VC Appointee	100%
Prof T Sabela	VC Appointee	100%
Dr M Ndlovu***	Academic Staff Representative	100%
Dr T Dalu	Academic Staff Representative	50%
Prof N Wayi-Mgwebi	Senate Representative	75%
Mr P Semosa	NTEU Representative	50%
Mr G Mokoena	NEHAWU Representative	50%
Dr P Maminza	Management Representative	75%
Dr L Govender	Management Representative	50%
Mr W Mabila	SRC President	25%
Mr B Magaseng	SRC Deputy President	75%
<b>Total</b>		<b>65%</b>

\*The term of office ended on 26 June 2024

\*\*Appointed on 01 July 2024

\*\*\* The term of office ended on 09 March 2024

**The Executive Committee held meetings on the following dates:**

22 February 2024

14 May 2024

21 August 2024

07 October 2024

**The Institutional Forum held meetings on the following dates:**

05 March 2024

10 June 2024

04 September 2024

09 October 2024

### **8.3. REVIEW OF INSTITUTIONAL FORUM ACTIVITIES FOR 2024**

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

- Institutional Culture
- Legal and Policy Matters

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

The introduction of Institutional Forum Guest Lectures during 2024 for students and staff was very positively received. A Guest Lecture was held at the Siyabuswa Campus for the Women Student Teachers, with Institutional Forum member, Dr L Govender (ED: HR), being the speaker. All attendees participated enthusiastically, and students especially appreciated learning more about caring for their mental health. Plans are in place for future lectures to include male and female students, and to be offered in a hybrid manner to reach a wider audience.

On 3 September, 2024 the Institutional Forum Guest Lecture for the UMP community was presented by Prof Nobuhle Hlongwa, Executive Dean at the University of KwaZulu-Natal and the Chairperson of the Community Practice of African Languages (COPAL). She spoke on multilingualism and the importance of languages as a teaching resource. The Institutional Forum was able to reach a wider audience through the Guest Lecture, which touched on many critical aspects like the use of AI in language diversity, translanguaging, translation, interpreting and the use of hybrid contexts. Students and Staff were invited to the Guest Lecture as UMP was in the process of developing the Language Policy for the institution. The Institutional Forum Chairperson and Deputy Chairperson, Dr Twaise, hosted the lecture.



*The Institutional Forum Chairperson and Deputy Chairperson, Dr Twaise*

Africa Day was held on 23 May 2024 on both Mbombela and Siyabuswa Campuses. The culture of UMP being an African University was emphasised with focus on six African countries every year. The history and culture of each country is presented by student teams. Institutional Forum members, Dr Paul Maminza led the proceedings, while Prof T Sabela used the celebration to integrate visiting Swiss Students in the events. Clearly, such activities contribute much to the institutional culture of the UMP.

The Fun Walk/ Run Day was held on Friday, 19 April 2024, for students and staff at both the Mbombela and Siyabuswa campuses. Institutional Forum members also actively participated in the UMP Sports Days held on 23 August and 14 September 2024. 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 Institutional Forum addressing health matters among staff members.

Dr N Twaise worked with students living at the residences on Team Building, Values-Based Living and Learning, and the Annual Debate. Care was taken that these programmes inculcate UMP Values, with focus on their contribution to institutional culture. Gender Based Violence, a critical societal problem in SA, was addressed through the Men's Forum, held on both campuses. She also arranged the *Residence Student Assistants (RSA) Young Women's Conference* on 22/28

August 2024. Underpinning each activity are the Values and Graduate Attributes of the UMP. Teaching and Learning is, therefore, integrated into such extra-curricular Institutional Forum activities – thus contributing to a holistic institutional culture.

Another first for 2024 was the Institutional Forum Workshop held on 04 September. The Registrar, Mr S Legodi, gave members a very clear understanding of the *SA Higher Education Act*, the role of the Institutional Forum and its mandate within the UMP. The *UMP Policy on Policies* was included in the presentation. Institutional Forum 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 Institutional Forum members. The presentation focused on the formation and purpose of the Institutional Forum, as well as its relationship with other governance structures.

Student Institutional Forum members, Mr W Mabila and Mr B Magaseng represented the UMP in Russia, where they participated in a benchmarking exercises on student life. They also actively promoted awareness of the UMP's Disability Programme.

Institutional Forum members within the Human Resources Office facilitated workshops on leave and related policies, led by Dr L Govender. She focused on the Institutional Forum's Legal and Policy Matters Portfolio – organising a Human Resources Workshop that clarified matters of leave taking, performance evaluation and personal development for all UMP employees. Prof HF Israel requested for a workshop on Finance Policies and Systems for Siyabuswa administrative assistants, presented by Dr OJ Mbhalati, Director of Revenue & Expenditure. It proved highly informative. Such activities were part of the transformation agenda of the Institutional Forum and conducted in collaboration with activities of the Transformation Committee.

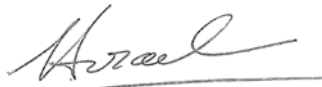
Prof HF Israel was invited to be a Speaker at the Kagiso Trust's Education Conversation Webinar. This project aligns with global efforts, including UNESCO's *Futures of Education* initiative, which advocate for participatory approaches in the rethinking of education. It also resonated with South Africa's ongoing efforts to address educational inequities. She spoke on Teachers Change the *World, One Child at a Time*. The UMP academic community was invited, and many staff members attended.

Prof N Wayi-Mgwebi participated in the HACKATHON launch, and shared information on the benefits for staff and students. She encouraged Institutional Forum members to be involved in the academic use of Artificial Intelligence (AI). Institutional Forum members attended workshops on AI as well.

Prof HF Israel was the Chair of the *UMP Open Access Week Colloquium*, which had local and international presentations on the theme: *Community over Commercialization*.

#### 8.4. CONCLUSION

The Institutional Forum works in constant collaboration with the UMP Management. The members of the Institutional Forum 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.



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**Prof Hilda Israel**  
Chairperson of the Institutional Forum



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



MANCO Members

## 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. 2024 was the second year of the implementation of the new Strategic Plan: Vision 2030. The main focus continued to be on ensuring that the UMP community understands the strategic direction of the institution.

The main highlight in 2024 was the 10 Year Anniversary Celebrations, that were held on 23 February 2024. 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 tenth consecutive unqualified audit opinion that the University received since its inception. The reports received from the Internal Auditors, Shumba 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 together with the Audit Steering Committee.

Performance on the Annual Performance Plan (Internal) which is developed from the Strategic Plan (Vision 2030) was 100% in 2024 in all the 8 Activity Areas which indicates outstanding performance by the institution. Performance on the Agreed Upon Procedures was also deemed to be very good as there were 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. Constant communication is key to bring about stability and a sense of place to the University community.

Performance across all MANCO portfolios was excellent due to the appointment of the three Deputy Vice-Chancellors and the Executive Director: Operations. As a result, all portfolios had the requisite executive management to provide strategic leadership at the highest level. These appointments played a very critical role in strengthening the leadership and management of the University.

This was also evident from the PDRE scores of P1-4 members in the Values Adherence Evaluation which ranged from 3.38 to 4.9 with an average of 4.20 and the overall score that ranged from 3.43 to 4.72 with an average of 4.21. The performance of the institution on the Annual Performance Plan (APP) was 100% in 2024. 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. This is indicative of progress with the implementation of the Strategic Plan (Vision 2030).

The Deputy Vice-Chancellor: Teaching and Learning, Prof Mashudu Davhana-Maselesele and the Executive Director: Operations, Mr Richard Flame joined the University with effect from January 2024.

The Extended Management Committee (EMANCO) comprising all MANCO members, Senior Directors, Deans, Deputy Registrar and Directors, was provided with training on leadership and management. The workshops were held on 20 August 2024; 28 October 2024 and; 15 November 2024. This training is part of the strategic objective to build capacity in staff who are occupying middle and senior management positions.

#### **9.4. MANCO SUB-COMMITTEES**

MANCO has established 20 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. These sub-committees of MANCO were functional during 2024. The Terms of Reference (ToR) of a number of these sub-committees were revised in 2024 to ensure alignment with the Strategic Plan.

## 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	25 March 2024	50
Mbombela	7 November 2024	27

In addition to the general induction sessions, induction sessions were held for academic staff members. The purpose of the induction session for academic staff is to introduce the 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; Deputy Vice-Chancellor: Teaching and Teaching; Director: Research Management; Director: Library and Information Services; Student Counsellor and; 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 (2023-2025) 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 2024 and appointed 5 Fellows as Associate Lecturers for a period of three years which is a programme focusing on Grow Your Own Timber. By the end of 2024, the University had appointed a complement of 20 Fellows.

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

Academic Staff	Number	Race
Female	94	Africans = 78 Coloured = 0 Indians = 3 Whites = 13
Male	113	Africans = 107 Coloured = 0 Indian = 0 Whites = 6
<b>Total</b>	<b>207</b>	<b>Africans = 185</b> <b>Coloured = 0</b> <b>Indians = 3</b> <b>Whites = 19</b>

Support Staff	Number	Race
Female	256	Africans = 247 Coloured = 1 Indians = 3 Whites = 5
Male	176	Africans = 170 Coloured = 0 Indians = 2 Whites = 4
<b>Total</b>	<b>432</b>	<b>Africans = 417</b> <b>Coloured = 1</b> <b>Indians = 5</b> <b>Whites = 9</b>
Total Staff	Number	Race
African	602	Females = 325 Males = 277
White	35	Females = 18 Males = 17
Coloured	1	Females = 1 Males = 0
Indian	8	Females = 6 Males = 2
<b>Total</b>	<b>646</b>	<b>Females = 350</b> <b>Males = 296</b>
Foreign Nationals with Permanent Residence	45	Females = 8 Males = 37
Foreign Nationals without Permanent Residence	3	Females = 2 Males = 1
<b>Total Foreign Nationals</b>	<b>48</b>	<b>Females = 10</b> <b>Males = 38</b>
<b>Total Staff with Disabilities</b>	<b>10</b>	<b>Females = 4</b> <b>Males = 6</b>

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 2024 was 646 comprising of 350 females and 296 males. The total number of foreign nationals was 48. Forty five of the foreign nationals have permanent residence permits. The majority of the staff members are African (602) with the other population groups in the minority. The total number of staff with disabilities was 10.



## 9.7. THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The quality of information available to management and the administrative processes continued to improve in 2024. 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 to DHET. The appointment of the Deputy Director: HEMIS contributed to improving the quality of the information available to management.

## 9.8. SAFETY AND SECURITY

In 2024, the Operations Division successfully implemented and monitored key plans and projects that contributed to the University's growth and operational efficiency. The following provides an overview of the accomplishments within the designated plans and divisions:

### 9.8.1. MAINTENANCE AND RENOVATIONS

**Maintenance Plan:** The University successfully implemented the Maintenance Plan, ensuring all facilities were adequately maintained and kept in optimal working condition. This was tracked through regular monthly reports, which highlighted key maintenance tasks and issues resolved.

**Integrated Renovation Plan:** The Integrated Renovation Plan was executed effectively with regular monitoring. Renovations across various University buildings were completed within budget and on schedule. Monthly reports were generated to track progress and ensure timely completion of the projects.

**Alien Invasive Species Management Plan:** The aim of the plan was to reduce alien invasive plant species on Mbombela Campus, and to maintain previously treated areas to less than 5% infestation. An area of 33.26 ha on Mbombela campus was cleared of alien invasive plant species. Areas with up to 90% infestation were cleared to below 5%. In accordance with the permit issued by the Department of

Environmental Affairs for Casuarina trees on campus, fifty large trees were felled, and any seedlings in the proximity removed. Quarterly inspections were conducted in treated areas, and follow-up treatments conducted, where needed. An area of 39.3 ha of previously treated areas was monitored.

#### 9.8.2. SHE MANAGEMENT PLAN

The Safety, Health, and Environmental (SHE) Management Plan was implemented and closely monitored throughout the year. Monthly reports detailed the implementation of safety measures, environmental sustainability efforts, and health initiatives across the University campus. 16.2 appointments were made to assist the 16.1 appointment who is the Vice-Chancellor.

There were no major incidents, and all compliance requirements were met, ensuring a safe and healthy environment for staff, students, and visitors.

#### 9.8.3. SECURITY MANAGEMENT PLAN

The Security Management Plan was continuously monitored, with regular updates provided via monthly reports. Enhanced security measures were implemented to ensure the safety and security of all individuals and assets on campus.

Security staff were continuously trained to handle various situations, ensuring high preparedness and a secure campus environment. The Security Managers continued to play an important role in monitoring the performance of the outsourced security services.

#### 9.8.4. SIYABUSWA BEAUTIFICATION PROJECT PHASE III

The implementation of the Siyabuswa Beautification Project Phase III was a notable success. Monthly reports tracked the project's progress, ensuring that all stages were completed as planned. The beautification initiative contributed to the overall aesthetic improvement of the Siyabuswa Campus, enhancing the environment for students, staff, and visitors.

#### 9.8.5. HOTEL AND CATERING DIVISION

The Hotel and Catering Division provided exceptional catering services and maintained a 4.5-star rating at the Tfokomala Hotel and Conference Centre. Services were provided for internal and external clients, including staff, students, and guests.

Catering services met high standards in quality, professionalism, and customer care, contributing significantly to the University's reputation for excellence in hospitality.

The successful implementation of the Maintenance Plan, Integrated Renovation Plan, SHE Management Plan, and Security Management Plan in 2024, along with the effective monitoring of the Siyabuswa Beautification Project, underscores the Operations Division's commitment to maintaining a safe, functional, and welcoming environment for the University community. The Hotel and Catering Division's high-quality services at Tfokomala Hotel and Conference Centre reflect our ongoing commitment to excellence. We look forward to building on these successes and striving for further improvement in the coming year.

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

### **Sports and Recreation Services**

The University continued with the provision of sports and recreation services for students. This focus area contributed a lot towards creating a vibrant student life during the 2024 academic year. Several sporting and recreational codes, namely, soccer, netball, basketball, rugby, volleyball, athletics, chess, cricket, hockey, and some indigenous games were available for students during the year. We are pleased to report that again in 2024, the UMP Netball Team, Volleyball Teams (males and females); Basketball Teams (males and females); Chess Team; and the Athletics Team participated and represented UMP during the 2024 USSA Tournaments. The University held two Sports Days in 2024, on 20 May 2024 and on 14 September 2024 at the Siyabuswa Campus and Mbombela Campus, respectively.

The Co-curricular Awards Gala Dinner was held on 2 November 2024 at the Mbombela Campus. This annual event is 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 hope to be winners. This year we had a total of 16 winners, in both individual and group categories.



*Co-Curricular Awards*

This event is held in line with the University's Policy on the Recognition of Excellent Student Achievement in Co-curricular Activities. Six groups won in 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 10 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 Award; Arts and Culture Performer of the Year Award; Sportswoman of the Year Award; Sportsman of the Year Award; The Living and Learning Achiever of the Year Award; 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.



*Co-Curricular Awards: Management*

### **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 2024 saw 20 Student Societies that were active during the year and provided platforms for students to engage in several 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 2024 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 2024 included, among others, the Ladies Talk sessions focusing on health awareness, gender-based violence and diversity related discussions; On 9 April 2024 the female students held a Ladies Talk that was themed “Empowerment”. The male students also held their Men’s Talk session on 10 April 2024 and 10 May 2024 which had the themes “Responsible men in the residences” and “Reviving the dignity of men in society”, respectively. On 26 April 2024, Student Housing hosted the annual Debate and Spelling BEE competition where students were discussing the UMP Values and how to live them as students in the residences. On 24 – 29 May 2024 Student Housing organised a “Study Marathon Week” to encourage



an academic culture in the residences. On 9 August 2024, RSAs and Floor Reps led a 'Love my Campus' campaign to clean all common areas in the Mbombela Campus residences. On 28 August, the Siyabuswa Campus conducted the young women's dialogue with the theme: "Standing together for a brighter future". On 20 September 2024, Siyabuswa Campus residences hosted 'Ingoma Friday' which was a build-up event for the Heritage Day event called 'Umshado wase Res'. All these activities promoted the living and learning culture in the residences. On 5 October 2024, the Mbombela Campus students held the Heritage Day & Arts Festival event at the Multi-Purpose Hall. On 11 October 2024, the Mbombela residence students showcased their poetic talent at the Poetry Evening event held at Building 7 Seminar room. From 28 to 31 October 2024, RSAs organised study marathon sessions with all residence students at the Mbombela campus in preparation for their end-of-year examinations. It is pleasing to report that the University continued in 2024 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 2024. 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 2024 through scheduled meetings as well as through the "open door" policy. Meetings were conducted in hybrid format. Messages were sent regularly to the University Community from the Office of the Vice-Chancellor as a way of motivating staff and students to remain focussed and resilient despite the challenges associated with COVID-19.

## **9.11. WOMEN'S MONTH ACTIVITIES**

UMP celebrated the Annual Women's Breakfast, under the theme: "Woman, Ignite Your Light" in both Campuses, Mbombela on 13 August 2024 and Siyabuswa on 16 August 2024. The event provided the women an opportunity to be empowered to realise their potential. Various mechanisms to unleash their potential were shared with them and they were motivated to "ignite their light". The UMP women had the opportunity to listen to stories of success shared by their colleagues.

## **9.12. EMPLOYEE WELLNESS**

UMP has a comprehensive Employee Wellness Strategy, which is based on the Annual Health Awareness Calendar, as promoted by the National Department of Health as well as the World Health Organisation (WHO). A UMP Wellness Calendar which is championed by MANCO members targeted at least one intervention per quarter. These interventions were in the form of awareness campaigns and or events. The following approved activities took place in 2024:



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	Theme	Date	Event/ Awareness	MANCO Champion
World Obesity Day	Health and Wellness	08 March 2024	Awareness	Executive Director: Operations
Financial Wellness (Financial Literacy)	Health and Wellness	14 March 2024 (Mbombela Campus) 15 March 2024 (Siyabuswa Campus)	Awareness	Executive Director: Human Resources
UMP Wellness Day	Health and Wellness	11 April 2024 (Mbombela Campus) 12 April 2024 (Siyabuswa Campus)	Event	Executive Director: Human Resources
World Hypertension Day	Health and Wellness	17 May 2024	Awareness	Deputy Vice Chancellor: Research, Innovation and Internationalisation
World Blood Donor Day	Blood Drive	14 June 2024	Event	Executive Director: Finance
SANCA Drug Awareness Week	Drug and Substance Abuse Awareness	24-30 June 2024	Awareness	Registrar
Corporate Wellness Week	Health and Wellness	1-5 July 2024	Awareness	Deputy Vice Chancellor: Postgraduate Studies, Engagement and Planning
Financial Wellness (Retirement Planning)	Health and Wellness	01 August 2024 (Mbombela Campus) 02 August 2024 (Siyabuswa Campus)	Event	Executive Director: Human Resources

Mental Health Month	Mental Health Awareness	01-31 October 2024	Awareness	Vice-Chancellor
Financial Wellness (Budgeting and saving)	Health and Wellness	01 November 2024 (Mbombela Campus) November 2024 (Siyabuswa Campus)	Event	Executive Director: Human Resources
16 Days of No Violence Against Women and Children	Gender, Homophobic Based Violence; Child Abuse and Neglect.	25 November - 10 December 2024	Awareness	Deputy Vice Chancellor Teaching and Learning
World AIDS Day	HIV/AIDS Awareness	01 December 2024	Awareness	Dean of Students
International Day for persons with disabilities	Disability Awareness	03 December 2024	Awareness	Campus Director: Siyabuswa
Blood Donation	Blood Drive	March; June; September and November	Events	All

### 9.13. STUDENT HEALTH SERVICES

The University continued to provide health services to students during the 2024 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 two Registered Counsellors, one per Campus, to increase the counselling services provided to our students.

Several health services were provided to students during the reporting period. These services include among others, a session on stress management techniques presented to the Student Women Economic Empowerment Programme (SWEEP) session held on 08 March 2024; the sexual assault awareness campaign held on 24 April 2024; a psychology career path guidance session for all Bachelor of Arts students held on 13 May 2024; a Mental Health Day held at the Mbombela Campus on 15 May 2024; a dialogue for female students focusing on how women can empower themselves mentally by fixing their own crowns first, held on 7 August 2024; the session on emotional intelligence presented to the Siyabuswa CRC members on 28 August 2024 which was followed by the session on women empowerment presented to female students at the Siyabuswa Campus on 30 August 2024. The Mbombela Campus hosted a Mental Health Day on 26 September 2024. Student Counselling

hosted Mental Health Awareness Day events aimed at assisting students on how to navigate issues related to black tax and blended family dynamics at the Mbombela and Siyabuswa Campuses on 10 and 16 October 2024, respectively.

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

The Mbombela Campus Clinic held the Health Awareness Week from 19 to 23 February 2024. The focus areas were sexual transmitted infections (STIs); condom use; and pregnancy prevention. On 21 February 2024 the First Things First campaign, a Higher Health Programme, was held at the Mbombela Campus. A Family Planning Awareness Campaign was held on the 13 March 2024 at Siyabuswa Campus which was also part of the First Things First, a Higher Health Programme. Weekly HIV Counselling and Testing (HCT) awareness campaigns provided through NGO partnership collaboration with Family Restoration Foundation (FRF) & Integrated Health Programme Systems (IHPS) were conducted during the year. HIV and female reproductive health Awareness was conducted on 10 and 19 April 2024 at the Siyabuswa Campus. The STI Awareness Day held on 21 May 2024 at Siyabuswa Campus, incorporated HIV and female reproductive health awareness. On 7 August 2024, the First-things-first activation campaign was held at Mbombela Campus. On 17 September 2024 Aurum conducted health awareness campaign to male students at Mbombela Campus. On 7 October 2024, the Siyabuswa Campus Clinic, in collaboration with WITS RHI, conducted HIV Awareness campaign during their monthly follow-up visits for our students. On 14 October 2024 a health information sharing session was held with a group of students for breast cancer awareness at the Mbombela Campus and the last First things First activation campaign was held at Mbombela campus on 16 October 2024 as part of the breast cancer awareness month.

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**

Mandela Day was celebrated on the 18th of July 2024. The UMP staff and students went out to perform charitable works at School and Aged centres near Mbombela and near Siyabuswa Campus. At the Schools visited, Soccer balls were donated and coaching was done. At the Centres in Matsulu, knitted work in a form of scarfs, gloves, and jerseys together with donated clothes.

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

The 2024 Archbishop Thabo Makgoba Development Trust Annual Lecture was held on 22 October 2024. The Guest Speaker was Ms Nonkululeko Gobodo, a Businesswoman

and the CEO of Awakened Global. Ms Gobodo is the first black woman Chartered Accountant in South Africa. Students attended and participated in the lecture. Final year students entered for the essay competition which was won by Nokulunga Gumbi. She received a R1 000 book voucher.



*Vice-Chancellor, Prof Mayekiso and The Guest Speaker Ms Nonkululeko Gobodo, CEO of Awakened Global* .....

#### **9.16. 10 YEAR CELEBRATION OF THE COMMENCEMENT OF THE ACADEMIC PROJECT AND THE CLOSING CEREMONY**

The 10 Year Celebrations of the commencement of the academic project of the University of Mpumalanga on 19 February 2014, was held on 23 February 2024. This celebration consisted of two programmes, the academic programme and the Gala Dinner in the evening. The academic programme comprised of three parts, namely, (a) the conferment of the title of Professor Emeritus to Prof David Mabunda, the former Chairperson of Council; (b) the presentation of the Inaugural Enos Mabuza Annual Lecture on Education by Prof Mabunda and; (c) the Naming of the Library and Information Services Building after Prof Thoko Mayekiso, the Founding Vice-Chancellor of the University of Mpumalanga.

On 23 August 2024, the UMP held the Closing Ceremony for the 10 Year Celebrations. The Celebration was a culmination of year-long activities under the theme, “Decade of Excellence and Creating Opportunities”.





*10 Year Celebration Closing Ceremony*

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## **9.17. AFRICA DAY CELEBRATION**

The University celebrated Africa Day on 23 May 2024 at both Campuses. This year's theme was: "Celebrating Diversity: Showcasing our Africanness" The Guest Speaker at the Mbombela Campus was Prof Alinah K Segobye from Botswana while at the Siyabuswa Campus we had Prof Mammo Muchie from Ethiopia. The six countries that were celebrated this year were Botswana; Cameroon; Chad; Egypt; Ethiopia; and Ghana. Students participated through representing these countries and made presentations on their selected country and also prepared the cuisine from that country. The groups were competing, and judges had to adjudicate the winning teams. The Botswana Group was the winner at the Mbombela Campus, while Egypt was the winner at the Siyabuswa Campus. The day was both educational and fun.



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## 9.18. ENACTUS ACHIEVEMENTS

We are pleased to report to Council that ENACTUS: UMP made us proud once again this year. They continued with what has become their tradition, to achieve great results in the ENACTUS National Competitions. The Competitions were held at the Sandton Convention Centre on 9 July

2024. Our Team did very well and progressed to the last four teams that made it to the finals. The four teams were: University of Fort Hare, University of Zululand, University of Mpumalanga and University of the Western Cape. And, our star Team came in position two (runners up). The winning team was the University of the Western Cape (UWC) which will be representing South Africa in the ENACTUS World Cup to be held in Kazakhstan. This is the second time we get position 2 following the same performance in 2022.





*Enactus Members*

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

The importance of vision, mission and strategic objectives form the trajectory that the Vice-Chancellor has adopted, to lead her team. Backed by the legislative framework, and policies that were agreed – what follows is getting the Executive team on board and aligned to the strategic objectives set. The next major tactic inheres in ensuring that the values are cascaded and inculcated among the next leadership level that reports to the Vice-Chancellor and to the institution as a whole. Reporting regularly to Council and showing accountability sets the tone for Council to be on board, and to provide the necessary support. The foregoing so to speak are external factors.

The internal factors are driven by the following:

Purpose, understanding the WHY of being at the helm. Once I internalised the purpose of leading UMP, it became clear what the amount of time I need to invest consistently so as to provide a conducive ecology – in which others would work. Leading by example, ways to measure success were contracted – because if you cannot measure it, you cannot manage it. This understanding then led to KPAs agreed upon as part of the PDRE to be relentlessly pursued – in order to give those who report to the Vice-Chancellor, clear directives about what is expected and by when. The Vice-Chancellor took a lead in the following

- Listening carefully and being accessible and approachable.
- Understood the whole terrain of responsibility: staff, students, facilities needed, provisioning of state-of-the-art ICT.
- Created holistic context for students – sporting codes, social clubs, entrepreneurial ventures.
- Supported a vibrant campus, focusing on learning, living and innovation.
- Encouraged and promoted excellence throughout UMP.
- Tapped into own resilience during challenging times.
- Remained mindful to the mental health of staff and students.
- Collaborated and communicated clearly and concisely – also supported inclusivity and transformation.
- Tapped into resilience during challenging times- embraced agility, adaptability and emotional intelligence.
- Adopting a global perspective.
- Remained a life-long learner and took a lot of upcoming female leaders under my wing.

All the foregoing contributed immensely to ensuring that my leadership of UMP is impactful and enduring.

The achievements of the Vice-Chancellor are directly linked to the performance of the institution as a whole. Performance in all the three core missions of the institution, namely, teaching and learning, research and innovation and engagement was good. So was the performance of the functions associated with the operations of the institution. The performance on the Annual Performance Plan (Internal) was 100%. This is a reflection of excellent performance by the institution. The Transformation agenda of the institution was realised through the work of the Transformation Committee which is chaired by the Vice-Chancellor.

MANCO is working together as a team in managing the institution effectively and efficiently and there is a sense of camaraderie amongst the colleagues.

## 9.20. CONCLUSION

There is great progress made at UMP and one of the achievements we are most proud of is ten consecutive unqualified audit opinion since the inception of the university. We also pride ourselves comprehensively and completely achieving the Annual Performance Plan. We are doing well in the areas of strategic recruitment and staff induction – getting them to buy in, into the UMP values.

Furthermore, we have a proud record of adequately maintaining our facilities and security ensure the safety of life and limb and property. In addition, we worked hard to aesthetically improve the Siyabuswa Campus. Both campuses are safe, functional and welcoming.

We believe in dialogue between Management and Organized labour and student leadership – and strongly advocate holistic health – mental, physical and overall well-being.

UMP is fast gaining the reputation of being a University of choice for both staff and students.



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Prof T V Mayekiso  
Vice-Chancellor

## 10. REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS

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

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

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

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

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

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

Based on this assessment, the UMP believes that, as at 31 December 2024, 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 2024 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 2024 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 decreased from R503m to R467.290m for the 2024 year due to DHET budgetary cuts. Further the amount which was payable by September 2024 was only received on the 17 May 2025

The reductions and delay in the payment of the Capital Infrastructure Grant have a long-term impact, as it results in increases the cost of and delays the construction of essential buildings need to deliver quality tertiary education.

### **Overview of 2024 financial position**

UMP recorded a Surplus of R324.378m (2023 - R263.517m) for the year under review. This surplus is as a result of better-than-expected returns on the UMP investments, non-cash accounting for government donations and savings from cost of employment.

Government Earmarked grant of R489.800m (2023 - R462.877m) 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 organic 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.

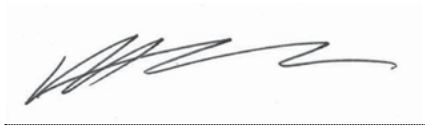
The reliance on NSFAS to fund students remains a high risk to the UMP as the majority of its students are from financially constraint families. The student debt of self-funded students at the year-end was R95.160m (2023 - R88.344m) before providing for provision for doubtful debts of R20.500m (2023 - R15.276m). Bad debt written off during the year was R18.156m (2023 - R16,587). 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 R324.378m (2023 - R263.517m).

The infrastructure development is progressing well and within budget and timelines. Buildings and other assets of R245.617m (2023 - R283.887m) was capitalised during the year together with R0.057m (2023 - R43.810m) 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.



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**Mr Mark Schormann**  
Chairperson: Governance Finance and  
Investment Committee



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**Mr K D Pather**  
ED: Finance

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

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

This report is provided by the ARIGC appointed in respect of the year ending 31 December 2024.

### 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 TS Tshabalala
- Ms N Madliwa (resigned on 30 March 2024)
- Ms B Mfihlo
- Ms B Kubheka (appointed on 2 August 2024)

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 CONTROLS**

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 2024 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 CONTROLS**

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.

Shumba Incorporated was the duly appointed Internal Auditors for the 2024 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. Shumba Incorporated was appointed for three (3) years, commencing 1 January 2024 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

The primary strategic goal of the ICT Division is to align ICT resources and strategies with the overall University goals to enhance efficiency, productivity, and overall institutional performance. Reports were presented at ARIGC and written periodic report and policies and procedures were tabled at ARIGC for either noting or consideration. ARIGC noted the Ransomware Playbook. ARIGC also noted the revised ICT Standard Operating Procedures. The document describes measures that will ensure the effective Governance of ICT services and the improvement of service delivery. Council approved the ICT Server Room Policy. This policy establishes guidelines and procedures for accessing, managing, and maintaining all ICT server rooms and patch rooms at the University to safeguard the ICT infrastructure.

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.

The ICT Division made significant strides in enhancing and upgrading the digital infrastructure, improving services, in order to support the University's strategic goals. Quarterly reports on the expenditure and progress made on the project were presented to ARIGC. These projects included, but not limited to, rolling out the ICT infrastructure in new buildings at the Mbombela Campus, upgrading the ICT core infrastructure at both campuses, redundancy and fail-over for the two server rooms, installation of an additional 10Gigabit backbone link and the Wi-Fi densification project at both campuses.

ICT continued to implement cybersecurity controls that were identified in the Cybersecurity Roadmap and provided quarterly reports to ARIGC. The following activities were reported: a Blackbox vulnerability assessment and testing was conducted on the University ICT core infrastructure, scheduled weekly scans and the installation of the web application firewall (WAF) to protect web applications



by filtering, monitoring, and blocking HTTP traffic between a web application and the Internet to and from a web service. Online cybersecurity awareness campaigns were launched to Council members, MANCO members, staff, students, in order to promote safe online practices and mitigate the risks of social engineering attacks. This was followed by simulated anti-phishing campaigns which were conducted to all the groups using the University's cybersecurity online training platform.



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Mr S G Mahlalela  
Chairperson of Council



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Ms N Nobongoza-Ravele  
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 of Mpumalanga, as an African University, has adopted an educational philosophy that is grounded in the African epistemologies and Indigenous Knowledge Systems. The need to embrace the African identity and Africanness is embedded in the institutional activities.

The transformation agenda of the institution was driven, in 2024, 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. Three meetings of the Transformation Committee were held on in 2024.

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.

In 2024, there was a focus on the provision of services to students with disabilities. In this regard, the committee on Student with Special Needs was established as a sub-committee of the Transformation Committee. The work of this sub-committee was reported at the meetings of the Transformation Committee.

## 13.2. TRANSFORMATION PRIORITIES

The following 2024 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:

- The Engaged University: Incorporating the Carnegie Elective Classification project on community engagement.
- 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 – incorporating the study on different forms of violence.

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

## 13.3. TRANSFORMATION THEMATIC AREAS

The University continued in 2024 to promote transformation through the identified 4 thematic areas:

### THEME 1: INSTITUTIONAL CULTURE



*Transformation Committee Members*

The University continued during the 2024 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 has become 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 UMP Committee for Student with Special Needs 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 counterpart.

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, 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, 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 carried out in 2024 was the holistic development of students. At UMP there is an understanding that 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 several 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 main Commemorative Days, such as Africa Day, Youth Day, Mandela Day, and Heritage Day. The University community celebrated all these days in 2024. Both staff and students attended and participated during the organised events. Students organised and held their celebration of Youth Day as well.

New staff members were introduced to the UMP values during their induction. The members of Executive Management at levels P1 to P4 were assessed on a 360 degrees basis on their values adherence as part of the annual performance appraisal system. The promotion of UMP Values has become a culture at the University as we continue to ensure that every member of the UMP Community lives the UMP Values.

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

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 frames were distributed to the Campus Director: Siyabuswa, Finance, HR, Student Affairs and Operations Divisions. The University continued to distribute Values Handbooks to new staff members who joined UMP in 2024.

The University continues to provide opportunities for staff to obtain qualifications and attend workshops and short learning programmes. Forty-nine employees

benefitted from subsidies in the enrolment for qualifications. A total of R1 117 819 was allocated. Ten employees attended workshops at a cost of R93 357. Forty employees attended two ETDP-SETA funded Short Learning Programmes in Office Management (twenty) and Project Management (twenty). The total grant was R570 000. Two employees attended the HERS-SA Academy at a cost of R52 000. The primary purpose of the HERS-SA Academy is to build capacity of women occupying middle management level positions in higher education.

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

The transformation of the academic project at the university is driven by our Educational Philosophy, which underpins all curriculum development and teaching initiatives. To advance this philosophy, several transformative activities were undertaken in 2024:

- **Curriculum Development and Multicultural Integration**
  - o A workshop titled "Infusing Multicultural Perspectives into the Curriculum and Integrating Multiculturalism" was conducted on 16 April 2024.
  - o Further workshops held in April and May 2024 addressed key issues related to curriculum development and programme review, including:
    - The context and processes involved in curriculum development;
    - Alignment of curricula with the university's Vision and Mission, with a particular emphasis on Africanisation;
    - Principles for conceptualising new academic programmes;
    - The curriculum development cycle;
    - Regulatory requirements for approval, accreditation, and registration;
    - Best practices for conducting programme reviews.
- **Academic Staff Development**
  - o Eight academic staff members received university funding to enrol in the Postgraduate Diploma in Higher Education (PGDHE) programme at Rhodes University.
  - o A staff member; Ms Sinazo Matjila attended a workshop at the Massachusetts Institute of Technology (MIT) focusing on the integration of Artificial Intelligence (AI) in education and the associated challenges. Since the workshop at MIT she has conducted several workshops for academics and support staff
    - A dedicated workshop for the Executive Management Committee (E-MANCO) on the use of AI in education was held in August 2024.
    - This workshop led to the drafting of AI Guidelines for staff and students, which are currently under consultation.
- **Technology in Teaching and Learning**
  - o Several workshops were conducted to enhance the use of technology in teaching and learning, covering areas such as Learning Management Systems (LMS) and online assessment strategies.
- **Work-Integrated Learning (WIL)**



- o All newly developed career-focused programmes now include a Work-Integrated Learning (WIL) component to enhance the employability of graduates.
- **Stakeholder Engagement in Curriculum Transformation**
  - o During the meeting on 7 August 2024, the Deputy Vice-Chancellor: Teaching and Learning presented on the role and functions of Faculty Advisory Boards. This included outlining the importance of stakeholder (particularly industry) involvement in advisory boards for career-oriented qualifications, and their critical role in shaping curriculum transformation.
- **Curriculum Transformation Workshop**
  - o Curriculum Transformation Workshop was held on 29 October 2024, engaging academics in reimagining the future of curriculum development.
  - o This initiative, aligned with national efforts to reform higher education curricula, aimed to ensure that UMP's academic programmes remain relevant, inclusive, and responsive to contemporary socio-political, economic, and technological changes, while continuing to uphold academic excellence.

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

The theme was addressed through the allocation of the budget for strategic priorities. These strategic priorities are aligned with the transformation agenda of the institution in relation to its three missions, teaching and learning, research and engagement. Funding was provided for workshops and other activities to inculcate the values among both staff and students.

The University is actively involved in sourcing external funding for self-funding students from various sources including the SETAS. The majority of the funding received was for undergraduate students with limited funding made available for postgraduate students. The Motsepe Foundation donated R1m to assist financially needy students during registration. The University has established the Financial Clearance Committee which considers applications from students who are academically deserving and financially needy. These students are given an opportunity to register after paying a minimum amount for the Initial Payment and signing an Acknowledgement of Debt Form.

### 13.4. GENDER FORUM

The Gender Forum provided oversight on the implementation of activities to promote an environment that is conducive to gender empowerment.

The Mbombela Campus Nurse held a meeting with the Greater Nelspruit Rape Intervention Programme (GRIP) people on 7 February 2024 and discussed the support that GRIP should continue providing to our students.

On 18 October 2024 the Siyabuswa Campus Nurse had a presentation during the GBV awareness campaign on the health effects of GBV on victims, the timeline for rape response, and the support mechanisms for GBV Survivors.

#### **Awareness Campaigns Against Gender-Based Violence and Femicide (GBVF)**

On 11 April 2024 the Siyabuswa Campus hosted a Men's Indaba for male students to discuss gender- based violence challenges and how to curb them.

The Mbombela Campus held a Men's Indaba on 12 April 2024 for male students. On 11 October 2024 the GBV Prevention Student Society members attended the GBV Advocates Training session at the Siyabuswa Campus.

#### **Awareness Campaigns on LGBTQIA+**

On 15 February 2024 the National Department of Social Development facilitated a session on Crime Prevention; LGBTQIA+ and GBV issues at the Siyabuswa Campus. The Siyabuswa Campus Student Development Officer attended the screening of the documentary "Beauty President" which was towards the LGBTQIA+ Pride Month celebration that was hosted by the US Embassy in Pretoria on 24 June 2024.

The Rainbow Alliance Student Society held an awareness campaign through a picnic afternoon for the LGTBQIA+ community on 5 September 2024 at the Mbombela Campus.

On 18 September 2024 the Safe Spaces Student Society held an LGBTQIA+ awareness campaign at the Siyabuswa Campus.

On 18 October 2024 the Voices of Change Student Society successfully organized an LGBTQIA+ and GBV Awareness Campaign for students on Campus.

### **13.5. CONCLUSION**

**UMP** puts transformation since its inception. The ideals the university is striving for under the rubric of transformation cater for inclusivity, non-racialism and non-sexism. Furthermore, UMP as an African University has adopted an educational philosophy that is grounded in African epistemologies and Indigenous Knowledge Systems. Another important aspect to note is the existence of the Transformation Committee, chaired by the Vice- Chancellor which has been a driving force and implementation arm of transformation initiatives. The Transformation committee has been working on a clearly articulated remit to monitor and evaluate progress towards the achievement of the UMP transformation goals. A noteworthy development in 2024 was the provision of services for students with disabilities.

Worth noting also is the use of accelerated technologies, and deliberate initiatives to counteract GBV (gender-based violence). The Transformation Committee has committed itself to provide for students with Special Needs.

The culture of continuous engagement is prevalent at UMP, and key days like Mandela Day and Youth Day are celebrated at UMP.

Empowerment efforts are wholeheartedly supported – like staff member sent to the MIT (Massachusetts Institute of Technology) to study AI and how it can be optimally leveraged for the benefit of all at UMP. The staff member concerned ran workshops upon her return.

The final laudable initiative is the holistic development of students (mentally, socially, physically, spiritually and emotionally).

All the foregoing are promotive of supporting culture of transformation at UMP.



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Mr S G Mahlalela  
Chairperson of Council



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Prof T V Mayekiso  
Vice-Chancellor

# FINANCIAL STATEMENTS

## UNIVERSITY OF MPUMALANGA

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

FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2024



## 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

- Mr S Mahlalela - Chairperson
- Prof T Lebakeng
- Dr P Maduna
- Ms N Madliwa
- Ms N Mfihlo
- Mr S Ntshebe
- Mr M Schormann
- Mr B Mthembu
- Mr M Khoza
- Ms B Kubheka
- Mr J Aling
- Prof T Nhlapo
- Prof M Kanyane
- Ms N Ravele
- Ms N Madlakana
- Dr Adv. M Makhura
- Prof T Mayekiso
- Prof M Mbewe
- Prof Davhana-Maselesele
- Prof A Stroebe
- Prof E Boshoff
- Prof F Kutu
- Prof P Lukhele-Olorunju
- Dr M Eggink
- Dr N Twaise
- Prof Hilda Israel
- Mr T Ndebele
- Mr W Mabila
- Ms E Magaseng
- Ms L Mohlala
- Mr N Mokoko

## REGISTERED OFFICE

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

## BUSINESS ADDRESS

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

## POSTAL ADDRESS

Private Bag X11283  
Mbombela  
Mpumalanga  
1200

## BANKERS

Standard Bank Limited

## AUDITORS

Rakoma and Associates Inc.  
Registered Auditors



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

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of the University of Mpumalanga set out on pages 202 to 240, which comprise the statement of financial position as at 31 December 2024, 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 2024 and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standards (IFRS) 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 Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the University in accordance with the Independent Regulatory Board for Auditors' *Code of Professional Conduct for 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.

In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:



### Final materiality

The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error, and they 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 the financial statements.

Our determination of materiality is a matter of professional judgement and is affected by our perception and understanding of the financial information needs of intended users, which is the quantitative and qualitative factors that determine the level at which relevant decisions taken by users would be affected by a misstatement. These factors helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

Based on our professional judgement, we determined final materiality for the financial statements as follows:

<b>Final materiality amount</b>	R18 434 000
<b>Basis for determining materiality</b>	2% of Total Expenditure
<b>Rationale for benchmark applied</b>	Operating expenses is an appropriate quantitative indicator of materiality as we typically believe that Universities are evaluated by the users on their spending of funds. Our review of information provided to users by the entity confirms our view.

### Other matter

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

### Unaudited supplementary schedules

The supplementary information set out on pages 241 and 242 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 IFRS, 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

Rakoma & Associates Inc. |



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 Council either intends to liquidate the University or to cease operations or has no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

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

A further description of our responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page (page number of the annexure to the auditor's report), forms part of our auditor's report.

### **REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT**

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we 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 2024 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	Goals
Teaching and Learning	256-263	<ul style="list-style-type: none"><li>• Develop and implement PQM and enrolment plan that are relevant and responsive to UMP's context.</li><li>• Develop and recognise teaching excellence pursuant to graduate attributes.</li><li>• Broaden access to UMP and facilitate student success.</li></ul>

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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
- all the indicators relevant for measuring the University's performance against its primary mandated and prioritised functions and planned objectives are included
- 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 and is comparable and understandable
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over or underachievement of targets

We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion 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 over- and under achievements. This information should be considered in the context of the material findings on the reported performance information.

## **REPORT ON COMPLIANCE WITH LEGISLATION**

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

We performed procedures to test compliance with selected requirements in key legislation in accordance with the 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. The other information comprises the information included in the annual report which includes the audit committee's report. The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

Our opinion on the financial statements and our findings on the reported performance information and the report on compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion on it.

Our responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected objective 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 our audit of the financial statements, annual performance report and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.

We did not identify any significant deficiencies in internal control.

## OTHER REPORTS

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

### Audit related services and special audits

We conducted various engagements to perform agreed-upon procedures as requested by donors during the year ended 31 December 2024. These engagements were performed at the request of various entities providing funds to the University and covered periods during the year ended 31 December 2024. 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 27 February 2025.
- 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 14 March 2025.
- 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 2025.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the 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 was issued on 31 May 2025.





- 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 was issued on 31 May 2025.
- 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 grant for the Provisional Digital Skills Knowledge Production and Coordination, as required by the Department of Higher Education and Training. The report was issued on 31 May 2025.
- 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 and Training HIV/Aids Programme (HEAIDS) grant, as required by the Higher Education and Training Health Wellness Development Centre. The report was issued on 31 May 2025.
- 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 2025.
- 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 2025.

## AUDIT TENURE

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

*Rakoma and Associates Inc.*

**Rakoma and Associates Inc.**

**Caroline Chiweshe CA (SA)**

**Partner**

**Registered Auditor**

**Willow Wood Office Park Block D,**

**Corner 3rd Ave & Cedar Rd,**

**Johannesburg,**

**2021**

**26 June 2025**

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## **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 responsibilities for the audit**

#### **Professional judgement and professional scepticism**

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

#### **Financial statements**

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- 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 our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause a university to cease operating as a going concern.



- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### **Communication with those charged with governance**

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

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

From the matters communicated to those charged with governance, we determine those matters that were of most significance in the audit of the financial statements for the current period and are therefore key audit matters. We describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

### **Compliance with legislation – selected legislative requirements**

The selected legislative requirements are as follows:

<b>Legislation</b>	<b>Sections or regulations</b>
Higher Education Act, Act, 101 of 1997	Asset Management Sections 20 (5); 40(3)(a)(i); 40(3)(a)(ii) and 40(3)(a)(iii). Procurement and Contract Management Sections 27(7)(c); 27(7) (e); 27(7)(A)- (C); 34(4)(a); 34(4)(b); 34(5) and 34(6) Annual Financial Statements Sections 41(1)(b)(ii)
Regulations for Reporting by Public Higher Education Institutions	Strategic Planning Regulations 4(1); 4(2); 5(1); 5(2)(a); 5(2)(d); 5(2)(g); 5(2)(m) and 6(2), 6(2)(d), 6(3),

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Legislation	Sections or regulations
	Annual Financial Statements Regulations 7(4)(b)(xii)
Public Audit Act	Annual Financial Statements PAA 14(2)(b) GN 3018 of 8 February 2023: Audit Directive for 2023
Prevention of Corrupt Activities Act, Act 12 of 2004	Consequence Management Section 34 (1)
Public Finance Management Act	Annual Financial Statements PFMA 55(1)(c)

## 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 202 to 240, 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 annual 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 for the year ended 31 December 2024 of the University of Mpumalanga on pages 202 to 240 of the Annual Report were approved by the members of Council on 26 June 2025 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 2024**

	Notes	2024 R	2023 R
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
		<b>5 306 626 409</b>	<b>3 754 300 729</b>
Property, plant and equipment	3 & 36	4 281 772 677	3 543 897 201
Intangible assets	4 & 36	1 272 060	1 944 726
Investments	5	1 023 581 672	208 458 802
<b>CURRENT ASSETS</b>			
		<b>1 664 684 932</b>	<b>2 842 299 428</b>
Inventory	6	945 220	648 730
Trade and other receivables	7	36 364 124	30 275 192
Deposits		402 210	402 210
Investments	8	1 598 758 000	2 801 096 323
Cash at bank and cash equivalents	9	28 215 378	9 876 973
<b>TOTAL ASSETS</b>		<b>6 971 311 341</b>	<b>6 596 600 157</b>
<b>FUNDS AND LIABILITIES</b>			
<b>ACCUMULATED FUNDS</b>			
		<b>1 473 776 365</b>	<b>1 149 398 584</b>
Reserves		1 398 309 295	1 096 306 928
Accumulated surplus		56 716 929	48 984 656
Fair value through OCI		18 750 141	4 107 000
<b>LIABILITIES</b>			
<b>NON-CURRENT LIABILITIES</b>			
		<b>4 822 105 103</b>	<b>4 846 803 451</b>
Deferred income	10	2 863 548 263	2 638 817 051
Conditional grants	11	1 958 556 840	2 207 986 400
<b>CURRENT LIABILITIES</b>			
		<b>675 429 873</b>	<b>600 398 122</b>
Current portion of Deferred income	10	50 981 681	74 114 033
Current portion of Conditional grant	11	431 404 335	313 721 646
Trade and other payables	12	120 820 834	150 131 490
Provisions	13	72 223 023	62 430 953
<b>TOTAL FUNDS AND LIABILITIES</b>		<b>6 971 311 341</b>	<b>6 596 600 157</b>



UNIVERSITY OF MPUMALANGA  
STATEMENT OF COMPREHENSIVE SURPLUS/(DEFICIT)  
FOR THE YEAR ENDED 31 DECEMBER 2024

		Educational and General		Educational and General Restricted		Educational and General Sub-Total		Student Residence		Total		Total	
		2024	R	2024	R	2024	R	2024	R	2024	R	2023	R
<b>REVENUE</b>													
	NOTES	1 011 298 858		-		1 011 298 858		25 995 048		1 037 293 906		1 001 741 883	
<b>Revenue from contracts with customers</b>													
15	Tuition, accommodation and other fees	439 837 552		-		439 837 552		25 995 048		465 832 601		375 548 328	
	Sales of goods and services	411 965 358		-		411 965 358		25 995 048		437 960 407		356 282 303	
		27 872 194		-		27 872 194		-		27 872 194		19 266 025	
<b>Other revenue</b>													
14.1	Government grants	571 461 305		-		571 461 305		-		571 461 305		626 193 555	
14.2	Government grants - assets	517 166 037		-		517 166 037		-		517 166 037		485 399 108	
	Profit on sale of assets	54 295 269		-		54 295 269		-		54 295 269		140 794 285	
		-		-		-		-		-		162	
<b>OTHER INCOME</b>													
16	Bad debt recovered	194 140 864		-		194 140 864		-		194 140 864		137 181 628	
17.1	Donations received	-		-		-		-		-		9 000	
	Investment income	-		-		-		-		-		897 888	
	Rental income	193 264 904		-		193 264 904		-		193 264 904		135 232 650	
		875 960		-		875 960		-		875 960		1 042 090	
	<b>TOTAL INCOME</b>	1 205 439 722		-		1 205 439 722		25 995 048		1 231 434 770		1 138 923 511	
<b>EXPENDITURE</b>													
<b>Cost of employment</b>													
	Academic	506 688 840		-		506 688 840		5 340 282		512 029 121		450 228 353	
	Professional support	213 716 898		-		213 716 898		-		213 716 898		182 479 042	
	Residence support	292 971 942		-		292 971 942		-		292 971 942		262 987 665	
	Other operating expenditure	-		-		-		5 340 282		5 340 282		4 761 646	
	Depreciation, amortisation and impairments	347 910 002		-		347 910 002		-		347 910 002		343 709 855	
3 & 4		61 761 007		-		61 761 007		-		61 761 007		86 093 838	
	<b>TOTAL EXPENDITURE</b>	916 359 849		-		916 359 849		5 340 282		921 700 131		880 032 046	
	<b>CURRENT SURPLUS FOR THE YEAR</b>	289 079 873		-		289 079 873		20 654 767		309 734 639		258 891 465	
<b>Fair value movement through other comprehensive income</b>													
17.2		-		-		-		-		14 643 141		4 625 600	
	<b>TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR</b>	289 079 873		-		289 079 873		20 654 767		324 377 780		263 517 065	

UNIVERSITY OF MPUMALANGA  
STATEMENT OF CHANGES IN FUNDS  
FOR THE YEAR ENDED 31 DECEMBER 2024

	General reserve fund	Scholarships, Bursaries and Awards Fund	Replacement fund for Plant and equipment	Investment Equalisation and Academic Strategic Initiatives Fund	Research Strategic initiative Fund	Institutional Contingency fund	Institutional Maintenance Fund	Academic support Fund	Student Representative Council Fund	Total Reserve	Fair Value movement through Other Comprehensive Income	Accumulated Surplus	Accumulated Funds
Fund balances as at 1 January 2023	R 185 000 000	R 48 000 000	R 291 564 837	R 40 000 000	R 76 000 000	R 68 000 000	R 71 399 124	R 65 000 000	R -	R 844 963 961	(518 600)	R 41 436 158	R 885 881 519
2023 Allocation from Surplus to reserves per Council resolution													
Fund balances as at 1 January 2024	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
2024 Allocation from Surplus to reserves per Council resolution	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	1 149 398 584
Fund Balances at 31 December 2024	130 000 000	20 000 000	61 594 414	15 000 000	15 000 000	15 000 000	25 000 000	20 000 000	407 953	302 002 367	14 643 141	7 732 272	324 377 780
	415 000 000	78 000 000	439 253 089	60 000 000	101 000 000	88 000 000	116 399 124	100 000 000	657 082	1 398 309 295	18 750 141	56 716 929	1 473 776 364
See note	20	21	22	23	24	25	26	27	28				

**UNIVERSITY OF MPUMALANGA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	Notes	2024 R	2023 R
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash generated from operations	29.1	79 167 651	147 396 476
Investment income	29.8	318 280 790	291 322 545
<b>Net cash flows from operating activities</b>		<b>397 448 441</b>	<b>438 719 021</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment	29.2	(795 860 618)	(774 557 824)
Purchase of other intangible assets	29.3	(3 543 208)	(1 989 703)
Proceeds from sale of assets	29.4	49 936	5 500
(Decrease) Increase in investments	29.5	387 215 453	(153 336 563)
<b>Net cash flows utilised for investing activities</b>		<b>(412 138 437)</b>	<b>(929 878 590)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase in Deferred income	29.6	-	-
Increase in Conditional grants	29.7	33 028 401	465 492 267
<b>Net Cash flows from financing activities</b>		<b>33 028 401</b>	<b>465 492 267</b>
<b>Total cash movement for the year</b>		<b>18 338 405</b>	<b>(25 667 302)</b>
<b>Cash at bank at the beginning of the year</b>		<b>9 876 973</b>	<b>35 544 275</b>
<b>Total cash at bank at the end of the year</b>	<b>9</b>	<b>28 215 378</b>	<b>9 876 973</b>

## 1. UNIVERSITY INFORMATION

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

## 2. 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.**

<b>ASSETS ITEM</b>	<b>USEFUL LIFE</b>
Buildings	10 – 100 years
Educational Equipment	3 - 20 years
Establishment cost	3 – 10 years
Furniture and fixtures	5 - 20 years
Infrastructure assets	10 - 50 years
IT Equipment	1 - 8 years
Land	Indefinite
Library source materials	Fully depreciated in year of purchase.
Machinery and equipment	3 – 20 years
Motor vehicles	2 - 20 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 of sale are in progress.

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

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

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

### 3.10. INVENTORIES

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

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

**2. NEW STANDARDS AND INTERPRETATIONS**

**2.1 STANDARDS AND INTERPRETATIONS EFFECTIVE IN THE CURRENT YEAR**

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

STANDARD / INTERPRETATION:	DETAILS OF AMENDMENTS	NEW/ AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT:
IFRS 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.  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.	Amendment to existing standard	1 January 2024	No 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.  This only applies to covenants with which an entity must comply on or before the reporting date. Covenants to be complied with after the reporting date do not affect the classification of a liability as current or non-current 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.	Amendment to existing standard	1 January 2024	No Impact
<i>Supplier Finance Arrangements</i> (Amendments to IAS 7, <i>Statement of Cash Flows</i> and IFRS 7, <i>Financial Instruments: Disclosure</i> )	Supplier Finance Arrangements requires an entity (the buyer) to disclose qualitative and quantitative information about its supplier finance arrangements, such as terms and conditions - including, for example, extended payment terms and security or guarantess provided. Amongst other characteristics, IAS 7 explains that a supplier finance arrangement provides an entity with extended payment terms, or the entity's suppliers with early payment terms, compared to the related invoice payment due date.	Amendment to existing standard	1 January 2024	No Impact
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



UNIVERSITY OF MPUMALANGA  
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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
<i>Lack of Exchangeability (Amendment to IAS 21, The Effects of Changes in Foreign Exchange Rates) a</i>	Lack of exchangeability applies when one currency cannot be exchanged into another. This may occur, for example, because of government-imposed controls on capital imports and exports, or a limitation on the volume of foreign currency transactions that can be undertaken at an official exchange rate. The amendments clarify when a currency is considered exchangeable into another currency, and how an entity estimates a spot rate for currencies that lack exchangeability. The amendments introduce new disclosures to help financial statements users to assess the impact of using an estimated exchange rate.	Amendment to existing standard	1 January 2025	Not yet effective
<i>Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9, Financial Instruments and IFRS 7, Financial Instruments: Disclosure)</i>	The amendments clarify that financial assets and financial liabilities are recognised and derecognised at settlement date except for regular way purchases or sales of financial assets and financial liabilities meeting conditions for new exception. The new exception permits companies to elect to derecognise certain financial liabilities settled via electronic payment systems earlier than the settlement date. They also provide guidelines to assess contractual cash flow characteristics of financial assets, which apply to all contingent cash flows, including those arising from environmental, social and governance (ESG)-linked features.	Amendment to existing standard	1 January 2026	Not yet effective
<i>IFRS 18</i>	IFRS 18 replaces IAS 1, which sets out presentation and base disclosure requirements for financial statements. The changes, which mostly affect the income statement, include requirements to classify income and expenses into three new categories - operating, investing and financing - and present subtotals for operating profit or loss and profit or loss before financing and income taxes.  Further, operating expenses are presented directly on the face of the income statement - classified either by nature, by function or using a mixed presentation. Expenses presented by function require more detailed disclosures about their nature.  IFRS 18 also provides enhanced guidance for aggregation and disaggregation of information in the financial statements, introduces new disclosure requirements for management-defined performance measures (MPMs) and eliminates classification options for interest and dividends in the statement of cash flows.	New - replacing existing standard	1 January 2027	Not yet effective

UNIVERSITY OF MPUMALANGA  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
FOR THE YEAR ENDED 31 DECEMBER 2024

3. PROPERTY, PLANT AND EQUIPMENT

	2024		
	Cost	Accumulated Depreciation	Accumulated Impairment
Land	26 318 829	-	Carrying value 26 318 829
Buildings	2 554 457 867	271 738 530	-
Educational equipment	51 252 776	15 788 255	-
Establishment cost	13 962 288	12 093 491	-
Furniture and fixtures	70 246 290	38 429 424	-
Machinery and equipment	118 713 797	16 325 621	-
IT equipment	136 616 415	97 668 968	-
Library source materials	11 352 728	11 352 728	-
Motor Vehicles	14 941 775	4 008 271	-
Infrastructure assets	547 594 320	63 477 249	-
Landscaping	37 530 125	14 909 322	-
Lighting	209 794 536	22 334 207	-
Roads	275 722 569	21 520 962	-
Stadium	24 547 090	4 712 758	-
Capital - Work in progress	1 267 198 129	-	-
<b>TOTAL</b>	<b>4 812 655 214</b>	<b>530 882 537</b>	<b>4 281 772 677</b>

	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	92 837 279	-	37 902 564
Library source materials	8 989 229	8 989 229	-	-
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
<b>TOTAL</b>	<b>4 018 277 651</b>	<b>474 380 450</b>	<b>-</b>	<b>3 543 897 201</b>

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

The Land consists of land registered under title deed T000017058/2018 described as The Farm of University of Mpumalanga 1027, Registration Division J.T in extent 242,8862 (Two Hundred and Forty Two comma Eight Eight Six Two) hectares. The Land at Siyabuswa is in the process of being transferred to the UMP in terms of the government gazette.

**RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2024**

	Opening carrying value	Additions	Decommission / Disposal / Transfer	Depreciation / Impairment	Total
Land	26 318 829	-	-	-	26 318 829
Buildings	2 264 619 507	42 736 469	-	24 636 639	2 282 719 337
Educational equipment	37 442 474	45 816	209 597	1 814 172	35 464 522
Establishment cost	2 617 867	-	-	749 070	1 868 797
Furniture and fixtures	34 852 511	1 082 610	44 397	4 073 858	31 816 866
Machinery and equipment	35 867 246	68 350 330	-	1 829 401	102 388 176
IT equipment	37 902 564	6 168 383	164 075	4 959 425	38 947 446
Library source materials	-	2 363 496	-	2 363 497	-
Motor Vehicles	10 263 938	1 476 264	21 944	784 755	10 933 503
Infrastructure assets	358 277 089	142 174 292	-	16 334 309	484 117 071
Landscaping	25 127 377	-	-	2 506 574	22 620 803
Lighting	134 625 324	58 142 577	-	5 307 572	187 460 329
Roads	177 707 114	84 031 714	-	7 537 221	254 201 607
Stadium	20 817 274	-	-	982 942	19 834 332
	2 808 162 025	264 397 660	440 013	57 545 125	3 014 574 548
Capital - Work in progress	735 735 175	785 171 756	253 708 802	-	1 267 198 129
	<b>3 543 897 200</b>	<b>1 049 569 416</b>	<b>254 148 815</b>	<b>57 545 125</b>	<b>4 281 772 677</b>

UNIVERSITY OF MPUMALANGA  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
FOR THE YEAR ENDED 31 DECEMBER 2024

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT

	Opening carrying value	Additions	Decommission / Disposal	Depreciation / Impairment	Total
Land	26 318 830	-	-	-	26 318 830
Buildings	2 076 317 082	235 854 150	808 176	46 743 554	2 264 619 501
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	-	1 790 419	-	1 790 419	-
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
Capital - Work in progress	2 581 324 591	310 512 895	873 824	82 801 635	2 808 162 027
	324 759 441	755 829 471	344 853 737	-	735 735 175
<b>TOTAL</b>	<b>2 906 084 032</b>	<b>1 066 342 366</b>	<b>345 727 561</b>	<b>82 801 635</b>	<b>3 543 897 201</b>

4. INTANGIBLE ASSETS

	Cost	2024 Accumulated Amortisation	Carrying value
Computer Software	9 406 070	8 134 011	1 272 059
	<b>9 406 070</b>	<b>8 134 010</b>	<b>1 272 060</b>
	Cost	2023 Accumulated Amortisation	Carrying value
Computer software	7 664 571	5 719 845	1 944 726
	<b>7 664 571</b>	<b>5 719 845</b>	<b>1 944 726</b>

UNIVERSITY OF MPUMALANGA  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
FOR THE YEAR ENDED 31 DECEMBER 2024

RECONCILIATION OF INTANGIBLE ASSET - 2024

	Opening carrying value	Additions	Transfers / Disposal	Amortisation	Total
Computer Software	1 944 726	3 543 207	-	4 215 875	1 272 059
	<b>1 944 726</b>	<b>3 543 207</b>		<b>4 215 875</b>	<b>1 272 059</b>

RECONCILIATION OF INTANGIBLE ASSETS - 2023

	Opening carrying value	Additions	Transfers / Disposal	Amortisation	Total
Computer software	3 246 502	1 989 703	-	3 291 479	1 944 726
	<b>3 246 502</b>	<b>1 989 703</b>		<b>3 291 479</b>	<b>1 944 726</b>

Fair Value hierarchy

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

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

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

Level 3: Unobservable inputs for the asset or liability.

Levels of fair value measurements

Non recurring fair value measurements

Assets

Property, Plant and Equipment

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

The useful lives of Buildings, Educational Equipment, Machinery & Equipment & IT Equipment were revised during the current year of assessment. Refer to note 36 for the details of the reassessment.

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	2024 R	2023 R
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The Land & Buildings and movable assets listed above were transferred from National Institute of Higher Education (NIHE) as per instruction by the Minister of Higher Education and Training dated 16 December 2014. The gazette no. 36772 of 22 August 2013 provides that the LCA land will be transferred into the ownership of UMP after it has been proclaimed and in accordance with the established land disposal processes of government. As per IAS 20.23, non-monetary grants, such as land or other resources, are usually accounted for at fair value and will therefore initially be measured at fair value. These assets were recognised on the date of transfer at fair value and depreciated over their estimated useful life. The values stated above is the carrying value of the assets at year end.

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

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

## 5. INVESTMENTS

### 5.1 Investments at Fair value

Balance at the Beginning of the year	24 107 000	19 481 400
Transfer from Investments - Current Assets	73 129 539	-
Fair value movement through other comprehensive income	14 643 141	4 625 600
<b>Balance at the end of the year</b>	<b>111 879 680</b>	<b>24 107 000</b>

### 5.2 Investments at amortised cost

Balance at the Beginning of the year	184 351 802	156 813 938
Transfer from Investments - Current Assets	641 870 461	-
Fair value movement through profit and loss	85 479 729	27 537 864
Balance at the end of the year	911 701 992	184 351 802
<b>Total Investments</b>	<b>1 023 581 672</b>	<b>208 458 802</b>

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	945 220	648 730
Write down of stock due to obsolescence	-	-
<b>Inventory</b>	<b>945 220</b>	<b>648 730</b>

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

## 7. TRADE AND OTHER RECEIVABLES

Student Debtors	27 715 251	21 381 405
Student Debtors	95 160 458	88 343 585
Less: provision for bad debts	(67 445 207)	(66 962 180)
Bursary's receivable	909 803	555 599
Less: provision for bad debts for Bursary receivable	(517 275)	(339 424)
Accrued income	-	608 844
Less: provision for bad debts for Income accrued	-	(608 844)
Prepaid expenses	4 417 832	5 146 472
Other accounts receivables	6 385 104	3 786 003
Less: provision for other accounts receivables	(2 546 589)	(254 863)
<b>Trade and other receivables</b>	<b>36 364 124</b>	<b>30 275 192</b>



**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	2024 R	2023 R
Ageing of Trade and other receivables		
Student Debtors	27 715 251	21 381 405
120 + days	95 160 458	88 343 585
90 Days	-	-
60 days	-	-
30 Days	-	-
Current	-	-
Less: provision for bad debts	(67 445 207)	(66 962 180)
Bursary receivable	392 527	216 175
120 + days	909 803	555 599
Less: provision for bad debts	(517 275)	(339 424)
Prepaid expenses	4 417 832	5 146 472
Other	3 838 514	3 531 140
120 + days	6 385 103	4 394 847
Less: provision for bad debts	(2 546 589)	(863 707)
<b>Total</b>	<b>36 364 124</b>	<b>30 275 192</b>

Other accounts receivables, in the main comprise of amounts due by Debtors for Facilities Hire R3.616m (2023 - R2.842), Salary prepayments R0.404m (2023 - R1.280) and Intellimali R2.350m (2023 - RNilm)

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	68 165 311	69 476 063
Impairment provision raised	20 499 460	15 275 825
Impairment utilised	(18 155 700)	(16 586 577)
<b>Balance 31 December</b>	<b>70 509 071</b>	<b>68 165 311</b>

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

Student receivables impairment allowance	67 445 207	66 962 180
Bursary receivables impairment allowance	517 275	339 424
Other receivables impairment allowance	2 546 589	863 707
	<b>70 509 071</b>	<b>68 165 311</b>

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	2 801 096 323	2 679 923 224
Additions	267 500 000	689 801 000
Withdrawals	(965 900 000)	(827 000 000)
Transfers to Investment - Non-Current Asset	(715 000 000)	-
Fair value movement through profit and loss	96 711 379	101 094 370
Less: Annual Fee	(6 646 710)	(8 060 916)
Fair value movement capitalised	120 997 007	165 338 645
<b>Investments Balance at the end of the year</b>	<b>1 598 758 000</b>	<b>2 801 096 323</b>

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 2024**

	2024 R	2023 R
<b>9. CASH AT BANK AND CASH EQUIVALENTS</b>		
Cash on hand	12 317	13 908
Balances with banks	28 203 061	9 863 065
<b>Cash at banks and cash on hand</b>	<b>28 215 378</b>	<b>9 876 973</b>
Cash flows are performed monthly and all surplus cash equivalents are allocated for investment.		
<b>10. DEFERRED INCOME</b>		
10.1 DHET Infrastructure	2 382 566 095	2 163 627 482
Balance at the beginning of the year	2 223 732 270	1 999 949 874
Assets capitalised during the year	245 616 799	283 887 184
Less: current depreciation transferred to income	(43 391 488)	(60 104 788)
Less: Current portion transferred to current liabilities	(43 391 488)	(60 104 788)
10.2 Assets transferred from Lowveld College of Agriculture (LCA)	60 959 061	60 802 012
Balance at the beginning of the year	62 563 095	64 324 178
Less: current depreciation transferred to income	(802 017)	(1 761 083)
Less: Current portion transferred to current liabilities	(802 017)	(1 761 083)
10.3 Assets transferred from National Institute of Higher Education (NIHE)	82 595 518	82 475 724
Balance at the beginning of the year	84 593 874	86 712 024
Less: current depreciation transferred to income	(999 178)	(2 118 150)
Less: Current portion transferred to current liabilities	(999 178)	(2 118 150)
10.4 Assets transferred from New Universities Project Management Team (NUPMT)	310 755 472	310 526 725
Balance at the beginning of the year	319 314 786	328 102 847
Less: current depreciation transferred to income	(4 279 657)	(8 788 061)
Less: Current portion transferred to current liabilities	(4 279 657)	(8 788 061)
10.5 Lotto funding for sports facilities	19 344 386	20 319 606
Balance at the beginning of the year	21 364 718	22 409 830
Less: current depreciation transferred to income	(1 010 166)	(1 045 112)
Less: Current portion transferred to current liabilities	(1 010 166)	(1 045 112)
10.6 Deferred income - other grants	7 327 731	1 065 502
Balance at the beginning of the year	1 362 341	1 573 153
Assets capitalised during the year	6 963 741	86 027
Less: current depreciation transferred to income	(499 175)	(296 839)
Less: Current portion transferred to current liabilities	(499 175)	(296 839)
<b>Total Deferred income</b>	<b>2 863 548 263</b>	<b>2 638 817 051</b>
<b>Total Current Deferred income transferred to Current Liabilities</b>	<b>50 981 681</b>	<b>74 114 033</b>

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

**2024**  
**R**

**2023**  
**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 R245.617m (2023 - R283.887m) for Buildings, Furniture and Fittings and IT Equipment met the conditions of the conditional grant and the assets were capitalised during the year. Assets capitalised during the year was depreciated to the value of R43.391m (2023 - R60.105m) 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 1st of 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 R0.802m (2023 R1.761m) 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 R0.999m (2023 - R2.118m) 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 R4.280m (2023 - R8.788m) 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 of R27m was received in 2020 and the cost of the development of the sport facilities capitalised was R25.525m. An amount of R1.010m (2023 - R1.045m) was depreciated during the year.

10.6 Deferred income - other, are designated funds for the construction of assets to the value of R6.963m(2023 - R0.086m). An amount of R0.499m (2023 - R0.297m) was depreciated during the year.

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	<b>2024</b>	<b>2023</b>
	<b>R</b>	<b>R</b>
<b>11. CONDITIONAL GRANTS</b>		
11.1 DHET Infrastructure Grant	1 953 525 790	2 202 955 351
Balance at the beginning of the year	2 202 955 351	2 117 224 281
Grants received during the year	-	421 807 000
Assets capitalised during the year	(245 616 799)	(283 887 184)
Bulk infrastructure transferred to local municipality	(57 270)	(43 810 221)
Amounts expensed during the year	(3 755 492)	(8 378 524)
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	237 399 750	79 128 588
Interest capitalised during the year	113 132 365	158 271 162
Less: Current portion transferred to current liabilities	(350 532 115)	(237 399 750)
11.4 Other Grants	-	-
Balance at the beginning of the year	29 212 966	21 345 438
Grants received during the year	24 699 311	40 155 269
Interest capitalised	3 797 346	2 380 121
Expenses	(20 236 690)	(34 667 862)
Less: Current portion transferred to current liabilities	(37 472 932)	(29 212 966)
11.5 University Capacity Development Grant (UCDP)	-	-
Balance at the beginning of the year	24 158 556	23 079 594
Add: Grant received during the year	8 329 090	3 530 000
Add: Interest capitalised	2 686 807	2 250 551
Less: Expenses paid during the year	(4 987 168)	(4 701 589)
Less: Current portion transferred to current liabilities	(30 187 285)	(24 158 556)
11.6 new Generation of Academic (nGAP) Project Grant	-	-
Balance at the beginning of the year	22 950 374	31 666 512
Interest capitalised	1 380 491	2 436 811
Less: Expenses paid during the year	(11 118 863)	(11 152 949)
Less: Current portion transferred to current liabilities	(13 212 002)	(22 950 374)
11.7 COVID-19 Grant	-	-
Reprioritised funds from Capitalised interest to COVID-19 as per Minister letter	-	14 491 507
Transfer of balance to income per Minister letter	-	(14 491 507)
<b>Total Conditional Grant</b>	<b>1 958 556 840</b>	<b>2 207 986 400</b>
<b>Total Current Conditional Grant transferred to Current Liabilities</b>	<b>431 404 335</b>	<b>313 721 646</b>

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	2024 R	2023 R
<b>11.1 DHET Infrastructure Grant</b>		
The DHET provided the UMP with an Infrastructure Grant to construct the infrastructure of the University. An amount of RNil (2023 - R421.807m) was received during the year. Assets to the value of R245.617m (2023 - R283.887m) were capitalised during the year, R.057m (2023 - R43.810m) was transferred to the Local municipality as our Bulk Contribution, and R3.755m (2023 - R8.378m) was for expenses incurred during the year.		
<b>11.2 NIHE Siyabuswa grant</b>		
A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5m (2023 - R5m) remains unspent at the end of the year.		
<b>11.3 Capitalised interest on unspent grants</b>		
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 R113.132m (2023 - R158.271m) was capitalised during the year.		
<b>11.4 Other grants</b>		
Other grants includes, in the main, an amount of R1.796m (2023- R1.475m) from the National Lotteries Commission for the construction of sport facilities, R8.380m (2023 - R6.297m) from the National Research Fund, R2.929m (2023 - R2.890m) for the DHET fee increase, R1.088m (2023 - R0.980m) for Research, R10.841m (2023 R9.065m) for Nemisa, R.632m (2023 - R.827m) Oak Foundation, R2.157m (2023 - R2.662m) for SEDA CFERl and R2.258m (2023 - R2.259m) for Presidential Employment Stimuli .		
<b>11.5 The University Capacity Development grant</b>		
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.		
<b>11.6 The New Generation of Academics grant</b>		
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.		

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	<b>2024</b>	<b>2023</b>
	<b>R</b>	<b>R</b>
<b>12. TRADE AND OTHER PAYABLES</b>		
Trade payables	34 975 640	66 951 438
Prepayments	32 206 256	56 260 752
Accruals	1 144 018	759 681
Retention creditors	52 494 919	26 159 619
<b>Trade and other payables</b>	<b>120 820 834</b>	<b>150 131 490</b>

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.

<b>13. PROVISION</b>		
Opening balance	62 430 953	51 992 584
Utilised	(21 024 027)	(21 024 027)
Additions	30 816 097	31 462 396
<b>Closing balance of Provisions</b>	<b>72 223 023</b>	<b>62 430 953</b>

The provision is made up of staff bonuses of R32.287m (2023 - R26.981m), leave provision of R38.599m (2023 - R35.268m) and other of R1.338m (2023 - R0.201m).

**14. GOVERNMENT OTHER GRANTS**

<b>14.1 Government grant</b>	517 166 037	485 399 108
- Earmarked grant from DHET for Educational and general - unrestricted	489 800 000	462 877 000
- HEAIDS	48 748	51 250
- Mukwevho CBC	32 846	66 227
- NEMISA	1 426 689	1 612 092
- nGAP grant	11 029 272	11 092 255
- NRF grant	6 077 429	3 124 265
- DSI NRF centre grant	246 366	-
- University Capacity Development Grant	4 994 352	3 575 551
- WRC	-	1 379 622
- Nkomazi	-	74 840
- NESP	223 422	173 074
- Elephant Project	-	165 128
- Oak Foundation	260 365	844 398
- Other	1 372 719	-
- TSEF	-	13 726
- SEDA (UMP CFERI)	1 653 829	339 680
- Sanlam	-	10 000
<b>14.2 Government grant - assets</b>	54 295 269	140 794 285
- Deferred income relating to depreciation	50 482 507	74 114 029
- Balance of COVID-19 transferred to income	-	14 491 507
- Amount expensed from DHET Infrastructure grant	3 755 492	8 378 527
- Bulk infrastructure contribution	57 270	43 810 222
	<b>571 461 305</b>	<b>626 193 393</b>

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 2024**

	<b>2024</b>	<b>2023</b>
	<b>R</b>	<b>R</b>
<b>15. INCOME FROM STUDENTS</b>		
Application fees	5 910 393	4 616 593
Residence fees	25 995 048	23 212 696
Tuition fees	406 054 966	328 453 014
<b>Income from Students</b>	<b>437 960 407</b>	<b>356 282 303</b>

**16. DONATIONS RECEIVED**

**Donations Received - private**

An amount of RNil (2023- R0.898m)) was received as a donation from the public at large during the year.

	-	897 888
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**17. INVESTMENT INCOME**

**17.1 Fair value movement through the profit and loss**

Total Investments income	314 261 913	300 571 295
Dividend - Foreign	770 214	341 863
Dividend - Local	5 382 328	2 191 958
Interest received - Foreign	3 488 968	3 372 947
Interest received - Local	209 891 755	232 840 329
Market adjustment	92 277 825	60 031 801
REIT - Local	2 450 824	1 792 397
Less: Capitalised interest transferred to Conditional Grants	(120 997 009)	(165 338 645)

**Less: Annual fee**

**Fair value movement through the profit and loss**

	<b>193 264 904</b>	<b>135 232 650</b>
	<b>(10 624 264)</b>	<b>(9 248 750)</b>
	<b>182 640 640</b>	<b>125 983 900</b>

**17.2 Fair value movement through Other Comprehensive Income (see note 5.1)**

	<b>14 643 141</b>	<b>4 625 600</b>
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**18. OPERATING SURPLUS**

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

**Auditors remunerations**

**For statutory audit**

**- 2024 audit**

**For other audit services**

**Internal audit**

**Advertising and marketing**

**Depreciation, amortisation and impairments**

**Employee costs**

**Insurance**

**Motor vehicle expenses**

**Municipal services**

**Recruitment costs**

**Residence expenses**

**Small equipment**

**Travel and accommodation - International**

**Travel and accommodation - Local**

	1 670 604	1 653 218
	659 812	622 463
	1 010 792	1 030 755
	1 150 550	1 395 908
	22 089 492	12 136 368
	61 761 007	86 093 838
	512 029 121	450 228 353
	3 665 611	3 050 874
	4 068 495	1 195 370
	67 327 260	74 267 524
	3 648 872	2 658 443
	1 596 906	3 537 615
	414 320	828 361
	6 372 456	3 618 450
	13 144 556	8 540 263

**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 2024**

	2024 R	2023 R
<b>20. GENERAL RESERVE FUND</b>	<b>415 000 000</b>	<b>285 000 000</b>
Balance at the beginning of the year	285 000 000	185 000 000
Amount provided for during the year	130 000 000	100 000 000

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 R130m (2023 - R100m) was provided for during the year in terms of a Council resolution.

<b>21. SCHOLARSHIP, BURSARIES AND AWARDS FUND</b>	<b>78 000 000</b>	<b>58 000 000</b>
Balance at the beginning of the year	58 000 000	48 000 000
Amount provided for during the year	20 000 000	10 000 000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance scholarship, bursaries and awards of UMP students. Funds to the value of R20m (2023 - R10m) was provided for during the year in terms of a Council resolution.

<b>22. REPLACEMENT FUND FOR PLANT AND EQUIPMENT</b>	<b>439 253 089</b>	<b>377 658 675</b>
Balance at the beginning of the year	377 658 675	291 564 837
Amount provided for during the year	61 594 414	86 093 838

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 R61.594m (2023 - R86.093m) was provided for during the year in terms of a Council resolution.

<b>23. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND</b>	<b>60 000 000</b>	<b>45 000 000</b>
Balance at the beginning of the year	45 000 000	40 000 000
Amount provided for during the year	15 000 000	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 R15m (2023 - R5m) was provided for during the year in terms of a Council resolution.

<b>24. RESEARCH STRATEGIC INITIATIVES FUND</b>	<b>101 000 000</b>	<b>86 000 000</b>
Balance at the beginning of the year	86 000 000	76 000 000
Amount provided for during the year	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 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 R15m (2023 - R10m) was provided for during the year in terms of a Council resolution.

<b>25. INSTITUTIONAL CONTINGENCY FUND</b>	<b>88 000 000</b>	<b>73 000 000</b>
Balance at the beginning of the year	73 000 000	68 000 000
Amount provided for during the year	15 000 000	5 000 000

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	2024 R	2023 R
<b>26. INSTITUTIONAL MAINTENANCE FUND</b>	<b>116 399 124</b>	<b>91 399 124</b>
Balance at the beginning of the year	91 399 124	71 399 124
Amount provided for during the year	25 000 000	20 000 000

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 R25m (2023 - R20m) was provided for during the year in terms of a Council resolution.

<b>27. ACADEMIC SUPPORT FUND</b>	<b>100 000 000</b>	<b>80 000 000</b>
Balance at the beginning of the year	80 000 000	65 000 000
Amount provided for during the year	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 and ensure that sufficient resources are available to the support of the Academic project of UMP. Funds to the value of R20m (2023 - R15m) was provided for during the year in terms of a Council resolution.

<b>28. STUDENT REPRESENTATIVE COUNCIL RESERVE</b>	<b>657 082</b>	<b>249 129</b>
Balance at the beginning of the year	249 129	-
Amount provided for during the year	407 953	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 R0.407 (2023 - R0.249m) was provided for during the year in terms of a Council resolution.

**29. STATEMENT OF CASH FLOW NOTES**

**29.1 Cash generated from operations**

Surplus for the year	324 377 780	263 517 065
Surplus on sale of asset	-	(162)
Government grants - assets	(54 295 269)	(126 302 778)
Investment income	(193 264 904)	(135 232 650)
Conditional grant released to income related to expenses	(27 366 037)	(22 522 108)
Fair value movement through comprehensive income	(14 643 141)	(4 625 600)
Depreciation, amortisation and impairment	61 761 007	86 093 838
Investor annual fee	10 624 264	9 248 750
Infrastructure income released relating to expenses	(2 512 122)	237 653
Loss on decommissioning of assets	390 080	868 487
Provision for doubtful debt	20 499 460	15 050 650
Movement in provisions	9 792 070	10 438 369
	-	-
Changes in working capital		
Trade and other receivables	(6 088 932)	1 403 702
Deposits	-	(20 000)
Trade and other payables	(49 810 116)	49 093 500
Inventories	(296 490)	147 762
	<b>79 167 651</b>	<b>147 396 478</b>

**29.2 Purchase of Property, Plant and Equipment**

Cost at the end of the year	4 812 655 214	4 018 277 651
Less: cost at the beginning of the year	(4 018 277 651)	(3 297 890 137)
Movement of assets during the year	794 377 563	720 387 514
Add: Disposal / decommissioned during the year	1 483 055	54 170 310
<b>Purchase of Property, Plant and Equipment</b>	<b>795 860 618</b>	<b>774 557 824</b>

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	<b>2024</b>	<b>2023</b>
	<b>R</b>	<b>R</b>
<b>29.3 Purchase of intangible assets</b>		
Cost at the end of the year	9 406 070	7 664 571
Less: cost at the beginning of the year	(7 664 571)	(13 274 180)
Movement of assets during the year	1 741 499	(5 609 609)
Add: Disposal / decommissioned during the year	1 801 709	7 599 312
<b>Purchase of intangible assets</b>	<b>3 543 208</b>	<b>1 989 703</b>
<b>29.4 Proceeds from sale of assets</b>		
Net book value of assets written off	440 016	873 825
Profit on sale of assets	-	162
(Loss) on sale of asset	(390 080)	(868 487)
<b>Proceeds from sale of assets</b>	<b>49 936</b>	<b>5 500</b>
<b>29.5 Decrease in Investments</b>		
Closing balance at the end of the year	2 622 339 672	3 009 555 125
Short Term Investments	1 598 758 000	208 458 802
Long Term Investments	1 023 581 672	2 801 096 323
Opening balance at the beginning of the year	3 009 555 125	2 856 218 562
Short Term Investments	2 801 096 323	2 679 923 224
Long Term Investments	208 458 802	176 295 338
<b>Decrease in Investments</b>	<b>(387 215 453)</b>	<b>153 336 563</b>
<b>29.6 Increase in Deferred Income</b>		
Closing balance at the end of the year	2 914 529 944	2 712 931 084
Less: Assets capitalised/donated by government treated as deferred income	(252 580 541)	(283 973 211)
Add: Depreciation allocated to Deferred income	50 981 681	74 114 033
Less: Opening balance at the beginning of the year	(2 712 931 084)	(2 503 071 906)
<b>Increase in Deferred Income</b>	<b>-</b>	<b>-</b>
<b>29.7 Decrease in Conditional grants</b>		
Closing balance at the end of the year	2 389 961 174	2 521 708 046
Add: Assets capitalised transferred to deferred income	245 616 799	283 887 184
Amounts repaid to DHET - COVID-19	-	-
Bulk infrastructure transferred to local municipality	57 270	43 810 221
Less: Interest capitalised	(120 997 009)	(165 338 645)
Add: Expenditure transferred to income	40 098 213	58 900 924
Add: Transfer from / to other balances	-	14 491 507
Less: Opening balance at the beginning of the year	(2 521 708 046)	(2 291 966 969)
<b>Decrease in Conditional grants</b>	<b>33 028 401</b>	<b>465 492 267</b>
<b>29.8 Investment income</b>		
Investment income per statement of performance	193 264 904	135 232 650
Fair value movement through Other Comprehensive Income	14 643 141	-
Investors annual fee	(10 624 264)	(9 248 750)
Add: Interest received and capitalised during the year	<b>120 997 009</b>	<b>165 338 645</b>
DHET unspent infrastructure grant	113 132 365	158 271 162
Other grants	3 797 346	2 380 121
University capacity development grant	2 686 807	2 250 551
New Generation of Academics grant	1 380 491	2 436 811
<b>Investment income</b>	<b>318 280 790</b>	<b>291 322 545</b>
<b>30. COMMITMENTS</b>		
Capital Contracted Commitments		
30.1 Not yet contracted	84 092 460	981 913 929
30.2 Contracted and not yet spent	619 224 821	951 494 428
<b>Commitments</b>	<b>703 317 281</b>	<b>1 933 408 357</b>

Projects to the value of R22.595m (2023- R981.914) were not contracted for, R660.733m (2023 - R951.494m) were contracted for and not yet spent. Work-in-progress at the end of year was R1 256.579m (2023 - R725.116m).

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	2024 R	2024 R	2024 R	2023 R
<b>31. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION</b>				
<b>EXECUTIVE MANAGEMENT</b>	<b>Salary</b>	<b>Expense Allowance</b>	<b>Total</b>	<b>Total</b>
Prof TV Mayekiso	5 738 368	40 800	5 779 168	5 378 182
Prof M Davhana-Maselesele (appointed 1 January 2024)	2 919 201	36 840	2 956 041	-
Prof S Sommers (resigned 31 December 2022)	-	-	-	178 816
Prof M Mbewe (appointed 1 July 2023)	3 150 774	36 840	3 187 614	1 422 542
Dr A Stroebel (appointed 1 July 2023)	3 001 741	36 840	3 038 581	1 422 542
Mr KD Pather	3 591 828	21 480	3 613 308	3 324 571
Mr JSM Legodi	2 825 495	21 480	2 846 975	2 568 290
Dr PM Maminza	2 185 458	19 440	2 204 898	2 064 439
Dr L Govender	2 534 698	21 480	2 556 178	2 352 676
Mr R Flame (appointed 1 January 2024)	2 655 474	21 480	2 676 954	-
	<b>28 603 037</b>	<b>256 680</b>	<b>28 859 717</b>	<b>18 712 058</b>
<b>NON-EXECUTIVE COUNCIL MEMBERS</b>	<b>Honorarium</b>	<b>Expense Allowance</b>	<b>Total</b>	<b>Total</b>
Dr DM Mabunda (Chairperson) (term ended 15 February 2023)			-	28 006
Mr SG Mahlalela (Chairperson) (Appointed 16 February 2023)	216 934	34 311	251 245	88 671
Mr SG Mahlalela (Appointed 1 October 2022)	-	-	-	24 906
Ms N Nobongoza-Ravele (Deputy Chairperson)	84 112	4 040	88 152	128 007
Ms C Ledwaba	-	-	-	8 481
Prof RTG Nhlapho (Resigned 30 September 2024)	50 955	-	50 955	58 039
Mr JN Aling	100 335	23 967	124 302	65 619
Prof. M Kanyane	66 543	1 644	68 187	80 457
Ms N.Z.N Madlakana (Resigned 19 June 2024)	12 459	-	12 459	32 221
Mr T Ndebele (Resigned 21 August 2024)	29 288	-	29 288	67 831
Mr TR Tshabalala (Appointed 25 June 2024)	18 813	-	18 813	23 740
Mr P Ganesan (appointed 25 June 2024)	19 557	-	19 557	23 740
Mrs MZ Lushaba (Resigned 30 November 2024)	15 465	-	15 465	8 903
Ms L Ngcwabe (Resigned 30 November 2024)	6 338	-	6 338	8 903
Mr WT Shabangu (Resigned 23 Aug 2023)	-	-	-	25 367
Mr MMC Khoza	77 445	87 129	164 574	59 350
Dr PH Maduna	62 946	1 288	64 234	65 452
Mrs NP Madliwa	1 968	-	1 968	50 770
Mr M Schormann	92 828	8 211	101 039	55 227
Mrs NB Mfihlo (appointed 01 April 2023)	63 540	5 378	68 918	45 680
Mr BJ Mthembu (appointed 01 April 2023)	92 665	675	93 340	34 555
Prof J Lebakeng (appointed 01 April 2023)	62 745	22 106	84 851	33 810
Mr SSS Ntshebe (appointed 1 April 2024)	57 053	5 542	62 595	-
Ms L Mohlala (appointed 1 October 2024)	6 338	3 508	9 846	-
Mrs B Kubheka (appointed 2 August 2024)	12 676	-	12 676	-
Mr P Slack (appointed 4 June 2024)	6 338	-	6 338	-
Dr MM Makhura (appointed 4 June 2024)	25 352	12 445	37 797	-
Prof M Ngoepe (appointed 1 April 2024)	3 169	-	3 169	-
	<b>1 185 862</b>	<b>210 244</b>	<b>1 396 106</b>	<b>1 017 733</b>

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

	2024 R	2023 R
<b>32. RELATED PARTIES</b>		
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 receive bursaries from both NSFAS and Funza Lushaka. These are student funding entities formed by government.		
<b>Related party transactions</b>		
Earmarked grant received from DHET	489 800 000	462 877 000
Conditional grant received from the DHET - Other	27 366 037	43 685 269
Conditional grant received from the DHET - Infrastructure	-	421 807 000
Funza Lushaka bursaries received for qualifying students	5 770 595	7 576 555
NSFAS bursaries received for qualifying students	330 966 509	261 703 845
	<b>853 903 141</b>	<b>1 197 649 669</b>
<b>Related party balances</b>		
Deferred income from DHET	2 382 566 095	2 163 627 482
Current portion of Deferred income	43 391 488	60 104 788
Conditional grants	1 953 525 790	2 202 955 351
NSFAS (Credit) balance	(5 492 995)	(48 994 813)
Funza Lushaka (Credit) Debit balance	-	(35 838)
	<b>4 373 990 378</b>	<b>4 377 656 970</b>

**33. RISK MANAGEMENT**  
**Capital risk management**

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

The capital structure of the UMP consists of cash and cash equivalents disclosed in note 9 and equity as disclosed in the statement of financial position. There are no externally imposed capital requirements.

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

**Financial risk management**

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

**Liquidity risk**

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

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

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

Less than one year		
Trade and other payables	120 820 834	150 131 490

**Interest rate risk**

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

At 31 December 2024, 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 R16.38m (2023- R15.76m) higher/lower.

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

**2024**                      **2023**  
**R**                              **R**

**Credit risk**

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The UMP only deposits cash with major banks with high quality credit and limits exposure to any one counterparty. The University has placed its cash and cash equivalents with reputable financial institutions and fund managers have been given a mandate to ensure capital preservation to limit investment risk. The University is exposed to credit risk arising from student receivables related to outstanding fees. This risk is mitigated by requiring students to pay an initial amount towards their tuition and accommodation fees at registration. Additionally, international students are required to have paid 100% of their prior year debt and 50% of current year fees before they are allowed to register.

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

Trade and other receivables	36 364 124	30 275 192
Deposits	402 210	402 210
Cash at bank and cash	28 215 378	9 876 973
	<b>64 981 712</b>	<b>40 554 375</b>

**34. GOING CONCERN**

Considering that there has been no material impact on the revenue and impairment of the UMP assets as well as no penalties and onerous contracts, the university's projected cashflow for the next 12 months depicts an entity in good financial health. Thus, the financial statements for the university for the year ended 31 December 2024 are prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

**35. CONTINGENT LIABILITIES**

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

**35.1. 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. His legal team has subsequently submitted their expert reports estimating his damages at R5.4m (excluding psychological treatment costs). The UMP appointed independent experts in June 2024 for assessment, and it has filed its Medico-legal reports on 28 March 2025. Joint minutes of expert reports are due by 1 May 2025, pre-trial conference (if disputes arise) by 4 July 2025. Pre-trial minutes are due by the 3 October 2025 and the second Judicial Case Management meeting is schedule for the 25 November 2025.

**35.2 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.

**35.3 Student claim for damages due to incorrect registration**

A student was incorrectly registered in a programme for which she did not meet the registration criteria. The student has rejected an offer by UMP to register for an alternative programme. She claims she was unaware of her deregistration and UMP received summons for R450 000. The UMP has filed a notice to defend and a Rule 21 Notice for further particulars.

**35.4 Landlord legal claim**

Insika Guest House was accredited as a private student accommodation provider for UMP in May 2019, housing 46 students across three properties in West Acres. The UMP withdrew its accreditation in May 2022, after allegations of rape and murder against the owner. The owner is now suing the UMP for R1.6m for unlawful business interference by UMP. The matter has not yet gone to court.

### 36. CHANGE IN ACCOUNTING ESTIMATE - REASSESSMENT OF USEFUL LIVES OF PROPERTY, PLANT & EQUIPMENT

During the reassessment of the useful lives of the University of Mpumalanga's Property, Plant and Equipment, the useful lives of some categories of assets were revised, which then, affected the calculation of depreciation for the year. This was disclosed as a change in estimate in accordance with IAS 8.

#### Nature of the change

During the Financial Year, the University revised the useful life of its Buildings, Educational Equipment, Machinery & Equipment, and IT Equipment. This change was made following an assessment of the assets' physical conditions during the annual asset verification process. The revised useful lives reflect a more accurate estimate of the assets' longevity based on their current state and expected future use.

#### Monetary effect

As a result of the change in estimate, the depreciation charge calculation was amended, and the effect reflects as follows:

Asset Category	Old Useful life	New Useful life	Depreciation based on old useful lives	Depreciation based on new useful lives	Increase/(Decrease) in Depreciation
Buildings	10-50 years	10 – 100 years	50,661,364	24,012,440	(26,648,925)
Educational Equipment	3-10 years	3 – 20 years	4,087,795	1,814,173	(2,273,622)
Machinery & Equipment	3-10 years	3 – 20 years	2,775,036	1,573,930	(1,201,106)
IT Equipment	1-5 years	1 – 8 years	10,443,108	4,899,025	(5,544,082)
<b>Net Impact on the Annual Financial Statements</b>			<b>67,967,303</b>	<b>32,299,568</b>	<b>(35,667,735)</b>

#### Impact of change in useful lives on future years

	Financial Impact			Total	Estimated Impact
	Year 2025	Year 2026	Year 2027		
Buildings	25 544 579	25 544 579	25 544 579	<b>76 633 736</b>	Decrease in depreciation of R25 544 579 for the next 3 years
Education and equipment	2 306 375	2 306 375	2 306 375	<b>6 919 125</b>	Decrease in depreciation of R2 306 375 for the next 3 years
Machinery equipment	4 759 897	1 854 724	(4 759 897)	<b>1 854 724</b>	Decrease in depreciation of R4 759 897 in year 1, R1 854 724 in year 2 and an increase of R4 759 897 in year 3
IT Equipment	9 221 608	9 221 608	9 221 608	<b>27 664 824</b>	Decrease in depreciation of R9 221 608 for the next 3 years

### 37. EVENTS AFTER THE REPORTING PERIOD

All events subsequent to the date of the annual financial statements and for which the applicable financial reporting framework requires adjustments or disclosure have been adjusted or disclosed. Management is not aware of any matter or circumstance arising since the end of the financial year to date of this report that could have a material effect on the financial position of the institution.



**UNIVERSITY OF MPUMALANGA**  
**DETAILED INCOME STATEMENT (Unaudited Supplementary Schedules)**  
**FOR THE YEAR ENDED 31 DECEMBER 2024**

		<b>2024</b>	<b>2023</b>
	<b>Notes</b>	<b>R</b>	<b>R</b>
<b>INCOME FROM STUDENTS</b>	<b>15</b>	<b>437 960 407</b>	<b>356 282 303</b>
Application fees		5 910 393	4 616 593
Residence fees		25 995 048	23 212 696
Tuition fees		406 054 966	328 453 014
<b>OTHER INCOME</b>		<b>808 117 504</b>	<b>787 266 808</b>
Government grants - subsidy	14.1	517 166 037	485 399 108
Government grants - assets	14.2	54 295 269	140 794 285
Bad debt recovered		-	9 000
Donations received	16	-	897 888
Investment income	17.1	193 264 904	135 232 650
Other Comprehensive Income	17.2	14 643 141	4 625 600
Rental income - staff housing		875 960	1 042 090
Sales of goods and other services		27 872 194	19 266 025
Profit on sale of asset		-	162
<b>TOTAL INCOME</b>		<b>1 246 077 911</b>	<b>1 143 549 111</b>
<b>OPERATING EXPENSES (Refer to page 36)</b>		<b>921 700 131</b>	<b>880 032 046</b>
<b>SURPLUS FOR THE YEAR</b>	<b>18</b>	<b>324 377 780</b>	<b>263 517 065</b>

	2024	2023
	R	R
<b>OPERATING EXPENSES</b>	<b>921 700 131</b>	<b>880 032 046</b>
Advertising and marketing	22 089 492	12 136 368
Auditors remunerations - external	1 670 604	1 653 218
Auditors remunerations - internal	1 150 550	1 395 908
Bank charges	685 760	643 388
Bulk Infrastructure contribution	-	43 810 222
Catering and refreshment expenses	15 590 014	13 766 849
Cleaning	5 168 148	3 158 543
Conferences and workshops	1 971 415	794 244
Conditional grant expenses	26 588 688	22 374 996
Depreciation, amortisation and impairments	61 761 007	86 093 838
Employee costs	512 029 121	450 228 353
Information Communication and Technology cost	23 543 389	17 228 803
Insurance	3 665 611	3 050 874
Investors annual fee	10 624 264	9 248 750
Legal fees	7 582 575	10 209 638
Loss on decommissioning of assets	390 080	868 487
Motor vehicle expenses	4 068 495	1 195 370
Municipal services	67 327 260	74 267 524
New infrastructure expenses	3 867 554	8 378 527
Office supplies	304 694	168 916
Other expenses	1 774	104 998
Printing and stationery	2 734 731	4 181 154
Professional services	3 958 364	6 506 675
Provision for bad debts	20 499 460	15 275 825
Programme costs	822 514	662 575
Recruitment costs	3 648 872	2 658 443
Rental of equipment	1 726 508	1 094 920
Repairs and maintenance	32 774 383	19 015 383
Research cost	4 666 607	1 257 299
Residence expenses	1 596 906	3 537 615
Security and safety	18 348 312	19 204 572
Small equipment	414 320	828 361
Staff development	530 365	680 753
Student support services	33 462 530	27 092 890
Subscriptions	6 918 747	5 099 054
Travel and accommodation - international	6 372 456	3 618 450
Travel and accommodation - local	13 144 556	8 540 263

17.1

# ANNEXURE 1

## LIST OF POLICIES APPROVED BY COUNCIL IN 2024

1. STUDENT DEBT MANAGEMENT POLICY
2. STAFF ACCOMMODATION POLICY
3. NAMING POLICY
4. INFORMATION TECHNOLOGY SERVER ROOM POLICY
5. ASSESSMENT AND MODERATION OF STUDENT LEARNING POLICY
6. POLICY ON DEVELOPMENT OF NEW PROGRAMMES
7. POLICY ON REVIEW OF ACADEMIC PROGRAMMES
8. POLICY ON RECOGNITION OF PRIOR LEARNING



# ANNEXURE 2

2024 ANNUAL PERFORMANCE PLAN  
CONSOLIDATED REPORT



**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.	<b>Achieved</b> The meetings of the Siyabuswa Campus Management Committee were held on 18 March 2024, 10 May 2024, 18 September 2024 and 10 December 2024.	Nil
1.2	Develop and implement academic governance structures, systems, and processes in support of UMP's academic mandate.	31 December	Review the categorization of the Schools in terms of size and complexity.	<b>Achieved</b> The report on the categorization of Schools and Programmes was approved by MANCO on 5 December 2024.	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.	<b>Achieved</b> Ethics continued to be embedded in the governance framework of the institution.	Nil
			Provide two workshops on management and leadership for EMANCO.	<b>Achieved</b> Three workshops on management and leadership for EMANCO were held on 20 August 2024, 28 October 2024 and 15 November 2024.	Nil

1.4	Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	30 September	Review the Risk Register.	<b>Achieved</b> The Risk Register was reviewed on 09 September 2024.	Nil
		30 November	Monitor the implementation of the Risk Register through the quarterly meetings of the Risk Management Committee.	<b>Achieved</b> The implementation of the Risk Register was monitored during the meetings of the Risk Management Committee on 20 February 2024, 25 April 2024, 15 August 2024 and 17 October 2024.	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.	<b>Achieved</b> The framework and structures for information governance and management were developed.	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.	<b>Achieved</b> The checklist for regulatory compliance was updated on 29 March 2024, 30 June 2024, 30 September 2024 and 25 November 2024.	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.	<p><b>Achieved</b></p> <p>Performed daily backups on all critical systems and monitored backups quarterly.</p> <p>Conducted cybersecurity awareness programme to students, staff, MANCO and Council members throughout 2024.</p> <p>Implemented a cybersecurity awareness system (KnowBe4) on 25 March 2024.</p> <p>Implemented a vulnerability management system (Qualys) on 29 April 2024.</p> <p>Conducted weekly security vulnerability assessment for all critical systems.</p> <p>The ransomware playbook was approved by MANCO on 14 August 2024.</p> <p>Conducted an independent security vulnerability assessment on 05 July 2024.</p> <p>Implemented the web application firewall (WAF) on 15 October 2024.</p>	Nil
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## ACTIVITY AREA 2: RESEARCH AND INNOVATION

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

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
<b>2.1</b> 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 components of the Cost Recovery Policies.  Implement Council-approved IP Policy.	<b>Achieved</b> The IP Policy was workshopped during 7 - 8 October 2024 with NIPMO.  Implementation of the Cost Recovery Policies was monitored. Implementation of the Research Ethics Policy was monitored in collaboration with the RECs.	Nil
	15 May	Submission of 2023 UMP Research Output Report to DHET.	<b>Achieved</b> The 2023 audited Research Output report was successfully submitted to DHET on 15 May 2024.	Nil
<b>2.2</b> Provide appropriate research and innovation infrastructure and support.	31 October	Monitor research-related needs of established and early career researchers to ensure appropriate and an enabling research environment.	<b>Achieved</b> All research-related needs have been continuously monitored and addressed. A monitoring tool has been developed to more effectively record and monitor needs.  Workshops on Research Policies and Procedures were held on 26 February 2024 (Mbombela Campus) and 13 March 2024 (Siyabuswa Campus), complemented by a Procedure Communiqué to all staff on Research Support Mechanisms and Processes on 19 December 2024.	Nil

				<p>Funding Opportunities presented to UMP staff:</p> <ul style="list-style-type: none"> <li>• Mozilla Foundation (23 April 2024): MANCO, 70 ICT students.</li> <li>• Rhodes Scholarship (10 May 2024): virtual meeting with 20 UMP participants.</li> <li>• WRC (10 June 2024): 32 researchers, 17 students.</li> <li>• NRF (14 June 2024): 8 emerging researchers, 310 students.</li> <li>• DHET International Scholarships and Research Funding (13 September 2024): 31 students, 19 staff.</li> </ul>	
		31 December	1 Library exhibition to advance staff ownership for new title acquisitions.	<p><b>Achieved</b> LIS in collaboration with the Schools of Social Sciences, and Development Studies, hosted an art exhibition during 25-26 April 2024 on psychology and diversity, offering a curated book collection on the subjects.</p> <p>LIS hosted the Library Book Exhibition on 15-16 October 2024.</p>	Nil
			2 Awareness campaigns to research staff on Research Impact.	<p><b>Achieved</b> Research Impact awareness campaigns were held on 27 November 2024 and 3 December 2024. UMP participated in the USAf call for Impact Stories (June 2024). Two RMO staff participated in the AESIS-NRF Impact Summit (4-15 October 2024).</p>	Nil
2.3	Promote, recognise and reward research and innovation excellence.	31 December	Research Excellence Awards ceremony held.	<p><b>Achieved</b> The Research Excellence Awards Ceremony was held on 27 November 2024.</p>	Nil

				<p>Awardees were:</p> <ul style="list-style-type: none"> <li>• Faculty Emerging Researcher of the Year: Dr T Ndhlovu, School of Biology and Environmental Sciences.</li> <li>• Faculty Research Excellence Award: Prof K Ogujiuba, School of Development Studies.</li> <li>• NRF-Rated Researchers: Dr T Forssman, School of Social Sciences; Dr M Musara, School of Development Studies; Prof D Parker, School of Biology and Environmental Sciences.</li> </ul>	
2.4	Increase and diversify external and internal financial resources available to support research-related activities.	31 December	Increase external funding by 15%.	<p><b>Achieved</b> External funding has increased by 30.22% in 2024 (R52 435 024) vs 2023 (R36 585 799).</p> <p>The following grants were awarded:</p> <ul style="list-style-type: none"> <li>• NRF grants: Prof V Mlambo (R1mill), Dr T Suinyuy (R146, 965), Dr S Shezi (R70,000), Dr M Dalu (R100,000), Mr L Munyai (R130,000), Prof M Christian (R13,000), Prof V Gumede (R350,000). JET CoP awarded with UMP as Co-PI, collaborating with SU (R4 mill).</li> <li>• Prof N Ludidi, CoE grant, (R1,585,795).</li> <li>• Citrus International: Mr L Mukwevho (R559,971).</li> <li>• Maize Trust: Dr A Masenya (R57,806).</li> <li>• WRC Grants: Dr B Mcata (R2.5 mil), Dr T Dalu (R1,5 mill), Dr A Shabalala (R600 000).</li> <li>• Prof D Parker, Fulbright hosting grant (R1,310,704).</li> <li>• UFS collaborative grant: Dr S Mokgehele, (R450,000).</li> </ul>	Nil

				<ul style="list-style-type: none"> <li>• AAUN collaborating grants (co-PIs): Dr W von Solms, Dr J Ndoro, Prof F Niyimbanira, Prof K Ogujiuba.</li> <li>• EU grant: Dr M Dalu (R1,677,608).</li> <li>• SAIAB: Dr T Dalu (R250,000).</li> <li>• VLIR: Collaborating Grant with Ghent University, Dr Z Dube (R5,841,390).</li> <li>• NIHSS grant: Dr T Makhanya (R60,000).</li> </ul> <p>Mega Proposals with UMP Participation:</p> <ul style="list-style-type: none"> <li>• DAAD CoE for Sustainable and Resilient Food Systems and Applied Agricultural and Food Data Science in South Africa.</li> <li>• Cluster of Research Centres of Excellence (CoRE) in Sustainable Food Systems.</li> </ul> <p>Dr A Shabalala has been accepted to the DHET Future Professors Programme, Phase 2 Cohort 3.</p> <p>NRF Scholarships:</p> <ul style="list-style-type: none"> <li>• 67 Masters (R10,507,292)</li> <li>• 102 Honours (R14,694,750)</li> <li>• 20 Doctoral (R2,875,040)</li> <li>• 6 Postdocs (R2,090,000)</li> </ul>	
			40% Research funding applications successful.	<p><b>Achieved</b></p> <p>Successful research applications are recorded on a continuous basis. Ten of the 25 NRF research grant applications submitted were successful (40%).</p>	Nil
			Two contract research projects submitted.	<p><b>Achieved</b></p> <p>Two contract research projects were awarded to Prof V Gumede (NRF, R350,000) and Prof G O'Brien (ARC, R313,250).</p>	Nil

**GOAL 2:****DEVELOP AND SUSTAIN THE RESEARCH CAPACITY OF STAFF AND STUDENTS**

<b>2.5</b>	Attract, nurture and develop research potential and talent.	31 December	1 Report on staff registered for Masters' and Doctoral degrees.	<b>Achieved</b> A report on progress of M and D registered staff has been compiled. Staff registered are: 42 (PhD), 17 (Masters). During 2024, 3 staff members graduated with doctoral degrees. For UMP, staff with PhDs has increased from 55% (2023) to 57% (2024).	Nil
			Facilitate applications for NRF rating.	<b>Achieved</b> Eight staff members have been assisted to successfully submit their rating applications to the NRF.	Nil
<b>2.6</b>	Provide support to emerging researchers, postgraduate students and postdoctoral fellows to become research active.	31 December	Mentoring, Training, Workshops, Seminars and Research Support grant: 8 Research Seminars and Colloquia.	<b>Achieved</b> A Research Mentorship programme for emerging researchers has been developed and launched.  13 Research Seminars were hosted:  <ul style="list-style-type: none"> <li>• Dr J Goodall, 28 February 2024: 'Inspire Hope Through Action'.</li> <li>• Prof S Moyo, 29 February 2024: 'The Professor of the Future', associated with the FPP Graduation Ceremony hosted at UMP.</li> <li>• Public lecture, 15 March 2024: Consortium of Flagship Universities of State Corporation Rosatom in Russia.</li> <li>• Ms S Sithole, 4 April 2024: 'Upscaling the utilization of indigenous African crops'.</li> <li>• AAUN ECR Workshop, 16 April 2024 (20 participants).</li> </ul>	Nil

				<ul style="list-style-type: none"> <li>• Prof M Badri, 21 May 2024: 'Genetic and molecular determinants of alfalfa tolerance to combined salinity and Phoma infection using GW AS and proteomics'.</li> <li>• UMP-NYU Research Workshop on Transformation, 18 July 2024 (40 participants).</li> <li>• Prof D Coleman, 19 July 2024: 'How LearnSci can be used to enhance a virtual science teaching and learning environment in South Africa'.</li> <li>• SAYAS Young Researcher Workshop, 17 September 2024 (15 participants).</li> <li>• ASSAf-UMP Just Transition National Forum, 16 September 2024 (90 participants).</li> <li>• Prof P Mafongoya, 3 October 2024: 'In search of excellence in agricultural research management'.</li> <li>• Prof P Skelton, SAIAB Book Launch, 7 November 2024: 'Freshwater Fishes of Southern Africa: A Complete Guide'.</li> <li>• Prof S Moyo, 12 November 2024: 'Connecting the dots: A tale of trophic interactions in rivers and estuaries'.</li> </ul>	
			Research methodologies, methods and data analyses arranged for staff and postgraduate students.	<b>Achieved</b> <ul style="list-style-type: none"> <li>• A Postgraduate Supervision Workshop was held, facilitated by Prof V Mlambo: 6-7 February 2024 (14 staff).</li> <li>• Honours supervision workshop facilitated by Dr M Bapela: 1-2 February 2024 (37 staff).</li> <li>• Research Methodology Data Analysis Workshop: 2-4 April 2024 (23 participants).</li> </ul>	Nil

				<ul style="list-style-type: none"> <li>Honours supervision workshop, Siyabuswa Campus: 14-15 May 2024 (14 participants).</li> </ul>	
			Research Ethics Workshops for School, Faculty and Institutional Ethics Committees.	<b>Achieved</b> The Research Ethics workshop was held on 17-18 December 2024 with all RECS members.	Nil
			Scholarly Writing for Publications for emerging researchers.	<b>Achieved</b> The Scholarly Writing Publication workshop was held on 11 December 2024.	Nil
			Host 2 Writing Retreat for UMP researchers to increase research outputs.	Two Writing Retreats were hosted for UMP researchers, hosted by Student Affairs on 16 May 2024, and by the Research Management Office during 8-12 July 2024.	Nil
			Host 1 Research Day.	<b>Achieved</b> The R&I Day was held on 27 November 2024.	Nil
<b>2.7</b>	Create a culture of research in undergraduate and postgraduate students.	31 December	12 undergraduate students participating in research internship opportunities from Senior Academics.	<b>Achieved</b> Twelve undergraduate students have participated in research internship opportunities from senior academics.	Nil
			60% postgraduate students in research training workshops and Information Literacy sessions organised by the Research Division and LIS.	<b>Achieved</b> 70% of postgraduate students participated in research training workshops and information literacy sessions. In addition, the following special sessions were held: <ul style="list-style-type: none"> <li>Commercialisation of Research Outputs Workshop held on 8 October 2024 (34 students).</li> <li>LIS Turnitin training: 8 November 2024 (8 postgraduate students).</li> <li>LIS conducted an information search session on 16 July 2024 (45 postgraduate students).</li> </ul>	Nil



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

<b>2.8</b>	Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.	31 December	Partnerships with signed MoUs: 3 National and 2 International partners.	<b>Achieved</b> Five National partners and three international partners have been formalised: <ul style="list-style-type: none"> <li>• UMP-NIPMO grant agreement for the TTO, 19 December 2024.</li> <li>• WRC-UMP MoU, 11 September 2024.</li> <li>• Dr Z Dube expanded the agreement with Ghent University, 26 September 2024.</li> <li>• Collaborating agreement with NWU and the CSIR, September 2024.</li> <li>• Collaboration agreement with UFS, August 2024.</li> <li>• CoE in Food Security MoU with UWC, July 2024.</li> <li>• UMP has been admitted to the Sustainable Development Solutions Network (SDSN), July 2024.</li> <li>• SWARM Partnership Agreement: ERASMUS-EDU-2024-CBHE, National Technical University of Athens), Dr M Dalu, February 2024.</li> </ul>	Nil
<b>2.9</b>	Identify and develop Institutional Research Themes.	31 December	All Institutional Research Themes being executed.	<b>Achieved</b> UMP IRTs have been monitored for performance and implementation. The IRTs Review Workshops was held on 16 and 19 July 2024 (104 participants).	Nil
<b>2.10</b>	Promote the commercialisation of research outcomes in the form of products, processes and services.	31 July	Host a workshop on commercialisation of research outcomes.	<b>Achieved</b> A workshop on commercialisation of research outcomes was held with NIPMO on 7-8 October 2024 (46 participants).	Nil

2.11	Promote entrepreneurship and creative problem-solving skills in staff and students.	31 December	Advance activities of UMP students that participate in entrepreneurship activities.	<b>Achieved</b> Students are continuously advised on opportunities and engagement activities for entrepreneurship. In addition, a database of UMP students and staff participating in Entrepreneurship activities was created, further identifying specific needs and strategic linkages to advance entrepreneurship.	Nil
		31 October	Host a workshop on entrepreneurship and creative problem-solving skills.	<b>Achieved</b> <ul style="list-style-type: none"> <li>• A workshop on entrepreneurship and creative problem-solving skills for students was held on 30 August 2024 (93 participants).</li> <li>• A workshop on entrepreneurship and creative problem-solving skills was hosted on 3 October 2024, in collaboration with CFERI (56 staff, 20 students).</li> </ul>	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	Implement the Academic Plan that is aligned to New Strategic Plan.	<b>Achieved</b> The Academic Plan was implemented through quarterly academic development support initiatives for staff and students as detailed in 3.2- 3.12. below.	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.	<b>Achieved</b> Submitted six qualifications to DHET for PQM Clearance on 18 September 2024: <ul style="list-style-type: none"> <li>• Master of Laws</li> <li>• BSc Agric Economics and Agribusiness Management</li> <li>• PhD in Computing</li> <li>• PhD in Tourism and Hospitality Management</li> <li>• Doctor of Administration</li> <li>• Bachelor of Statistics and Data Science</li> </ul>	Nil
		31 December	Five applications submitted to CHE for accreditation.	<b>Achieved</b> The following five qualifications were submitted to CHE for accreditation: <ul style="list-style-type: none"> <li>• Doctorate in Education submitted on 6 May 2024.</li> <li>• Diploma in Entrepreneurship submitted on 13 November 2024.</li> <li>• PhD in Computing submitted on 24 December 2024.</li> <li>• PhD in Tourism and Hospitality Management submitted on 23 December 2024.</li> <li>• Doctor of Administration submitted on 23 December 2024.</li> </ul>	Nil
		31 December	Conduct one workshop on the DHET and CHE programme application process.	Three workshops on Curriculum Development and Review as per DHET and CHE guidelines on the programme application process were conducted as follows: <ul style="list-style-type: none"> <li>• On 22-24 April for the FEDBS.</li> <li>• On 13-15 May for the FANS and Education.</li> <li>• A hands-on workshop was conducted on 2-3 September 2024 to complete the forms; PQM; CHE &amp; SAQA to all faculties.</li> </ul>	Nil

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><b>Achieved</b></p> <p>The workshops were conducted during the first semester and repeated during the second semester as follows:</p> <p>First Semester three workshops:</p> <ul style="list-style-type: none"> <li>• Intermediate Moodle Training, on 10 April 2024.</li> <li>• Extracting Marks from Moodle to ITS, on 11 April 2024.</li> <li>• Extracting Marks from Moodle to Excel, on 17 May 2024.</li> </ul> <p>Second Semester three workshops were conducted as follows:</p> <ul style="list-style-type: none"> <li>• Intermediate Moodle training on 8 August 2024.</li> <li>• Extraction of Marks from Moodle to ITS (Bulk upload) on 20 September 2024.</li> <li>• Basic Moodle training on 20 September 2024.</li> </ul>	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	Create opportunities for formal exposure to work environment for students in identified non-WIL programmes.	<p><b>Achieved</b></p> <p>The following three programmes were “involved in WIL related activities” identified:</p> <ul style="list-style-type: none"> <li>• Bachelor of Commerce (Accounting and Auditing).</li> <li>• Diploma in Information &amp; Communication Technology in Applications Development (DPICT).</li> <li>• Bachelor of Information and Communication Technology (BICT).</li> </ul> <p>BICT and DPICT students interacted with ICT companies as a build-up to the annual AI Hackathon project which led to the establishment of placement opportunity with Nedbank, thus improving their opportunity for employability.</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 Support for Teaching & 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.	<b>Achieved</b> The following workshops were conducted: <ul style="list-style-type: none"> <li>• Learning Practice Design on 15 February 2024.</li> <li>• Assessment Strategies on 9 February.</li> <li>• Teaching and Learning in Higher Education on 8 March 2024.</li> <li>• Infusing multi-cultural perspectives and diversity into the curriculum on 16 April 2024.</li> <li>• Enhancing learning using the Scholarship of Teaching and Learning (SoTL) approach on 17 April 2024.</li> <li>• Teaching &amp; learning decision held on 5 July 2024.</li> <li>• Evaluation of teaching and the use of evaluation data on teaching &amp; learning decision held on 5 August 2024.</li> <li>• Module Credits and Notional Hours on 27 August 2024.</li> <li>• Curriculum Transformation workshop was conducted to Academic Staff on 29 October 2024.</li> </ul>	Nil
		31 December	Submit quarterly reports on the implementation of PASS for T&L.	<b>Achieved</b> <ul style="list-style-type: none"> <li>• Quarter one report on the implementation of PASS for T&amp;L was submitted to the TLOS held on 17 February 2024.</li> </ul>	Nil

				<ul style="list-style-type: none"> <li>• Quarter two report on the implementation of PASS for T&amp;L was submitted to the TLCS held on 18 April 2024.</li> <li>• Quarter three report on the implementation of PASS for T&amp;L was presented at the TLCS held on 12 August 2024.</li> <li>• Quarter four report on the implementation of PASS for T&amp;L was presented at the TLCS held on 18 October 2024.</li> </ul>	
<b>3.6</b>	To promote, recognise and reward excellence in teaching.	31 December	Teaching Excellence Awards ceremony held.	<b>Achieved</b> <ul style="list-style-type: none"> <li>• The Teaching Excellence Awards ceremony was held on 27 November 2024.</li> <li>• Dr Ayanda Shabalala was the winner.</li> </ul>	Nil
<b>3.7</b>	To nurture and develop academics as reflective practitioners.	30 November	Present two workshops to academics on peer evaluation of teaching and student evaluation of teaching,	<b>Achieved</b> <ul style="list-style-type: none"> <li>• Peer Evaluation of Teaching (PEOT) workshop was held on 5 August 2024.</li> <li>• Student's Evaluation of Teaching (SEOT) workshop was held on 31 October 2024.</li> </ul>	Nil
<b>3.8</b>	To provide support for the use of multimedia and ICTs in teaching & learning.	31 October	Present two workshops/ seminars on integration of multimedia and ICT in T&L.	<b>Achieved</b> The following workshops were conducted: <ul style="list-style-type: none"> <li>• Digital Story Telling training for COM201 Students, was conducted on 15 April 2024.</li> <li>• Moodle training on the creation and uploading of videos on Moodle was conducted on 11 July 2024.</li> </ul>	Nil

			Present one workshop on the impact of AI on academic integrity	<b>Achieved</b> The following workshops were conducted as follows: <ul style="list-style-type: none"> <li>• Impact of AI on academic integrity was held on 7 February 2024.</li> <li>• Artificial Intelligence literacy was conducted on 30 May 2024.</li> <li>• Artificial Intelligence Prompts and Assessments, training was conducted on 31 May 2024.</li> <li>• AI Literacy on 15 July 2024.</li> <li>• Design Prompts on 17 July 2024.</li> <li>• AI for Dip Agric Lecturers on 26 July 2024.</li> <li>• Teach smarter with AI on 7 and 12 August 2024.</li> </ul>	Nil
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### 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	Explore articulation pathways with strategic partners.	<b>Achieved</b> Articulation possibilities were explored with Ehlanzeni TVET College to Higher Certificate in ICT qualification at UMP.	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.	<b>Achieved</b> Orientation week was held on both campuses on 12 to 16 February 2024.	Nil
		28 February	Develop and submit the 2024 Calendar for FYE to DVC: T&L.	<b>Achieved</b> The Calendar for FYE was developed and submitted to the DVC: T&L on 19 January 2024.	Nil



		30 November	Facilitate participation of first year students in the FYE programme.	<b>Achieved</b> Seminars were conducted as follows: <ul style="list-style-type: none"> <li>• 11 April 2024: No. of students in attendance 333.</li> <li>• 25 April 2024: No. of students in attendance 205.</li> <li>• 9 May 2024: No. of students in attendance 62.</li> <li>• 23 May 2024: No. of students in attendance 123.</li> <li>• FYE Fun Day on 25 May 2024.</li> <li>• Students' Seminar was conducted on 29 August 2024.</li> </ul>	Nil
		30 October	Provide 6 Information literacy sessions to first year students.	<b>Achieved</b> Seven Information literacy sessions were provided to first year students as follows: <ul style="list-style-type: none"> <li>• On 7 March 2024</li> <li>• On 17 March 2024</li> <li>• On 18 April 2024</li> <li>• On 16 May 2024</li> <li>• On 1 August 2024</li> <li>• On 15 August 2024</li> <li>• On 5 September 2024</li> </ul>	Nil
3.11	To provide structured tutorials to promote success.	31 December	Provide structured tutorial sessions.	<b>Achieved</b> A total of 187 tutors were appointed and structured tutorial sessions were conducted.	Nil
			Heads of Schools Submit a report on tutorial impact to the DVC: T&L per semester.	<b>Achieved</b> Heads of Schools submitted reports at the end of the semester.	Nil
3.12	To improve completion rates and undergraduate throughput.	31 December	Identify at Risk modules and provide support.	<b>Achieved</b> At risk modules were identified and support provided for staff and students by the Heads of Schools (HoSs) and Programme Leaders (PLs).	Nil

			Monitor annual pass rates through end of the year reports.	<b>Achieved</b> Annual pass rates were monitored through end of the year reports.	Nil
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## 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
<b>4.1</b> To maintain effective and efficient systems and processes for new infrastructure development.	31 December	Manage and maintain project data for all projects using an online Project Progress Documentation and Reporting Management System.	<b>Achieved</b> The online Project Progress Documentation and Reporting Management System has been updated for all projects.	Nil
<b>4.2</b> Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional, original, and creative.	31 December	Achieve 80% completion on the construction of the NBP0024: Academic Building 01 Law Building.	<b>Achieved</b> 95% progress on construction of the NBP0024: Academic Building 01 Law Building has been achieved.	Nil
		Achieve 80% completion on the construction NBP0025: Academic Building 02 Nature Conservation Building.	<b>Achieved</b> 96% progress on construction of the NBP0025: Academic Building 02 Nature Conservation Building has been achieved.	Nil
		Achieve 60% completion on the construction of NBP0026: The Great Hall.	<b>Achieved</b> 73% progress on construction of the NBP0026: Great Hall has been achieved.	Nil

			Achieve 90% completion on the construction of NBP0023b: Infrastructure and Operation Building Phase 2.	<b>Achieved</b> 100% progress on construction of the NBP0023b: Infrastructure and Operations Building Phase 2 has been achieved.	Nil
			Achieve 100% Completion on the Construction West Campus Civil and Electrical Infrastructure.	<b>Achieved</b> 100% progress on construction of the SIP2005: West Campus Civil and Electrical Infrastructure Project has been achieved.	Nil
			Achieve 100% Completion on the A04e: Upgrading of Civil and Electrical Infrastructure at Siyabuswa.	<b>Achieved</b> 100% progress on Construction of the A04e: Upgrading of Civil and Electrical Infrastructure at Siyabuswa Project has been achieved.	Nil
		June	Achieve 100% completion on the NBP0037: Construction of the Chiller Plant Building.	<b>Achieved</b> 100% completion Construction of the NBP0037: Construction of the Chiller Plant Building has been achieved.	Nil
4.3	Create social spaces for crucial conversations.	31 December	Social spaces for crucial conversations are created during the construction of all buildings listed in 4.2. above.	<b>Achieved</b> Social Spaces for crucial conversations have been created as per the projects below: <ul style="list-style-type: none"> <li>• NBP0024: Academic Building 01 Law Building.</li> <li>• NBP0025: Academic Building 02 Nature Conservation Building.</li> <li>• NBP0026: Great Hall.</li> <li>• NBP0023b: Infrastructure and Operations Building Phase 2.</li> </ul>	Nil

4.4	Create opportunities for socio-economic development locally.	31 December	Create Work Integrated Learning opportunities, Internships, and apprenticeships for Built Environment Graduates and Artisans.	<b>Achieved</b> Work Integrated Learning Opportunities at the Mbombela Campus have been Created as follows: <ul style="list-style-type: none"> <li>• Apprentices: 31</li> <li>• Internships: 13</li> </ul>	Nil
			Contributing to job creation for local unskilled workers, Youth, Women and People with disabilities.	<b>Achieved</b> Job Opportunities that have been created at the Mbombela and Siyabuswa Campuses Construction sites for General Workers in the following categories: <p>Total: 564</p> <ul style="list-style-type: none"> <li>• Women: 94/564</li> <li>• Males: 470/564</li> <li>• Youth: 334 /564</li> <li>• People with disabilities: 07 /564</li> </ul> <p>Mbombela</p> <ul style="list-style-type: none"> <li>• Total: 525</li> <li>• Women: 89/525</li> <li>• Males: 436/525</li> <li>• Youth: 313/525</li> <li>• People with disabilities: 7/525</li> </ul> <p>Siyabuswa</p> <ul style="list-style-type: none"> <li>• Total: 39</li> <li>• Women: 5/39</li> <li>• Males: 34/39</li> <li>• Youth: 21/39</li> <li>• People with disabilities: 0</li> </ul>	Nil

**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 on-demand maintenance Plan through monthly reports.	<b>Achieved</b> The implementation of the Maintenance Plan 2024 was monitored through the monthly reports.  Conducted and monitored 2220 preventative tasks and 2395 on-demand maintenance tasks, and monthly reports were submitted.	Nil
		31 December	Conduct four (4) Maintenance Awareness Campaigns for students per Campus.	<b>Achieved</b> Conducted 9 students maintenance awareness Campaigns for:  Student Representative Council (SRC) induction on maintenance campaign on 16 February 2023.  Siyabuswa students on general maintenance of kitchens on 20 March 2024.  Students at Mbombela on Housing & SRC maintenance campaign on 5 October 2023.  Campus Repetitive Council (CRCs) at Mbombela and Siyabuswa campuses on 8 February 2024.  Siyabuswa students on maintenance of plumbing and electrical on 30 May 2024.	Nil

				<p>Hospitality students on the use of appliances on 30 September 2024.</p> <p>Siyabuswa students on general maintenance awareness on 20 March 2024.</p> <p>Students at Mbombela Building on the use of appliances on 14 and 15 November 2024.</p> <p>Siyabuswa students on maintenance reporting procedure in the residences on 30 May 2024.</p>	
		31 December	Monitor the implementation of the Integrated Renovation Plan through monthly reports.	<p><b>Achieved</b></p> <p>Monitored the following upgrades, and monthly reports were submitted:</p> <p>Installed bollards on the D725 road to barricade taxis and the East Corner of South Campus on 12 March 2024.</p> <p>Installed concrete dustbins and concrete seating to reduce litter in the areas next to Building 6 on 12 June 2024.</p> <p>Installed extraction fan to reduce heat at Building 13 - Tuck-shop on 10 July 2024.</p> <p>Installed air conditioner to reduce ambient temperature at Building 6 - coffee shop on 10 July 2024.</p> <p>Refurbished the Great Hall stage with new carpet on 17 October 2024 repaired damaged benches and secured them to the floor at the Great Hall on 8 November 2024.</p> <p>Attained electrical Certificate of Compliance (COC) project for six buildings at Mbombela East Campus by the end of November 2024.</p>	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><b>Achieved</b> Monitored the Siyabuswa Beautification project and monthly reports were submitted:</p> <p>The Siyabuswa Beautification Project Phase 3 was completed on 12 December 2024.</p>	Nil
		31 December	Implement and monitor continuous quality management of the university estate through monthly reports.	<p><b>Achieved</b> The following landscaping tasks were undertaken at the Mbombela and Siyabuswa Campuses, and monthly reports were submitted:</p> <p>Removed and monitored alien invasive species and rehabilitation activities along the perimeter fence at D725 and R40 on 13 February and 14 March 2024.</p> <p>Alien invasive treatment was conducted in phase 4 and follow-up monitoring was conducted on alien invasive removal in phase 3 &amp; 4 in April 2024.</p> <p>Landscaping maintenance-supplied, placed mulch, cleaned plant beds, weed, and applied fertilizer at Buildings 7, Chiller Plant, and Archive Building by the end of July 2024.</p> <p>Removed alien invasive species in control area 2 behind Building 6. Conducted phase 5 and follow-up treatment on areas 1C and 1D, South Campus on 13 September 2024.</p>	Nil



				<p>Conducted alien invasive species control follow-up treatment in area 6 on 28 November 2024 and further follow-up was conducted with the herbicide treatment on areas 2D, E and F on 13 November 2024.</p> <p>The 8 fixed flowerpots between Siyabuswa auditoriums were revitalized with new plants including the 6 flowerpots in and around the administration building circle.</p>	
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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	Identify and train SHE appointments at both Campuses through monthly reports.	<p><b>Achieved</b> Identified and trained SHE appointments at both campuses, and monthly reports were submitted:</p> <p>Appointed 10 SHE Staff Members at the Mbombela Campus and were trained on 25 June 2024.</p> <p>Appointed 03 Staff Members at the Siyabuswa Campus and were trained on 7 July 2024.</p>	Nil
		31 December	Monitor contractors and other mandatories performing maintenance & renovation-related tasks to sign section 37(2) agreements through monthly reports.	<p><b>Achieved</b> Monitored 45 Section 37(2) agreements signed by the contractors and other mandatories performing maintenance &amp; renovation-related tasks, and monthly reports were submitted.</p>	Nil

		31 December	Conduct four (4) SHE Awareness Campaigns for students and staff on both campuses.	<p><b>Achieved</b> Conducted 20 SHE awareness campaigns for staff and students. The SHE awareness campaigns were for:</p> <p>Students during the orientation week on 16 February 2024 at Mbombela Campus.</p> <p>New staff members during the induction on 25 March 2024 at the Mbombela Campus.</p> <p>New students during the orientation week on 15 February 2024 at the Siyabuswa Campus.</p> <p>Resident student assistants (RSA) and floor Reps on 20 March 2024 at the Siyabuswa Campus.</p> <p>Siyabuswa Students on substance abuse on 15 February 2024.</p> <p>Farm Section staff on 9 April 2024 and cleanup safety toolbox for the Old Dining Hall staff on 9 May 2024.</p> <p>Mbombela staff on 5 June 2024 and freezer safety toolbox talk for the Coffee shop staff on 4 June 2024.</p> <p>Staff and students at the Hotel and Catering services on 18 April 2024.</p> <p>Hospitality and cleaning staff on 04 July 2024. the Old Dining Hall staff on Fryer safety on 9 July 2024.</p>	Nil
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				<p>Old Dining Hall staff on Fryer safety on 9 July 2024.</p> <p>Hotel staff on the safe knife use and handling on 8 August 2024 and the Farm staff on the prevention of fire on 18 September 2024.</p> <p>Mbombela staff on the prevention of fire on 18 September 2024.</p> <p>Hospitality Staff on the safe use of stairs on 3 October 2024.</p> <p>Hotel and Catering staff on work-related accidents on 10 October 2024.</p> <p>Mbombela students on emergency evacuation drills in the residences on 10 October 2024.</p> <p>Staff and students on the snake awareness campaign at Mbombela campuses on 17 October 2024.</p> <p>Security guards in the library on 1 and 2 February 2024.</p> <p>Siyabuswa staff on general OHS awareness and training on 17 September 2024.</p> <p>Snake awareness campaign for staff at Siyabuswa campus on 17 October 2024.</p> <p>Snake awareness campaign for students and staff at Mbombela campus on 10 October 2024.</p>	
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4.8	To promote and foster an environment that is conducive to the protection of staff, students and property.	31 December	Conduct four (4) security awareness campaigns per campus, 3 for students and 1 for staff.	<p><b>Achieved</b> Conducted 12 security awareness campaigns for staff and students. The list included security awareness campaigns for:</p> <p>Students during the orientation on 16 February 2024 at Mbombela Campus.</p> <p>Students during the orientation on 15 February 2024 at Siyabuswa Campus.</p> <p>New staff members during the staff induction on 25 March 2024 at the Mbombela Campus.</p> <p>Residence student assistants (RSA) and floor Reps on 20 March 2024 at the Siyabuswa Campus.</p> <p>Staff at Tfokomala Hotel and Conference Centre on 19 March 2024.</p> <p>Residence students' assistants (RSAs) at the Siyabuswa campus on 30 May 2024.</p> <p>Newly appointed staff at Mbombela Campus on 1 July, 1 August, and 2 September 2024.</p> <p>Students at the Mbombela campus on 5 September 2024.</p> <p>Staff at the Siyabuswa campus on 17 September 2024.</p> <p>Students on 22 October 2024 and 27 November 2024 at the Mbombela Campus.</p> <p>Newly appointed staff at Mbombela Campus on 7 November 2024.</p>	Nil
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				Students at the Mbombela Campus on 27 November 2024.	
		31 December	Install and monitor PTZ CCTV Cameras at the students' residences, 5 PTZ for Mbombela and 2 for Siyabuswa Campus through monthly reports.	<p><b>Achieved</b> PTZ CCTV Cameras installed and monitored at the students' residences and monthly reports were submitted:</p> <p>Installed and monitored 7 PTZ cameras at the student residences in Mbombela Campus on 17 October 2024.</p> <p>Installed and monitored 2 PTZ cameras at student residences in Siyabuswa Campus on 29 November 2024.</p>	Nil
		31 December	Implement the security access control procedures in the students' residences at both Mbombela and Siyabuswa Campuses.	<p><b>Achieved</b> Implemented the security access control procedures in the students' residences at the Mbombela and Siyabuswa Campuses:</p> <p>Access control for visitors was implemented and monitored through security registers at Siyabuswa and Mbombela Campuses.</p>	Nil
		31 December	Develop 2 Security Management Procedures.	<p><b>Achieved</b> Two security management procedures were developed and approved by MANCO on 6 November 2024:</p> <p>The UMP procedure on the safe use of the University facilities in the student residences.</p> <p>The UMP security procedure during the University recess.</p>	Nil

4.9	To establish and maintain high-quality services in support of the Institution's operations.	31 December	Implement and monitor the UMP Integrated Management Model for Hotel & Catering Services through monthly reports.	<b>Achieved</b> Implemented and monitored the UMP Integrated Management Model for Hotel & Catering Services, and the monthly reports were submitted.	Nil
		31 December	Monitor the implementation of excellent service quality at the Hotel through monthly reports.	<b>Achieved</b> Monitored the implementation of excellent service quality at the Hotel, and monthly reports were submitted:  The Hotel maintained a 4.5 out of 5 rating on TripAdvisor by 31 December 2024.	Nil
		31 December	Monitor the implementation of quality cleaning of the university facilities at both campuses through monthly reports.	<b>Achieved</b> Monitored the implementation of quality cleaning of the university facilities at both campuses, and monthly reports were submitted.	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 AV equipment in four (4) Lecturing venues at Mbombela Campus.	<b>Achieved</b> The installation of AV equipment in lecturing venues B, C, D and E was completed on 27 September 2024	Nil
	31 December	Conduct two training sessions (One per semester) to academics on the Learning Management System.	<b>Achieved</b> Basic Moodle training was conducted on:  31 January 2024, 1 February 2024, 11 July 2024, 20 September 2024 and 6 November 2024.	Nil

				<p>Intermediate Moodle training was conducted on:</p> <p>5 February 2024, 6 February 2024, 16 February 2024, 10 April 2024 and 8 August 2024.</p> <p>Extracting Marks from Moodle training was :</p> <p>11 April 2024, 17 May 2024, 20 September 2024 and 1 October 2024.</p> <p>Recording of Lectures and Assessments was conducted on: 19 November 2024.</p>	
4.11	To provide ICT infrastructure, architecture, systems, and processes in support of institutional operations.	31 December	Increase Wi-Fi coverage at Mbombela Campus to 85%.	<p><b>Achieved</b></p> <p>Wi-Fi coverage at Mbombela campus was increased to 85%.</p>	Nil
			Increase Wi-Fi coverage at Siyabuswa Campus to 75%.	<p><b>Achieved</b></p> <p>Wi-Fi coverage at Siyabuswa Campus was increased to 75%.</p>	
			Upgrade the Network Infrastructure at Mbombela and Siyabuswa Campuses.	<p><b>Achieved</b></p> <p>The Cisco Network upgrade project at Mbombela Campus was completed on 5 August 2024.</p> <p>The Cisco Network Upgrade Project at Siyabuswa Campus was completed on 19 August 2024.</p> <p>Network Failover implementation and testing was completed on 7 December 2024</p>	Nil



			Conduct one vulnerability assessments (internal and external) and testing on the ICT infrastructure.	<b>Achieved</b> The independent cybersecurity vulnerability assessment on the ICT infrastructure was completed on 5 July 2024.	Nil
			Conduct four cybersecurity awareness campaigns to staff.	<b>Achieved</b> Cybersecurity awareness presentation was conducted during new staff induction on 25 March 2024.  Staff Cybersecurity training and awareness campaigns were conducted on:  April 2024, 22 April 2024, May 2024, 7 May 2024, June 2024, 24 June 2024, 1 July 2024, 10 July 2024, 1 August 2024, 20 August 2024, 2 September 2024, 20 September 2024, 11 October 2024, 18 October 2024, 25 October 2024 and 31 October 2024.  Staff anti-phishing campaigns were conducted on:  27 April 2024, 20 May 2024, 28 June 2024, 26 July 2024, 28 August 2024, 27 September 2024, 11 October 2024, 18 October 2024 and 25 October 2024.	Nil
			Conduct four cybersecurity awareness campaigns to students.	<b>Achieved</b> Cybersecurity awareness presentation conducted to new students during the orientation week.	Nil

				<p>Cybersecurity training and awareness campaigns for students were conducted on: 22 April 2024, 5 May 2024, 25 June 2024, 10 July 2024, 19 August 2024, 20 September 2024, 11 October 2024, 18 October 2024, 25 October 2024, 31 October 2024, 1 November 2024 and 14 November 2024</p> <p>Students Anti-Phishing Campaigns for students were conducted on:</p> <p>15 April 2024, 27 May 2024, 27 June 2024, 26 July 2024, 29 August 2024, 27 September 2024, 31 October 2024 and 25 November 2024.</p>	
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## 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 2025 ORCs and SRC held in line with the UMP SRC Constitution.	<b>Achieved</b> The SRC/CRC elections were successfully held on 25 October 2024.	Nil
5.2	Provide development programmes for the student leadership structures.	31 December	5 Training programmes provided for the student leadership during the year.	<b>Achieved</b> The members of the SRC/ ORCs attended 9 training programmes that were provided for them. The Induction of the newly elected SRC/CRC members was held on 7 and 8 February 2024 at the Mbombela Campus.	Nil

				<p>On 18 May 2024, the CRC and leaders of Student Societies attended a student leadership and team-building session at the Siyabuswa Campus.</p> <p>The CRC attended a master class themed “Digital democracy and young advocacy” on 24 April 2024 which was presented by the Frederick Van Zyl Slabbert Institute as part of their Master Class series.</p> <p>The SRC and CRCs attended a leadership workshop on 27 and 28 July 2024.</p> <p>A workshop on the UMP Social Media Policy was conducted by Mr Ubisi for members of the CRC in Mbombela Campus on 6 August 2024.</p> <p>The members of the SRC and CRCs attended a workshop focusing on the SRC elections. The workshop was held on 31 August 2024 and 1 September 2024.</p> <p>The members of the SRC and CRCs visited the Botswana University of Agriculture and Natural Resources in Gaborone from 20 to 22 September 2024. The programme of the visit included an information session/discussion on student leadership in an African University.</p> <p>The members of the SRC/ CRCs attended a reflection and debriefing session which was facilitated by a Clinical Psychologist from 26 to 27 October 2024.</p>	
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				<p>The outgoing CRCs and the incoming members of the CRCs attended a handover session on 6 November 2024 where members of the outgoing CRCs shared valuable lessons. The outgoing CRCs and the incoming members of the CRCs attended a handover session on 6 November 2024 where members of the outgoing CRCs shared valuable lessons.</p>	
5.3	Promote accountable and responsible student leadership structures.	30 November	8 SRC monthly meetings held during the year.	<p><b>Achieved</b></p> <p>The SRC held 8 meetings during the year on 21 March 2024, 6 April 2024, 2 May 2024, 6 June 2024, 4 July 2024, 1 August 2024, 5 September 2024, and 3 October 2024.</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><b>Achieved</b></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>On 10 April 2024, members of the CRC attended a policy discussion/engagement session presented by Mr Tlangelani Ubisi in which the UMP Social media policy was discussed.</p> <p>The Manager: Student Governance and Development met with SASCO on 26 August 2024; MKSM on 26 August 2024; and EFFSC on 27 August 2024 discussing the SRC Constitutional stipulations regarding the SRC elections following the announcement of the date for SRC elections.</p>	Nil

				A discussion of the Social Media Policy was held with the members of the Mbombela CRC, facilitated by Mr Tlangelani Ubisi on 6 August 2024.	
5.5	Create effective communication strategies between student leadership and University Management.	30 November 30 November 30 November	MANCO/SRC meetings held quarterly.	<b>Achieved</b> MANCO held the MANCO-SRC quarterly meetings on 28 February 2024, 8 May 2024, 14 August 2024, and 23 October 2024.	Nil
			DoS/SRC meetings held monthly.	<b>Achieved</b> The DoS and Student Affairs Managers held meetings with the SRC on 6 February 2024, 30 April 2024, 30 May 2024, 29 July 2024, and 30 September 2024.  The DoS and the ED: Finance met with the SRC on 7 November 2024 to discuss the 2025 Tuition and Accommodation Fees.	Nil
			Managers/CRCs meetings held monthly.	<b>Achieved</b> The Manager: Student Governance and Development held meetings with the CRC at the Mbombela Campus on 29 February 2024, 7 March 2024, 20 May 2024, 7 June 2024, 14 August 2024, 17 September 2024, and 19 November 2024.  The Manager: Student Governance and Development held meetings with the CRC at Siyabuswa Campus on 5 February 2024, 27 March 2024, 26 April 2024, 10 May 2024, 24 July 2024, 7 August 2024, 27 September 2024, and 4 October 2024.	Nil

		30 November	Meetings between the Campus Director and the Siyabuswa CRC held monthly.	<b>Achieved</b> The Campus Director: Siyabuswa Campus held meetings with the CRC on 5 and 12 February 2024, 11 and 15 April 2024, 13 May 2024, 19 July 2024, 28 August 2024, and 3 October 2024.	Nil
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## GOAL 2: A VIBRANT AND ACTIVE STUDENT LIFE

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
<b>5.6</b> 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><b>Achieved</b></p> <p>The Siyabuswa Male Soccer Team played on 17 and 18 February 2024 against The Bengeles and Sesifikile and won 2:1 and 3:1, respectively. On 9 March 2024 they played against German Chiefs and won the game 3:1.</p> <p>The Mbombela Male soccer team played against Royal Chillies on 16 March 2024 and won by 4:2.</p> <p>UMP Rugby team played against Malelane Rugby Club on 9 March 2024 and won by 20:0. This match was followed by the participation of our Rugby team in the White River Rugby Tournament held on 23 March 2023 the UMP Rugby team played Mbabane Cheetahs from the Kingdom of Eswatini and won by 74:0.</p> <p>On 9 March 2024, UMP athletes participated in the Mpumalanga Athletics Tournament in Secunda and brought home 18 medals.</p>	Nil

				<p>14 April 2024 the Siyabuswa male soccer team played against German Chiefs and UMP won 2:1. And also won 3:2 against TUT eMalahleni on 1 May 2024.</p> <p>On 9 May 2024 the Mbombela Campus organised a soccer tournament for students. The teams were per level of study in different fields.</p> <p>On 8 June 2024 Mbombela female soccer team played against Tekatakho and won the game by 5:1.</p> <p>On 15 June 2024, UMP male soccer team played a friendly game against Rising stars, won the game by 2:0.</p> <p>On 18 May 2024 UMP Rugby played against Ratels 1 and won by 26:5 and on 1 June 2024 played a league match against KaMhlushwa Black Cats and won the game 43:21.</p> <p>The Siyabuswa Netball team participated in the Nkangala Netball Tournament on 4 May 2024 in Middelburg and won 3 out of the 4 games they played.</p> <p>On 25 May 2024, Mbombela ladies' basketball team played against Barberton Giants, and won by 13:8 and the male team played against TUT and Daantjies and won both games by 51:5 and 53:22, respectively.</p>	
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				<p>UMP Netball Team participated in the 2024 USSA Netball Championships held at the University of Johannesburg and Wits University from 1-5 July 2024. The team finished in third position out of 8 teams in their division.</p> <p>Ms Lerato Baloyi attended the final trials for the Nkangala u21 Netball team on 27 July 2024 and was selected to be part of the team and will represent the District at the Netball South Africa Spar National Championships in October 2024.</p> <p>Both the male and female Mbombela Campus basketball teams played their league fixtures on 3 August 2024. Men's team won two games against Daantjies Shooters 47:27 and Sabie Slam Dunkers 21:5. The Ladies team played against White River Rhinos and won the game 27:12.</p> <p>The Siyabuswa male soccer team participated in the first round of the Nedbank Cup Qualifiers on 1 September 2024 and won the game to 2:0.</p> <p>Three students from Siyabuswa campus participated in the Nkangala District Indigenous Games which were held in eMalahleni on 7 September 2024.</p>	
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				<p>On 21 September 2024, our Rugby team participated in the 7s Rugby tournament hosted by Sol PLaatjie University. UMP won 3 matches (22:5 over Sefako Makgato; 35:12 and 33:7 in the 2 matched against University of Limpopo) and lost 19:5 to VUT in the semi-finals.</p> <p>The UMP Basketball and Volleyball teams travelled to the University of eSwatini on 21 September 2024 and played their counterparts there. Our Basketball teams won their games (Males UMP 32: ESwatini 30; Females UMP 19: ESwatini 12). Our Volleyball teams both lost by 00:02.</p> <p>The Mbombela Campus basketball teams (male and female) participated in the Ehlanzeni League fixture on 12 and 26 October 2024 and won all their games.</p> <p>Two UMP students (Ms Lerato Baloyi – Nkangala u21 team; and Ms Condile Sibiya – Nkangala Senior Team) have been selected to represent the Nkangala Netball teams at the upcoming Spar Netball National Championships hosted by Netball South Africa.</p> <p>Siyabuswa Campus Netball team hosted a Top 4 Tournament to foster a relationship with local teams from Dr JS Moroka on 27 October 2024. The team featured UMP Siyabuswa Campus, Blue Birds, CN Mahlangu TVET and Dikopo. UMP won the tournament.</p>	
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				The Siyabuswa Campus male Volleyball team finished second position on the Nkangala Volleyball log table.	
5.7	Promote coherent and active student societies.	31 October	Students Societies' activities that focus on national imperatives.	<p><b>Achieved</b></p> <p>The UMP Student Entrepreneur Society attended the first pitch workshop facilitated by Ms Ntsako Mohlaule, the CEO of Charged Up, on 1 March 2024.</p> <p>On 8 April 2024, the Siyabuswa Student Entrepreneurs attended the launch of the EDHE Entrepreneurship intervarsity competition at the Mbombela Campus and on 25 April 2024 attended a Pitch-up masterclass held at the Mbombela Campus.</p> <p>The Siyabuswa Campus Mental Health Ambassadors launched an activation on 12 April 2024 and also organised a Mindfulness meditation and Aerobic session on 19 April 2024 and a games day on 26 April 2024.</p> <p>The Poetry Student Society hosted a pop-up Freedom Day celebration on 24 April 2024 at the Mbombela Campus.</p> <p>The Enviro Socio Virgo Student Society held a cleaning campaign at the sports field after the Fun Day on 21 April 2024.</p> <p>The Drama Student Society hosted a Drama Friday on 2 May 2024.</p>	Nil

				<p>The Teachers of Transformation visited Zenzeleni Stimulation Centre on 3 May 2024 and Phephelaphi Place of Safety on 31 May 2024 to donate clothes.</p> <p>The Social Circle Student Society organised a session on “Building resilience” on 8 May 2024.</p> <p>Inkanyezi Student Society hosted a Traditional Fusion Day for all cultural groups on 9 May 2024 at the Mbombela Campus.</p> <p>The Proto Advocates Student Society hosted a debate session for the LLB students on 10 May 2024.</p> <p>SASCO organised a political class on 17 April 2024; a mental health awareness session on 22 April 2024; and a Talent Show on 17 May 2024.</p> <p>On 22 April 2024 the Siyabuswa Campus held a Study skills workshop for first year students.</p> <p>The Student Development Officer (SDO) and Ms Khosa from Secretarial Services facilitated a training session for secretaries from Student Societies on 25 April 2024</p> <p>On 26 April 2024 Student Development held a workshop on effective communication skill at the Siyabuswa Campus.</p>	
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				<p>The SDO facilitated a conflict management session with leaders of Student Societies on 10 May 2024 at the Mbombela Campus.</p> <p>The UMP ENACTUS Team attended the National ENACTUS Competitions held at the Sandton Convention Centre on 9 July 2024, came position 2 overall and brought home 5 medals.</p> <p>The UMP Choir participated in the Dr JS Khosa Choral Music Competition held in Giyani on 13 July 2024. The choir got position 1 for the prescribed song, position 3 for the own song and position 2 overall in the category.</p> <p>The Proto Advocates hosted a Nelson Mandela Commemoration event on 30 July 2024 at the Mbombela Campus and also visited Portia Shabangu High School on 6 August 2024 to talk to Grade 12 learners about the Law Fraternity and Programme at UMP.</p> <p>BCom Circle Student Society hosted a panel discussion for the first year BCom students on 7 August 2024.</p> <p>On 29 August 2024 the Book Club organized a book review titled "Last Entry" by Kabelo Sekhukhune a first-year student at Siyabuswa Campus.</p> <p>The Disability Ambassadors organised a movie afternoon on 17 September 2024.</p>	
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				<p>Social Circle Student Society hosted the “Ezamazukwana Day” activities on 15 August 2024 at the Mbombela Campus where they performed the golden oldies songs and games.</p> <p>Inkanyezi Student Society hosted the Story telling and Poetry afternoon celebrating the Heritage Day on 26 September 2024.</p> <p>UMP Nematology Student Society attended and participated during the Science Week hosted at the Penryn College from 29 July 2024 to 2 August 2024.</p> <p>UMP Forestry Student Society visited Showe’s drop-in Orphanage Centre at Pienaar on 19 September 2024 and assisted with work in the vegetable garden.</p> <p>On 6 October 2024, UMP ENACTUS hosted a Team Building Session at the Siyabuswa Campus.</p> <p>On 15 October 2024 Teachers of Transformation conducted a community outreach, donating clothes and sanitary towels to Phephelaphi Place of Safety and Sizanani Children’s Home.</p> <p>On 18 October 2024, the End Times Gospel Student Society held a Pre-Exam Prayer at the Siyabuswa Campus.</p>	
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				<p>The Poetry Club Student Society held a poetry session on 31 October 2024 at the Mbombela Campus.</p> <p>The UMP Forestry Student Society planted some olives tree at the UMP farm on 31 October 2024.</p> <p>UMP Models Student Society visited the Luthando House to donate some clothes and groceries on 9 October 2024.</p> <p>The Rainbow Alliance Student Society visited Takheleni Primary School to donate some stationery and sanitary towels for Grade 7 learners on 30 October 2024.</p>	
5.8	Provide personal development programmes for students.	31 October	Student development programmes that target 2 identified focus areas for the year.	<p><b>Achieved</b></p> <p>The Division identified personal skills development and academic development as the focus areas for the 2024 academic year.</p> <p><b>Focus area 1:</b> <b>Personal skills development</b></p> <p>On 4 March 2024 student leaders from the CRC, student mentors, peer educators, and Teachers of Transformation were enrolled for a Frederick Van Zyl Slabbert short course on leadership.</p> <p>On 8 March 2024 Mr Moses Sithole facilitated a Basic Leadership Skills for the Student Society committees at the Mbombela Campus.</p>	Nil



				<p>The Student Development Officer (SDO) and Ms Khosa from Secretarial Services facilitated a training session for secretaries from Student Societies on 25 April 2024.</p> <p>The SDO facilitated a conflict management session with leaders of Student Societies on 10 May 2024 at the Mbombela Campus.</p> <p>On 26 September 2024 Siyabuswa Campus held an anti-bullying workshop for all students.</p> <p>The Student Development Officer conducted a training for the newly established Student Societies on 29 August 2024 at the Mbombela Campus.</p> <p>On 10 October 2024, First Year students attended an FYE Seminar on Responsible Citizenship, facilitated by the Dean of Students.</p> <p><b>Focus area 2:</b> <b>Academic development</b></p> <p>On 14 February 2024, First-year students attended a discussion session on common challenges faced by first-year students and a Financial Literacy training.</p> <p>On 1 March 2024 the first-year students attended an assignment writing workshop at the Siyabuswa Campus.</p> <p>On 6 March 2024 FVZS one week course commenced.</p>	
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				<p>On 22 April 2024 the Siyabuswa Campus held a Study skills workshop for first year students.</p> <p>On 26 April 2024 Student Development held a workshop on effective communication skill at the Siyabuswa Campus.</p> <p>Postgraduate students attended a job readiness session facilitated Ms Mangali Ngcobo from the Professional Provident Society (PPS) Foundation on 30 May 2024 which was followed by a financial literacy session on 31 May 2024.</p> <p>On 4 September 2024 students at the Siyabuswa Campus attended the Frederick Van-Zyl Slabbert master class series on digital literacy and youth advocacy.</p> <p>A Financial Literacy Workshop was facilitated in collaboration with Momentum at the Siyabuswa campus on 3 October 2024.</p> <p>The SDO facilitated the exam preparation and examination special arrangement for students with disabilities on 18 October 2024.</p>	
5.9	Promote the wellbeing of students.	30 November	Conduct group and individual counselling sessions for students.	<p><b>Achieved</b></p> <p>The Student Counsellor presented on counselling services offered to students during CRC induction workshop on 07 February 2024.</p>	Nil

				<p>The Student Counsellor attended 1<sup>st</sup> year orientation to welcome and promote counselling services to students on 14 February 2024. The importance of mental health and seeking help was emphasized.</p> <p>The Student Counsellor co-facilitated Peer Educators' training to the new group on how to promote student health and wellness on 28 February 2024 to 1 March 2024.</p> <p>On 7 March 2024 the Student Counsellor together with Peer Educators hosted first year adjustment event facilitating a dialogue on social topics affecting new entering students such as navigating social lives and academics.</p> <p>The Student Counsellor presented on stress management techniques at Student Women Economic Empowerment Program (SWEPP) on 8 March 2024.</p> <p>On 24 April 2024, the Student Counsellor, along with the Peer Educators, organized a sexual assault awareness campaign. GRIP was invited to present on sexual assault.</p> <p>On 10 May 2024, the Student Counsellor and Peer Educators visited Mthombo and on 17 May 2024, visited Valencia High School, to provide career guidance.</p> <p>On 13 May 2024, the Student Counsellor hosted a psychology career path guidance session for all Bachelor of Arts students.</p>	
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				<p>The Mbombela Campus hosted a Mental Health Day on 15 May 2024.</p> <p>On 5 July 2024, the Student Counsellor and Registered Counsellor visited Portia Shabangu High School to offer career guidance and engage with Grade 12 learners on career choices.</p> <p>On 18 July 2024, the Registered Counsellor visited Masitakhe Secondary School to provide career guidance to grade 10 – 12 learners as part of the Mandela Day 67 Minutes initiative.</p> <p>On 7 August 2024, the Student Counsellor facilitated a dialogue for female students focusing on how women can empower themselves mentally by fixing their own crowns first.</p> <p>On 28 August 2024, the Registered Counsellor presented on emotional intelligence to Siyabuswa CRC members.</p> <p>On 30 August 2024, the Registered Counsellor presented on women empowerment to female students at the Siyabuswa Campus.</p> <p>The Mbombela Campus hosted a Mental Health Day on 26 September 2024.</p>	
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				<p>The Student Counsellor together with the Registered Counsellor and the Sessional Clinical Psychologist continued to provide essential counselling services to students on both campuses.</p> <p>Student Counselling hosted Mental Health Awareness Day events aimed at assisting students on how to navigate issues related to black tax and blended family dynamics at the Mbombela and Siyabuswa Campuses on 10 and 16 October 2024, respectively.</p>	
		30 November	Quarterly reports on counselling services submitted to the DoS.	<p><b>Achieved</b></p> <p>Quarterly reports were submitted to the Dean of Students on 11 April 2024, 4 July 2024, 2 October 2024 and 20 December 2024.</p>	Nil
		30 November	Provide primary healthcare services and awareness for students.	<p><b>Achieved</b></p> <p>On 2 February 2024, the Campus Nurse shared information on the services provided by the Clinic with the RSAs during their induction.</p> <p>The Mbombela Campus Nurse held a meeting with the Greater Nelspruit Rape Intervention Programme (GRIP) people on 7 February 2024 and discussed the support that GRIP should continue providing to our students.</p> <p>The Campus Nurse attended the Orientation Week on 14 February 2024 and shared information to the first-year students on the services that are rendered by the Clinics.</p>	

				<p>The Mbombela Campus Clinic held the Health Awareness Week from 19 to 23 February 2024. The focus areas were sexual transmitted infections (STIs); condom use; and pregnancy prevention.</p> <p>On 21 February 2024 the First Things First campaign, a Higher Health Programme, was held at the Mbombela Campus.</p> <p>The Peer Educators were trained on 28, 29 February 2024 and 1 March 2024, at Mbombela Campus.</p> <p>The Family Planning Awareness Campaign was held on the 13 March 2024 at Siyabuswa Campus which was also part of the First Things First, a Higher Health Programme.</p> <p>The Campus Nurse attended and presented information on health wellness and safety measures to the RSA members during their training on 20 March 2024 at Siyabuswa Campus.</p> <p>Weekly HIV Counselling and Testing (HCT) awareness campaigns provided through NGO partnership collaboration with Family Restoration Foundation (FRF) &amp; Integrated Health Programme Systems (IHPS).</p> <p>HIV and female reproductive health Awareness was conducted on 10 and 19 April 2024 at the Siyabuswa Campus.</p>	
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				<p>Peers Educators continued with condom distribution and replenishment during the 2<sup>nd</sup> quarter.</p> <p>STI Awareness Day conducted on 21 May 2024, incorporated HIV and female reproductive health awareness at Siyabuswa Campus.</p> <p>On 30 May 2024, the Campus Nurse participated in the Student Societies' Discussion panel, giving information on 'invisible disability' at Siyabuswa Campus.</p> <p>On 3 June 2024, a First things First Activation Campaign was held at the Mbombela Campus.</p> <p>HIV and female reproductive health awareness campaign was conducted in collaboration with NGO Wits Reproductive Health Institute (RHI) on 30 July 2024 and 25 September 2024 at Siyabuswa Campus.</p> <p>A Peer Educators training was conducted on 29 July 2024, in collaboration with the external stakeholders; Right to Care Medical Male Circumcision, KECA Ambulance services, COMPASS Medical Waste services, and the South African Police Services.</p> <p>On 7 August 2024, the First-things-first activation campaign, a Higher Health project, was held at Mbombela Campus.</p>	
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				<p>On 17 September 2024 Aurum conducted health awareness campaign to male students at Mbombela Campus.</p> <p>On 7 October 2024, the Siyabuswa Campus Clinic, in collaboration with WITS RHI, conducted HIV Awareness campaign during their monthly follow-up visits for our students.</p> <p>On 9 October 2024, the Campus Nurse participated in the CRC discussion panel, where she contributed to discussions on the signs and symptoms of breast cancer, its prevention, diagnosis, treatment, and the importance of supporting those affected.</p> <p>On 14 October 2024 a health information sharing session was held with a group of students for breast cancer awareness at the Mbombela Campus.</p> <p>On 16 October 2024 a First things First activation campaign was held at Mbombela campus under the breast cancer awareness month theme.</p> <p>On 18 October 2024 the Siyabuswa Campus Nurse had a presentation during the GBV awareness campaign on the health effects of GBV on victims, the timeline for rape response, and the support mechanisms for GBV Survivors.</p>	
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				<p>On 29 October the Siyabuswa Campus Clinic hosted a successful Cancer Awareness Day which brought together multiple stakeholders to offer comprehensive health services.</p> <p>On 12 November 2024 the UMP clinic staff attended a benchmarking session with UJ on online clinic booking system.</p>	
		30 November	Monthly reports and statistics of services provided by the Campus Clinics.	<p><b>Achieved</b></p> <p>Monthly reports and statistics were submitted to the Dean of Students every month.</p>	Nil
5.10	Support students staying in accredited private accommodation to experience a conducive living and learning environment.	31 December	Provision of 3 identified focus areas that provide students in accredited private accommodation with an environment conducive for learning.	<p><b>Achieved</b></p> <p><b>Focus area 1: Accreditation of private accommodation</b></p> <p>A report from NSFAS on accreditation status indicating 6899 beds already accredited by NSFAS was received on 26 February 2024 after the consolidation of the accreditation process.</p> <p>On 12 June 2024, Student Housing together with Student Financial Aid met with the NSFAS Coordinator for Mpumalanga to discuss NSFAS issues and processes relating to accreditation of accommodation.</p> <p><b>Focus area 2: Participation of students in living and learning activities</b></p> <p>The Virtual House continued to engage students staying in accredited accommodation for their participation in the living and learning activities.</p>	Nil

				<p>On 5 and 6 August 2024, The Manager: Student Housing attended the NSFAS/ACUHO-I-SAC (Association of Colleges and Universities Housing Officers- International-South African Chapter) meeting in Johannesburg on Student Accommodation Pilot Review.</p> <p><b>Focus area 3:</b> <b>Care and support</b></p> <p>Student Housing has provided support to students staying in accredited private accommodation by referring their complains to NSFAS as per the current NSFA arrangement.</p> <p>From 3 to 4 October 2024, the Director for Student Housing attended the NSFAS Student Accommodation Pilot Review workshop, which was held at Nelson Mandela University.</p>	
5.11	Recognise and reward excellent performance in co-curricular activities.	31 December	Co-curricular Excellence Awards Ceremony held annually.	<p><b>Achieved</b></p> <p>The 2024 Co-curricular Excellence Awards Gala Dinner was successfully held on 2 November 2024 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	Provide support for students with disabilities for the identified needs.	<p><b>Achieved</b></p> <p>The Student Development Officers identified and supported students with disabilities from 5 to 16 February 2024, during registration and orientation.</p> <p>On 1 March 2024 the Mbombela Student Development Officer met with the students and introduced them to the available services at UMP and the role and services of the Disability Ambassadors Student Society shared with them.</p> <p>The Disability Ambassadors continued its work in supporting students with disabilities and also visited SW Nhlapo Secondary School for a motivational talk on 24 April 2024.</p> <p>The SDO facilitated an exam preparation session for students with disabilities on 17 May 2024.</p> <p>Student Societies attended and participated in a Panel discussion on “invisible disability” on 30 May 2024 which focused on student mental health and wellness.</p> <p>The Student Development Officer and the Disability Ambassadors hosted a Deaf Awareness Campaign on 6 September 2024.</p>	Nil

				<p>On 1 November 2024, a disability panel discussion was held under the theme <i>“Diversity and Intersectionality: Exploring the Intersection of Disability with Other Identities and Its Impact on Students’ Experiences”</i> at the Siyabuswa Campus.</p> <p>The Student Development Officer (SDO) and Ms Rachel Tshivhase facilitated a session on NSFAS funding and accessing assistive devices to some students with disabilities on 17 October 2024.</p>	
5.13	Provide a safe environment for students.	31 December	Conduct 2 campaigns against gender-based violence and femicide (GBVF) per year.	<p><b>Achieved</b></p> <p>On 11 April 2024 the Siyabuswa Campus hosted a Men’s Indaba for male students to discuss gender based violence challenges and how to curb them.</p> <p>The Mbombela Campus held a Men’s Indaba on 12 April 2024 for male students.</p> <p>On 11 October 2024 the GBV Prevention Student Society members attended the GBV Advocates Training session at the Siyabuswa Campus.</p>	Nil
		31 December	Conduct 2 awareness campaigns on LGBTQIA+ per year.	<p><b>Achieved</b></p> <p>On 15 February 2024 the National Department of Social Development facilitated a session on Crime Prevention; LGBTQIA+ and GBV issues at the Siyabuswa Campus.</p>	Nil

				<p>The Siyabuswa Campus Student Development Officer attended the screening of the documentary “Beauty President” which was towards the LGBTQIA+ Pride Month celebration that was hosted by the US Embassy in Pretoria on 24 June 2024.</p> <p>The Rainbow Alliance Student Society held an awareness campaign through a picnic afternoon for the LGTBQIA+ community on 5 September 2024 at the Mbombela Campus.</p> <p>On 18 September 2024 the Safe Spaces Student Society held an LGBTQIA+ awareness campaign at the Siyabuswa Campus.</p> <p>On 18 October 2024 the Voices of Change Student Society successfully organized an LGBTQIA+ and GBV Awareness Campaign for students on Campus.</p>	
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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
<b>5.14</b> Promote academic engagement.	30 June	Students’ attendance and participation in the Africa Day lecture.	<b>Achieved</b> Students attended and participated during the Africa Day celebrations held on 23 May 2024 at both the Mbombela and Siyabuswa Campuses.	Nil

		30 November	Students' attendance and participation in the Archbishop Thabo Makgoba Development Trust (ATMDT) annual lecture.	<p><b>Achieved</b> Students attended and participated in the Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecture which was held at the Mbombela Campus on 22 October 2024.</p> <p>Final Year students entered for the Essay Competition which was won by Ms Nokulunga Gumbi.</p>	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><b>Achieved</b> On 9 April 2024 the female students held a Ladies Talk that was themed "Empowerment" at the Multipurpose Hall.</p> <p>On 10 April 2024 the male students held a Men's Talk themed "Responsible men in the residences".</p> <p>Student Housing conducted a training for all UMP Floor Reps on 13 April 2024 which was held at the Mbombela Campus.</p> <p>On 26 April 2024, Student Housing hosted the annual Debate and Spelling Bee Competition.</p> <p>On 24 – 29 May 2024 Student Housing organised a "Study Marathon Week" to encourage an academic culture in the residences.</p> <p>On 9 August 2024, RSAs and Floor Reps led a 'Love my Campus' campaign to clean all common areas in the Mbombela Campus residences.</p>	Nil



				<p>On 28 August, the Siyabuswa Campus conducted the young women's dialogue with the theme: We stand together for a brighter future'.</p> <p>On 20 September 2024, Siyabuswa Campus residences hosted 'Ingoma Friday' which was a build-up event for the Heritage Day event called 'Umshado wase Res'.</p> <p>On 5 October 2024, the Mbombela Campus students held the Heritage Day &amp; Arts Festival event at the Multi-Purpose Hall.</p> <p>On 11 October 2024, the Mbombela residence students showcased their poetic talent at the Poetry Evening event held at Building 7 Seminar room.</p> <p>From 28 October 2024 to 31 October 2024, RSAs organised study marathon sessions with all residence students at the Mbombela campus in preparation for their end-of-year examinations.</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><b>Achieved</b></p> <p>On 29 February 2024, a highly successful Valentine's Ball for Mbombela campus residence first-year students was staged at the multi-purpose hall.</p> <p>On 10 May 2024, Siyabuswa hosted a Men's Talk themed "Reviving the dignity of men in society". The event was held outdoors.</p> <p>On 11 May 2024, Student Housing partnered with the Business Unit at CFERI and hosted an Entrepreneurs Day/ exhibition next to the library at the Mbombela Campus.</p>	Nil

				<p>The Siyabuswa and Mbombela CRCs organized a student bash in each campus for students. The two bash events took place on 11 May 2024.</p> <p>On 9 August 2024 the Residence Student Assistants (RSAs) hosted a movie night, in Building 7 seminar room at the Mbombela Campus.</p> <p>A Fire Drill exercise was done successfully on 11 October 2024 in the Mbombela Campus residences.</p> <p>On 2 November 2024, Student Housing hosted its annual House Committee Certificate Awards in Building 4 Auditorium.</p>	
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## 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.	<p><b>Achieved</b></p> <p>The following meetings were held with stakeholders:</p> <ul style="list-style-type: none"> <li>Held a meeting on 14 February 2024 with AgriSETA CEO to explore funding of Postgraduate and Placements for Internship in Agriculture.</li> <li>Hosted the Presidential Climate Change Commission (PCC) Colloquium on a Just Energy Transition at the Mbombela Campus on 22 January 2024.</li> </ul>	Nil

				<ul style="list-style-type: none"> <li>• Held a meeting with the DPME to explore possible collaborative relationships on 11 January, 2024.</li> <li>• Held a Meeting with Old Mutual on 4 April and 12 April 2024 to explore funding opportunities.</li> <li>• Held a Meeting with LGSETA on 4 June 2024 to explore funding opportunities.</li> <li>• Meeting with Ehlanzeni District Municipality on 9 April 2024 for 6 students placement.</li> <li>• Meeting with HSRC on 7 July and 12 September 2024 to explore collaborative relationships with UMP.</li> <li>• Meeting with the Premier of the Province of Mpumalanga was held on 12 November 2024 to explore possible working relationship.</li> </ul>	
<b>6.2</b>	Promote social awareness and responsible citizenship among staff and students.	31 December	Implement four projects (Africa Day, Mandela Day, Heritage Day and GBVF Prevention Workshop) promoting social awareness and responsible citizenship.	<b>Achieved</b> Four projects were Implemented to promote social awareness: <ul style="list-style-type: none"> <li>• Africa Day was celebrated on 23 May 2024.</li> <li>• Mandela Day was celebrated on 18 July 2024.</li> <li>• Heritage Day Celebrations were held on 20 and 27 in Siyabuswa and Mbombela, respectively.</li> <li>• GBV Prevention Workshop was held on 3 October 2024.</li> </ul>	Nil
<b>6.3</b>	Promote and advance public.	31 December	Update database of experts.	<b>Achieved</b> The updating of the database of experts was done.	Nil

			Host two public lectures.	<p><b>Achieved</b> The following public lectures were hosted:</p> <ul style="list-style-type: none"> <li>• Africa Day Lectures were delivered by Prof Alinah Segobye from Botswana at Mbombela Campus and Prof Mamo Munchie from Ethiopia at the Siyabuswa Campus.</li> <li>• The Inaugural Enos Mabuza Lecture on Education, was delivered by Prof David Mabunda on the 23 February 2024.</li> <li>• The ATDMT Lecture, on Ethical Moral Leadership, was delivered on 22 October 2024 by Ms Nonkululeko Gobodo.</li> <li>• An IF Lecture on “Embracing African Languages as a Resource for Multilingualism in Teaching and Learning” was delivered by Prof Nobuhle Hlongwa on 3 September 2024.</li> </ul>	Nil
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.	<p><b>Achieved</b> The following MoUs were signed with strategic partners:</p> <ul style="list-style-type: none"> <li>• An MoU was signed with TUT on 04 April 2024.</li> <li>• An MoU was signed with Wholesale and Retail Sector Education &amp; Training Authority (W&amp;RSETA) on 31 October 2024.</li> <li>• An MoU was signed with Education, Training &amp; Development Practices Sector Education &amp; Training Authority (ETDP SETA) on 22 October 2024.</li> </ul>	Nil

		31 December	Monitor the implementation of the existing partnerships.	<b>Achieved</b> Existing partnerships were monitored through the template of MoU monitoring form, which tracks activity.	Nil
6.5	Promote and sustain the participation of staff and students in internationalization and international partnership activities.	31 December	Sign 2 MoUs with international higher education institutions.	<b>Achieved</b> The following MoUs were signed: <ul style="list-style-type: none"> <li>• With 16 universities as part of the University Incubator Consortium at Puerto Princesa, Phillipine, on 27 May 2024.</li> <li>• MoU with the Saint Petersburg State University of Aerospace Instrumentation (SUAI) was signed on 29 August 2024.</li> <li>• MoU with People's Friendship University of Russia (RUDN) was signed on 29 August 2024.</li> <li>• MoU with SIAS University in China was signed on 15 October 2024.</li> </ul>	Nil
		31 December	Monitor the implementation of the existing partnerships.	<b>Achieved</b> The implementation of existing partnerships was monitored using the partnership template.	Nil
6.6	Foster and sustain partnerships with alumni.	30 November	Schedule one event with alumni.	<b>Achieved</b> <ul style="list-style-type: none"> <li>• Elections of the treasurer and additional member of the KwaZulu-Natal Alumni Chapter were held on 6 April 2024.</li> <li>• Elections of the Limpopo Alumni Chapter Executive were held on 22 June 2024.</li> <li>• The Virtual Launch of the Eastern Cape Alumni Chapter was held on 11 November 2024.</li> </ul>	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
<b>6.7</b> Promote the integration of engagement, research, scholarship, teaching and learning.	30 November	Implement 2 engagement projects showing an integration of engagement, teaching and learning and research.	<b>Achieved</b> <ul style="list-style-type: none"> <li>The Cow Pea Project in Agriculture has been integrated into Diploma and Degree teaching in Agriculture.</li> <li>The Entrepreneurial project of OFERI to teach ENECTUS Students.</li> </ul>	Nil
<b>6.8</b> Recognize and reward engagement at all levels of the institution.	31 December	Engagement Excellence Awards Ceremony held.	<b>Achieved</b> An Engagement Excellence Awards Ceremony was held on 27 November 2024. The winner was the OFERI Team led by Prof Ogujiuba.	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
<b>7.1</b> Develop a three-year rolling budget.	31 December	Submit to DHET a three (3) year rolling budget (2025 – 2027).	<b>Achieved</b> A financially sustainable three (3) year (2025 to 2027) rolling budget was submitted to DHET on 8 October 2024.	Nil
	31 December	Submit a 2025 budget to GFIC, ARIGC EXCO and Council.	<b>Achieved</b> A 2025 budget was submitted to GFIC and ARIGC on 31 October 2024, to EXCO on 14 November 2024 and to Council on 28 November 2024.	Nil

<b>7.2</b>	Allocate resources to support the institutional strategic priorities and goals in a sustainable manner.	31 December	Implement criteria for the allocation of 2024 resources to strategic projects.	<b>Achieved</b> Criteria for the allocation of strategic projects was implemented.	Nil
<b>7.3</b>	Increase third-stream income.	31 December	Increase the third-stream revenue by 10%.	<b>Achieved</b> The third-stream revenue increased from R19.266m to R25.712m, a 25% increase compared to December 2023.	Nil

## GOAL 2: HAVE A DIVERSE RANGE OF INCOME

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
<b>7.4</b>	Tuition and residence fees	31 March	Implement the Council-approved 2024 tuition and residence fee.	<b>Achieved</b> The Council approved Tuition and Accommodation Fees were Implemented on ITS on 5 February 2024.	Nil
		30 September	Conduct one (1) workshop with the Deans of Faculties and Heads of Schools to create awareness of the costing and cost recovery of tuition fees.	<b>Achieved</b> An awareness workshop was held with the Deans of Faculties and Heads of Schools to create awareness of the cost and cost recovery of tuition fees on 19 March 2024.	Nil
		30 September	Conduct one (1) workshop with Operations and Student Affairs to create awareness of the costing and cost recovery of residence fees.	<b>Achieved</b> A workshop was held with Operations and Student Affairs to create awareness of costing and cost recovery of residence fees on 13 May 2024.	Nil



7.5	Students have access to funding.	31 December	Diversify and increase the number of new funders for undergraduate and postgraduate students.	<b>Achieved</b> There were nineteen (19) additional Funders in 2024, thirteen (13) for undergraduate students and six (6) for postgraduate students.	Nil
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### GOAL 3: ENSURE 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	Payment of creditors within thirty (30) days of the statement.	<b>Achieved</b> All reconciled creditors were paid within 30 of the statement date.	Nil
	31 December	Monitor the implementation of funders' MoA and terms and conditions.	<b>Achieved</b> Student Financial Aid complied with all MoA's when processing student bursaries.	Nil
	31 December	Submit quarterly Management Accounts for presentation to ARIGC, GFIC, EXCO and Council at the scheduled meetings for 2024.	<b>Achieved</b> Management Accounts were presented to: <ul style="list-style-type: none"> <li>• ARIGC on 29 February 2024, 30 May 2024, 30 August 2024 and 31 October 2024.</li> <li>• GFIC on 29 February 2024, 30 May 2024, 29 August 2024 and 31 October 2024.</li> <li>• EXCO on 14 March 2024, 11 June 2024, 12 September 2024 and 14 November 2024.</li> <li>• Council on 26 March 2024, 25 June 2024, 26 September 2024 and 28 November 2024.</li> </ul>	Nil

		30 November	Develop or revise two (2) finance policies or Standard Operating Procedure Manuals.	<p><b>Achieved</b> Council approved the revised Student Debt Management Policy on 26 March 2024.</p> <p>The revised Petty Cash Card Policy was submitted to MANCO on 19 November 2024.</p>	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.	<p><b>Achieved</b> Six (6) Tenders were awarded during 2024. Of the 6, two (2) were awarded within the validity period. The other four (4) were not awarded within the validity period due to unforeseen circumstances and were managed by obtaining an extension to the validity period.</p>	Nil
7.8	Implement budget guidelines	30 April	Allocate the 2024 divisional operational budget on ITS per cost centre and account.	<p><b>Achieved</b> 2024 divisional operational budget was allocated on 28 April 2024.</p>	Nil
		31 October	Compile the 2025 budget directives based on the Budget Guidelines.	<p><b>Achieved</b> 2025 Budget directives were compiled and submitted to Manco.</p>	Nil
		31 December	Allocate 2025 strategic, capital, and operational budget on ITS.	<p><b>Achieved</b> The 2025 strategic, capital, and operational budget was allocated on ITS.</p>	Nil

**GOAL4:**  
**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 one month of receipt of Certificate of Occupation.	<b>Achieved</b> The following assets were capitalised within 30 days of receipt of certificate of completion: <ul style="list-style-type: none"> <li>• Load management system (LMS001)</li> <li>• Chiller plant building (NBP0037)</li> <li>• Chiller plant and HVAC (NBP0037)</li> <li>• Bulk MV and Electrical infrastructure Siyabuswa (A04e)</li> <li>• West campus site infrastructure parking and Roads (SIP2005)</li> <li>• BOSCHRAND DAM additional cost( SIP2001D)</li> <li>• Pavement Rehabilitation additional cost (SIP0002B)</li> </ul>	Nil
7.10	Timely recording and classification of acquired assets.	31 December	Barcode, record and classify assets within one month after it has been acquired.	<b>Achieved</b> 2560 assets acquired during the year 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 of within three months of receipt of MANCO approval to dispose of assets.	<b>Achieved</b> Assets approved for disposal by MANCO on 23 October 2024 were disposed via garage sale on 11 and 12 December 2024.	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	Roll-out of Values Workshops for all new employees joining the University.	<b>Achieved</b> Values workshops for all new employees were rolled-out.	Nil
			On-going inculcation of UMP Values throughout the University.	<b>Achieved</b> Values Workshops were held with the Finance Division on 10 October 2024 and Library and Information Services on 6 December 2024.	Nil
8.2	Develop and implement visual icons to visually represent the Values.	30 September	Promote the UMP Values through the dissemination of framed posters and booklets on Mbombela and Siyabuswa Campuses.	<b>Achieved</b> Values booklets were distributed to New Employees during the course of the year.  Values Frames were distributed as follows: <ul style="list-style-type: none"> <li>• Human Resources Division on 15 Jan 2024.</li> <li>• Finance Division on 27 June 2024.</li> <li>• Operations Division on 2 July 2025.</li> <li>• Student Affairs on 22 October 2025.</li> <li>• Siyabuswa Campus Director on 20 November 2024.</li> </ul>	Nil
8.3	Facilitate the development of associated behaviours and acculturation programmes.	31 December	Implement programmes and activities in Divisions and Faculties to promote and uphold the key behaviours linked to the institutional values.	<b>Achieved</b> Sessions were provided to Divisions and Faculties on the Code of Conduct which sets out the standards and behaviours, to promote ethical and responsible behaviour which are linked to the Institutional Values.	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
<b>8.4</b> Implement recruitment systems and procedures to attract talent and potential to the institution.	31 October	Review recruitment and selection protocols for efficiency.	<b>Achieved</b> A review of recruitment documents was concluded to ensure POPIA compliance is upheld.	Nil
		Undertake an analysis of the HR Smart System and make amendments as required.	<b>Achieved</b> An analysis of the HR Smart System was undertaken and the following amendments were made: <ul style="list-style-type: none"> <li>• Integration of UMP Application Form.</li> <li>• Review of Workflows.</li> <li>• Review of access and license allocations.</li> </ul>	Nil
	31 December	Prepare and submit EE Report for submission to Department of Employment and Labour	<b>Achieved</b> The EE Report for 2024 was submitted to the Department of Employment and Labour.	Nil
		Provide reports to MANCO on the targets and measures identified on the EE Report.	<b>Achieved</b> EE Report with target and EE measures was approved by VC for submission to Department of Labour.  EE Measures were reported in respect of reasonable accommodation and disability support for employees.	Nil

8.5	Provide academic and skills development opportunities for staff to enhance their work performance.	30 June	Undertake an analysis of Individual Development Plans to plan for training needs.	<p><b>Achieved</b> An analysis of Individual Development Plans was undertaken. Based on the analysis of information, the following programmes were presented.</p> <p>Microsoft Excel 365 Training on the 18th March 2024.</p> <p>Digital Literacy Training for staff in the Operations Division.</p> <p>The training was facilitated by COLAB and NEMISA. Eighty (80) employees attended the training.</p>	Nil
8.6	Implement a retention strategy to retain exceptional performing staff.	31 December	Monitor turnover statistics and identify exceptional performers for retention.	<p><b>Achieved</b> Turnover statistics were monitored on a monthly basis.</p> <p>Exceptional performers were identified in the PDRE results.</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	Completion of Service Level Agreements with Divisions and Faculties.	<b>Achieved</b> Service Level Agreements were completed.	Nil
8.8	Standard Operating Procedures for all critical HR functions to ensure effective and efficient service delivery.	31 December	Develop and implement 1 Remuneration and Budgets standard operation procedure per quarter.	<b>Achieved</b> The following were completed: <ul style="list-style-type: none"><li>• Taxation Review</li><li>• Salary Enhancement Process</li><li>• Determination of Offers</li><li>• Authorisation Levels</li></ul>	Nil

			Review remuneration structuring tools utilised in HR	<b>Achieved</b> New forms were developed and authorization for a Pay Structuring Tool was obtained in September 2024.	Nil
8.9	Provide a quality and professional HR service.	30 September	Develop and co-ordinate 2 HR Development Workshops for Senior HR Officers to enhance HR Service Delivery.	<b>Achieved</b> A workshop on Policy Implementation was held on 2 May 2024.  Senior HR Officers attended the Future of HR Workshop on 4 and 5 December 2024.	Nil
			Monitor performance after completion of Service Level Agreements with Divisions and Faculties.	<b>Achieved</b> Performance in respect of Service Level Agreements were monitored in internal HR meetings.	Nil
8.10	Promote positive engagement with Organised Labour.	31 December	Schedule HR Organised Labour meetings on a quarterly basis.	<b>Achieved</b> Quarterly meetings were held with Organised Labour: <ul style="list-style-type: none"><li>• 26 April 2024</li><li>• 13 May 2024</li><li>• 7 June 2024</li><li>• 10 June 2024</li><li>• 17 July 2024</li><li>• 30 July 2024</li><li>• 8 and 12 August 2024</li><li>• 17 August 2024</li><li>• NTEU: 07 May 2024</li></ul>	Nil
			Schedule MANCO-Organised Labour meetings quarterly.	<b>Achieved</b> MANCO-Organised Labour meetings were held as follows:  NEHAWU: <ul style="list-style-type: none"><li>• 11 March 2024, 26 June 2024 and 27 November 2024.</li></ul> NTEU: <ul style="list-style-type: none"><li>• 12 March 2024, 17 June 2024 and 25 November 2024.</li></ul>	Nil
			Schedule Bargaining Forum meetings for the purpose of reviewing 2 Policies.	<b>Achieved</b> Bargaining Forum meetings were held on 12 April and 16 May 2024.	Nil



**GOAL 4:**  
**POSITION UMP AS A HIGH PERFORMING INSTITUTION**

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
<b>8.11</b> Facilitate the implementation of the Promotion, Development and Reward of Excellence at all levels of the institution.	31 December	Ensure all PL 1 to 4 PDRE activities and related timelines are adhered to for contracting, review and final assessments.	<b>Achieved</b> All PDRE 1 to 4 activities and timelines for contracting review and final assessments were adhered to.	Nil
		Develop an automated system for the PDRE Values Adherence process for PL 1 to 4 Employees.	<b>Achieved</b> An automated system was developed in December 2024.	Nil
		Ensure all PL 5 to 18 PDRE activities and related timelines are adhered to for contracting, review and final assessments.	<b>Achieved</b> All PL 5 to 18 PDRE activities and related timelines were adhered to as per MANCO approved schedule.	Nil
<b>8.12</b> Performance measures and related performance standards are identified.	30 June	Design and develop performance standards for 2 occupational categories in the Operations Division:  • Dining Hall Assistants and Food Service Assistants.	<b>Achieved</b> Performance Standards were designed and developed for Dining Hall Assistants and Food Service Assistants in Quarter 2, 2024.	Nil

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.

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