



UNIVERSITY OF
MPUMALANGA

Creating Opportunities

2025

ANNUAL REPORT

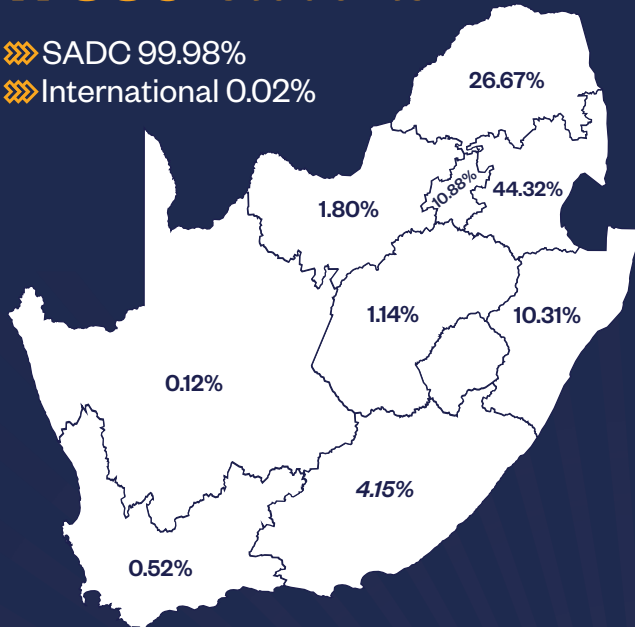
81 Qualifications

- 2 Higher Certificates
- 6 Diplomas
- 13 Bachelor's Degrees
- 7 Advanced Diplomas
- 4 Postgraduate Diplomas
- 27 Honours Degrees
- 16 Masters Degrees
- 6 Doctoral Degrees



11 885 Students

- SADC 99.98%
- International 0.02%



2 Campuses

- Mbombela Campus
- Siyabuswa Campus



Registered Students

- 63% Female
- 37% Male





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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.



UNIVERSITY OF
MPUMALANGA

Creating Opportunities

Annual Report to the Minister of Higher Education, Science and Innovation for the Year Ending 31 December 2025

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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LIST OF ABBREVIATIONS

APP	- Annual Performance Plan
ARIGC	- Audit, Risk and IOT Governance Committee of Council
ARC	- Agricultural Research Council
B-BBEE	- Broad-based Black Economic Empowerment
CIO	- Chief Information Officer
CSU	- Charles Sturt University
CPUT	- Central University of Technology
CRC	- Campus Representative Council
DARDLEA	- Department of Agriculture, Rural Development and Land and Environmental Affairs
DHET	- Department of Higher Education and Training
ETDPSETA	- Education Training and Development Practices Service Seta
EXCO	- Executive Committee of Council
FPIC	- Facilities Planning and Infrastructure Committee of Council
GBV	- Gender-Based Violence
GFIC	- Governance, Finance and Investment Committee of Council
HRC	- Human Resources Committee of Council
HEMIS	- Higher Education Management Information System IF – Institutional Forum
ICT	- Information and Communication and Technologies
ILO	- International Labour Standard
ITS	- Integrated Tertiary System
LLC	- Living and Learning Community
MANCO	- Management Committee
NC	- Nomination Committee of Council
NRF	- National Research Foundation
NSFAS	- National Student Financial Aid Scheme
NU	- New University
PMT	- Project Management Team
PQM	- Programme Qualification Mix

PSC	- Project Steering Committee
RAA	- Residence Academic Advisors
RC	- Research Committee
REMCO	- Remuneration Committee of Council
RU	- Rhodes University
SC	- Strategic Committee of Council
TUT	- Tshwane University of Technology
TIC	- Technical Integration Committee
T&L	- Teaching and Learning
TLC	- Teaching and Learning Committee
UCF	- University of Central Florida
UCDP	- University Capacity Development Programme
UFS	- University of Free State
UJ	- University of Johannesburg
UM	- University of Minnesota
UMP	- University of Mpumalanga
UV	- University of Venda
Wits	- University of Witwatersrand
WIL	- Work Integrated Learning

1. INTRODUCTION



Prof Thenjiwe Meyiwa, Vice-Chancellor & Principal

The University of Mpumalanga (UMP), established as a comprehensive higher education institution through Government Notice No. 37662 of 22 August 2013, continues to advance its mandate of expanding access to quality higher education while contributing meaningfully to the social, economic, environmental, and intellectual development of South Africa and the African continent. Since its inception, the University has pursued a deliberate developmental trajectory characterised by academic innovation, institutional growth, research advancement, and community responsiveness.

As a comprehensive university, UMP offers a diverse and increasingly sophisticated Programme Qualification Mix (PQM), ranging from Higher Certificates to Doctoral Degrees. During 2025, the University offered 81 qualifications across a broad spectrum of disciplinary fields, encompassing career-oriented, professional, vocational, and general formative programmes. This comprehensive academic portfolio provides multiple pathways for access, progression, articulation, and lifelong learning, thereby advancing national imperatives of educational inclusion and social mobility.

UMP operates a multi-campus institution model, with its main campus located in Mbombela and a second campus in Siyabuswa. The Siyabuswa Campus serves as a strategic hub for teacher education, offering qualifications that contribute directly to the strengthening of South Africa's schooling sector, including 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 Higher Certificate in Information and Communication Technology is offered on both campuses, extending educational opportunities to diverse student communities across the province.

The year 2025 marked the third year of implementation of the University's Strategic Plan: Vision 2030, which continues to provide a coherent framework for institutional transformation, academic excellence, innovation, sustainability, and social impact. Guided by this strategic vision, the University aligned its operational priorities through the Annual Performance Plan and associated monitoring mechanisms, including quarterly oversight by the Strategy Committee of Council. Throughout the reporting period, deliberate efforts were made to cultivate and embed the University's core values across all aspects of institutional life, fostering a culture grounded in excellence, integrity, accountability, inclusivity, respect, and service to society.

The continued normalisation of university operations following the COVID-19 pandemic enabled the institution to consolidate many of the pedagogical innovations that emerged during the crisis. While most teaching, learning, and assessment activities resumed in-person delivery, selected online and blended approaches were retained to enhance flexibility, accessibility, and student success, particularly in high-enrolment modules and postgraduate programmes.

The appointment of an e-learning specialist, together with ongoing staff development initiatives focused on digital pedagogies and the Moodle Learning Management System, strengthened institutional capacity to deliver quality teaching and learning in an increasingly technology-enabled higher education environment.

Student enrolment continued to demonstrate sustained institutional growth and increasing public confidence in the University. During 2025, UMP registered 11 939 students, comprising 11 181 undergraduate and 758 postgraduate students. These enrolments reflect the University's expanding academic footprint and its commitment to broadening participation in higher education while progressively strengthening postgraduate education and research capacity.

A significant milestone in the University's developmental journey was the successful hosting of its tenth Graduation Ceremony, held over six sessions between 8 and 10 May 2025. During these ceremonies, 2,024 degrees and diplomas were conferred across 61 qualifications. Of these graduates, 1 343 were women and 681 were men, reflecting the University's ongoing contribution to educational equity and empowerment.

Furthermore, 170 graduates achieved cum laude distinctions, underscoring the institution's commitment to academic excellence. Particularly noteworthy was the conferral of UMP's first Doctor of Philosophy degree in Environmental Sciences, awarded to Dr K. Mabadahanye, marking an important milestone in the maturation of the University's postgraduate and research enterprise.

In 2025, UMP further strengthened its academic planning agenda through the strategic consolidation, expansion, and alignment of its Programme Qualification Mix. Guided by Vision 2030, national development priorities, and emerging societal needs, the University advanced several new programme initiatives in fields identified as critical to economic growth and social development, including data science, agriculture, commerce, and higher education studies.

Institutional capacity for programme development, monitoring, and quality assurance was enhanced through the implementation of the Academic Programme Tracking System (APTS), targeted capacity-building initiatives, and preparations for the forthcoming programme review cycle. By the end of the reporting period, the University's PQM reflected a coherent and vertically articulated suite of qualifications spanning all levels of the Higher Education Qualifications Sub-Framework, thereby supporting access, articulation, postgraduate progression, and regional responsiveness.

The University's research and innovation agenda continued to gain momentum during the reporting period. Five staff members completed doctoral qualifications, strengthening the institution's academic profile and supervisory capacity. The number of National Research Foundation (NRF)-rated researchers increased to 22, while research outputs grew substantially by 45% during the 2024–2025 cycle. Research funding secured from the NRF increased by 15%, further enabling scholarly productivity and research excellence. Significant milestones included the establishment of UMP's first Technology Transfer Office and the creation of two Research Chairs, both of which contribute to strengthening the University's innovation ecosystem and societal impact.

The University's growing national and international profile was further enhanced through strategic partnerships and collaborative initiatives. Existing partnerships were deepened and new relationships established to advance UMP's Vision and Mission as an engaged, globally connected, and socially responsive institution. Staff and student exchanges, collaborative research projects, and joint academic activities continued to enrich the University's intellectual environment and strengthen its internationalisation agenda.

Among the most significant engagements during 2025 was the UMP's partnership with the Department of Science, Technology and Innovation in hosting a series of high-profile G20-related meetings and activities between 25 and 29 May 2025. These included the G20 Africa Day Celebrations, the Research and Innovation Working Group (RIWG), the G20 Oceans Initiative (Oceans20), the G20 Initiative on Biodiversity (GIB), and several associated events. These engagements elevated UMP's visibility within global scientific and policy networks while showcasing the University's growing leadership in research, innovation, and sustainable development.

The institution also strengthened its reputation as an entrepreneurial and developmental university through hosting the Africa–Asia Roundtable Discussion in February 2025 and launching two scholarly books focused on university incubators, entrepreneurship, and innovation ecosystems. The event attracted more than 90 delegates from 11 countries, facilitating critical dialogue on economic development, innovation, and higher education collaboration across emerging economies. The recognition of the UMP Centre for Entrepreneurship Rapid Incubator (UMPCFERI) through the Best Paper Award at the Asian Society of Innovation and Policy Conference further affirmed the quality and impact of the University's research contributions.

The University's commitment to student development and social entrepreneurship continued to be exemplified by the outstanding achievements of the UMP ENACTUS Team, which secured nine awards at the ENACTUS South Africa Competition. These accomplishments reflect the University's dedication to nurturing socially conscious graduates who are equipped to contribute innovatively and ethically to societal transformation.

Another landmark achievement was the University's collaboration with Professor Zhang Zhaodong, an internationally recognised authority in Hybrid Upland Rice research. This partnership positioned UMP as the first university in South Africa and on the African continent to engage in such collaboration, creating opportunities for scientific advancement, agricultural innovation, food security, and international knowledge exchange.

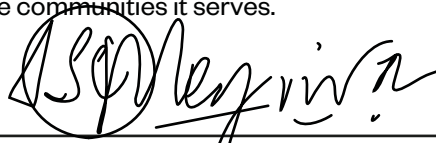
The University continued implementing its Infrastructure Development Plan (2020/2021 – 2024/2025), resulting in significant progress on strategic capital projects, including the Law Building, Nature Conservation Building, Great Hall, Media, Communication and Languages Building, and Public Open Space. These developments contribute to creating a modern and inclusive learning and research environment capable of supporting future institutional growth.

Strong governance remained a defining feature of the institution during 2025. Council continued to provide effective oversight, ensuring sound governance, accountability, and institutional sustainability. The Management Committee (MANCO) maintained effective operational leadership and stewardship, ensuring that institutional activities were executed efficiently and aligned with strategic priorities.

The University's commitment to good governance and prudent financial management was further affirmed through the receipt of an unqualified (clean) audit opinion from the external auditors. This achievement marked the eleventh consecutive clean audit, demonstrating a sustained culture of accountability, transparency, and responsible stewardship of public resources.

The achievements reflected in this Annual Report illustrate a university that continues to mature with purpose, resilience, and ambition. They demonstrate the University's growing contribution to knowledge production, human capital development, innovation, community engagement, and national development.

As the institution advances towards Vision 2030, it remains steadfast in its commitment to academic excellence, transformative leadership, ethical governance, and the creation of sustainable futures for the communities it serves.



Prof Thenjiwe Meyiwa
Vice-Chancellor and Principal



“ The University's commitment to student development and social entrepreneurship continued to be exemplified by the outstanding achievements of the UMP ENACTUS Team, which secured nine awards at the ENACTUS South Africa Competition. ”

2. 2025 PERFORMANCE ASSESSMENT REPORT

2.1 INTRODUCTION

The 2025 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 2025 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 institution's Strategic Plan 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 quarterly by the Strategy Committee of Council and the Internal Auditors. Performance throughout the year was exemplary, as all implementation measures were achieved. The Mid-Term Report on the Annual Performance Plan (January – June 2025) was submitted to DHET.

A detailed analysis of the University's performance in relation to the Annual Performance as of 31 December 2025 is presented in Annexure 2.

2.2 PERFORMANCE AGAINST PREDETERMINED OBJECTIVES AS SPECIFIED BY DHET

The Ministerial approved targets for 2025 were divided into four sections: Access, Success, Efficiency and Research Outputs, and these are reported below.

Access

The overall enrolment target for 2025 was 9 401, and the actual enrolment was 11 939, an additional 2 538 students and a deviation of 27%. The target for first-time entering students was 3 300, and the University enrolled 3 591 new students, which was a deviation of 8.8% above the target.

In enrolment by major field of study, education was 43.5% above the target, with a total of 940 students. The enrolment target in Science, Engineering and Technology was 3 850, and the actual enrolment was 5 060, an additional 1 210 students and a deviation of 31.4%.

Enrolment in Business/Management was 2 658, being 7.4% below the target of 2 870. Enrolment into the Other Humanities was 3 282, and 62% above the target of 2 026. This deviation was a result of the introduction of 4 new academic programmes. The newly introduced programmes include Bachelor of Arts in Media, Communication and Culture; Bachelor of Information and Communication Technology Honours; Bachelor of Arts Honours (Archaeology); and Doctor of Philosophy in Education.

Success

The number of graduating students in 2025 was 2 024, which is 33% less than the target of 3 003. This was primarily a result of an unrealistic target set for Postgraduate graduates, where the deviation from target was 48.9% 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 242, and the actual was 225, a deviation of 5% less than target. The number of nGAP staff engaged was 14, two fewer than the target, due to resignations.

The ratio of FTE students to FTE Instructional/Research staff was 45.5:1, which was higher than the target of 31.6:1. The percentage of staff with Doctoral degrees was 49%, and the target set in 2025 was 64%. Continuous support for qualification improvement and the timeous appointment of staff with doctoral degrees remains key.

Brief reasons for these deviations are given in Annexure 2

Research Output

The target for publication units per Instructional/Research Staff was 0.62, with the 2025 achievement of 0.42. This is an increase compared to the achievement in 2024 of 0.31 units. Continuous research capacity development and targeted research support is implemented to reach the target. 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 (2025) Percentage or total number	Performance indicators for 2025	Reasons for deviation is provided where the deviation is greater than 5%
A. Access			
Headcount Totals			
First-time Entering Undergraduates	3300	3591	
Headcount Enrolments.	9401	11 939	+27.0%: The introduction of three bachelor's degrees in 2025 contributed to the increase in enrolments.
Headcount Enrolment (Foundation Provisioning)	0	0	
Headcount Enrolments Total UG	8635	11 181	+29.5%: The introduction of three bachelor's degrees in 2025 contributed to the increase in enrolments.
Headcount Enrolments Total PG	765	758	-0.9 %
Enrolments by Major Field of Study			
Science, Engineering, Technology	3850	5060	+31.4%: New qualification in the Science, Engineering and Technology major field were introduced and contributed to the increase in enrolments.
Business/Management	2870	2658	-7.4%: There was a low intake on qualification in this field, however, in 2026, more students were admitted and enrolled.
Education	655	940	+43.5%
Other Humanities	2026	3282	+62.0%
Distance Education Enrolments	0	0	
B. Success			
Graduates UG	2449	1741	-28.9%: The enrolment plan for this cycle projected a high UG graduate target.
Graduates PG	554	283	-48.9%: Deviation due to lower enrolments at the postgraduate level.

Undergraduate Output by Scarce Skills			
Engineering	0	8	-18.0% Deviation This is likely due to students completing but in more than the expected number of years.
Life and Physical Sciences	338	277	-61.3%: UMP is active in Animal and Human Health by CESM. The University has planned to introduce programmes in Human Health in future.
Animal and Human health	80	31	-4.2%
Teacher Education	96	92	
Success Rate	84%	85%	

C. Efficiency

Instructional/Research Professional Staff including Part-Time Staff

Headcount of Permanent Instructional/Research Professional Staff	242	225	-7.0%: The instruction/ research staff number has increased from the previous academic year. However, UMP has advertised the position.
% Staff with Doctoral Degrees	64%	49%	-23.4%: The instruction/ research staff number has increased from the previous academic year.
Number of nGAP Staff		14	
Ratio of FTE Students to FTE Instructional/Research Staff	31.6:1	45.5:1	This deviation is the result of the greater-than-planned enrolment of students. However, new buildings were handed over in the second semester of 2025. This will reduce the ratio for the next year.

D. Research Output

Publication Units per I/R staff	0.62	0.40	
Research Masters Graduates (Weighted)	128	54	-57.8%: Master's programmes are still new at UMP. The number of graduates will increase.
Doctoral (Weighted) Graduates	20	1	95.0%: UMP graduated its first PhD student in 2025.

2.3 PERFORMANCE ASSESSMENT AGAINST THE ANNUAL PERFORMANCE PLAN (INTERNAL)

During 2025, there was a total number of 181 Implementation measures, and there were 88 objectives in 8 Activity Areas that formed part of the Annual Performance Plan (Internal). Of these objectives, 180 implementation measures were achieved for a 99.4% achievement rate. There was 99.4% achievement in all 8 Activity Areas as reflected in Table 2.

TABLE 2: PERFORMANCE AGAINST THE ANNUAL PERFORMANCE PLAN (2019-2025)

Year	% Average Performance	Governance & Management	Research & Innovation	Teaching & Learning	Institutional Support	Quality Student Experience	Engagement and Partnerships	Finance	Human Resource
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
2025	99.4	100	100	100	100	100	100	100	96

The data presented in Table 2 suggests consistent high performance on the Annual Performance Plans from 2019-2025.

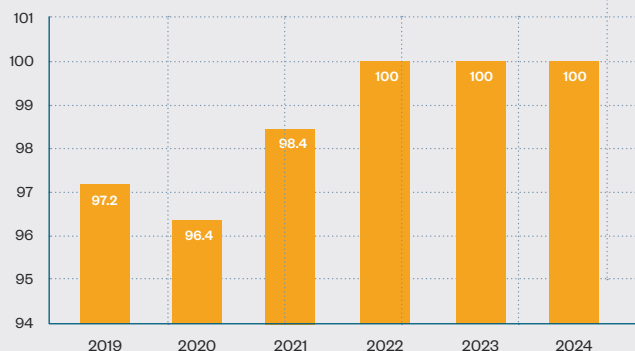


Figure 1: Average Performance (2019 - 2024)

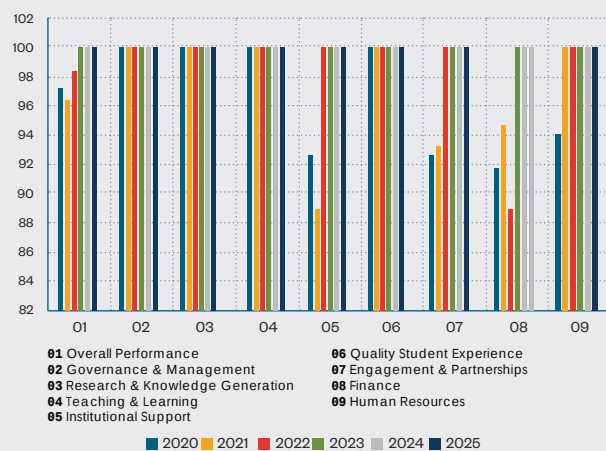


Figure 2: Performance Chart (2019 - 2025)

Activity Area 1: Governance and Strategic Leadership and Management.

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

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

Objectives:

- ✓ Implement an effective and efficient multi-campus management model;
- ✓ Develop and implement academic governance structures, systems, and processes in support of UMP's academic mandate;
- ✓ Implement an effective framework for ethical and transformational governance, leadership, and management;
- ✓ Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels;
- ✓ To promote the preservation of organizational information and institutional memory;
- ✓ To develop and implement systems and processes to access information in line with various legislative, regulatory requirements/ frameworks and organisational needs;
- ✓ To develop and implement systems and processes in support of data management and cybersecurity.

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

The implementation of the Multi-Campus Management Model was monitored through the meetings of the Siyabuswa Campus Management Committee. The position of Programme Co-ordinator was introduced to provide academic leadership at the postgraduate level. The value of integrity was inculcated into the institutional process as one measure to embed ethics into the institution's governance framework. Three workshops on management and leadership for EMANCO were held on 23 May 2025, 23 and 24 June 2025.

The Risk Register was monitored through the quarterly meetings of the Risk Management Committee and was reviewed on 11 September 2015. All risks captured in the Risk Register were formally assessed, assigned to risk owners, and monitored through regular governance and reporting mechanisms.

The information governance and management framework was developed, and the regulatory compliance checklist was updated on 6 March 2025, 2 June 2025, 4 September 2025, and 4 November 2025.

This framework supports the University's strategic vision by building an information-aware culture and delivering foundational capabilities and ways of working that consider data and information as strategic assets and derive insights that inform decision-making. The purpose of the Information Governance Framework is to establish rules, processes, and role delegations that ensure the effective management of University information throughout its lifecycle. This includes maintaining information privacy, security, and regulatory compliance while enabling efficient data management practices that support institutional decision-making and operational excellence.

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, 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 research capacity development trainings/workshops.

The 2025 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), Citrus Research International (CRI), University of Hohenheim, UKUDLA, SANBI, Oppenheimer Trust and RUFORUM.

The University highly acknowledges the continued support received from external funders for research projects, postgraduate students, and international collaborations in 2025. External research funding applications were continuously monitored and facilitated the NRF funding, which has increased by 15% in 2025.

During 2025, UMP established two Research Chairs: the UMP-Oppenheimer Chair in Biodiversity Conservation, and the South Africa-German Bilateral Research Chair in Sustainable and Resilient Food Systems for Food Security.

The institution established its Technology Transfer Office in 2025 with support from the National Intellectual Property Management Office (NIPMO).

Of the staff with doctoral degrees, five obtained their qualifications in 2025, in addition to the three in 2024. The increase in NRF-rated researchers is a highlight for 2025, with four academic staff obtaining a rating or a re-rating. There are now 22 rated researchers at the University.

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, 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 University continuously improves its Research Outputs, which grew by 45% during the 2024-2025 cycle.

The third UMP Research and Innovation Day was successfully held on 24 November 2025 under the theme “Innovate.Discover.Transform”, celebrating the achievements of researchers and postgraduate students, and concluded with the UMP Excellence Awards Ceremony, held on 24 November 2025, recognising distinguished contributions in Research and Innovation (including NRF-rated researchers), Teaching and Learning, and Engagement.

Awardees included the Faculty Emerging Researcher of the Year, Dr Salmina Mokgehle from the Faculty of Agriculture and Natural Sciences, and the Faculty Researcher of the Year, Prof Tim Forsman from the Faculty of Economic, Development and Business Sciences. The following researchers were acknowledged for achieving an NRF rating: Dr S Mokgehle, Prof F Niyimbanira, Prof A Maredza and Prof T Mwabvu.

During 25–29 May 2025, the University hosted a series of significant G20 meetings on campus in collaboration with the Department of Science, Technology and Innovation (DSTI) and other partners. These included the G20 Africa Day Celebrations, the Research and Innovation Working Group (RIWG), the G20 Oceans Initiative (Oceans20), the G20 Initiative on Biodiversity (GIB), and numerous associated events, which were highly strategic for showcasing and positioning UMP with respect to science and research. Attendees included 40 UMP researchers and students as participants.

UMP continued to expand its partnerships by actively collaborating with national institutions, and UMP hosted the 6th National Global Change Conference from 1–4 December 2025, funded through a special grant by the National Research Foundation. The conference included five dedicated workshops for emerging researchers and postgraduate students.

As a member of the National Institute for Theoretical and Computational Sciences (NITheCS) North Node, UMP hosted the 2025 Summer School from 26 January to 6 February 2025, with virtual training provided by a lead trainer based at the University of Cape Town. Key topics included Data Visualisation, Data Analysis, Modelling and Simulation, Stochastic Methods, Machine Learning, and Software Management, attended by 30 students.

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 an Academic Plan that will inform, underpin and support all academic activity;
- ✓ To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP;
- ✓ 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 28 November 2025. In addition, four 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 14, 27 January; 14 March, and 04 April 2025 to enhance capacity on the use of diverse modes of programme delivery.

During the second semester, Basic Moodle training was conducted on 29 August 2025 for new academic staff. The workshops focused on bulk uploading of marks to Moodle on 10, 20, 27, and 28 October 2025 to accommodate lecturers' needs.

Furthermore, in response to demand for more training, more workshops were conducted on integrating multimedia and ICT into 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. We also developed guidelines for the use of AI for staff and students.

A two-day workshop on Curriculum Development and Review, in line with DHET and CHE guidelines for the programme application process, was conducted.

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

- ✓ Honours in Industrial Psychology;
- ✓ Bachelor of Arts (Archaeology);
- ✓ Bachelor of Commerce in Economics;
- ✓ Bachelor of Science in Agriculture;
- ✓ Bachelor of Science in Environmental Sciences.

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

In recognition of excellence, the teaching award ceremony was held on 24 November 2025, and Dr Thomas Mongwe was named the overall faculties' emerging teacher of the year.

The University has established a collaborative relationship with Ehlanzeni TVET College to develop articulation pathways for the Higher Certificate in ICT qualification, thereby broadening access to UMP for TVET graduates.

The Orientation Week was held on both campuses from 10 to 14 February 2025. This was followed by a First-Year Experience (FYE) programme throughout the year, comprising information literacy sessions, structured tutorials, and tutor training.

At-risk modules were identified, and students facing challenges received additional support 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 maintenance of infrastructure, facilities, and estate.

Goal 2: Provide and enhance quality institutional support services.

Objectives:

- ✓ 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 the 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.

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

The Operations Portfolio's successful operationalisation of its core management plans in 2025 underscores its commitment to maintaining a secure, functional, and welcoming institutional environment.

The Portfolio is positioned to leverage these achievements as a foundation for continuous improvement and service excellence in the forthcoming academic year. The following is an overview of achievements within various divisions:

MAINTENANCE AND RENOVATION SERVICES

In 2025, the University implemented its Maintenance Plan to keep campus facilities and the grounds/landscaped areas in safe, compliant, and reliable conditions. The service was monitored through monthly performance reports that tracked planned preventive maintenance, fault response, ageing work orders, and the upkeep of outdoor spaces (including irrigation, pathways, sports fields, and gardens). This approach ensured the timely resolution of issues, improved asset uptime, and sustained, well-presented campus environments across the estate.

The University executed its Integrated Renovation Plan across priority academic, residential, and support buildings. Projects were completed as planned and to programme, with progress monitored through monthly progress reports and site health and safety checks. The programme also incorporated accessibility improvements, energy-efficiency measures, and coordinated end-user handovers and defect close-out, limiting disruption to teaching, research, and student life.

Alien Invasive Species Management Plan 2025 aimed at reducing alien invasive plant species on Mbombela Campus, and maintaining previously treated areas to less than 5% infestation. An area of 5.46 hectares on the Mbombela campus was cleared of alien invasive plant species. Areas with up to 90% of infestation were cleared to below 5%. Quarterly inspections were conducted in treated areas, and follow-up treatments were conducted where needed. A total of 72.56 of previously treated areas were monitored.

SHE MANAGEMENT SERVICES

In 2025, the University implemented and closely monitored its SHE Management Plan. In line with the Occupational Health and Safety Act, 85 of 1993. This required UMP to establish and maintain, as is reasonably practicable, a safe and risk-free work environment. Quarterly safety checklists were applied, covering general obligations and general safety regulations.

Where hazards (substances, micro-organisms, equipment, or processes) could not be eliminated, staff and students were informed of the risks, trained in safe methods of work, and provided with protective measures, reflecting the Act's principle that workplace dangers are addressed through communication and co-operation between employer and workers, with both parties proactively identifying risks and implementing controls.

Monthly reporting tracked leading and lagging indicators, while SHE and maintenance awareness sessions were delivered to staff and students; routine safety checks were undertaken; fire detection systems were inspected; fire-fighting equipment was tested and serviced; first-aid boxes were checked and replenished; fire drills were conducted; and safety-related training was completed across divisions. No major incidents occurred during the year, and all compliance obligations were met, reinforcing a safe, healthy, and well-managed campus environment.

SIYABUSWA BEAUTIFICATION PROJECT PHASE IV

Phase IV was implemented successfully, with monthly progress reports used to monitor schedule, quality, and risk through each stage of delivery. The scope includes aesthetic upgrades, such as enhanced landscaping, pathways, seating, lighting, and wayfinding/signage. Stormwater management improvements were included, such as surface regrading and kerb-and-paving repairs, to reduce ponding and runoff impacts.

The programme also delivered minor building renovations, including façade refreshes, painting and waterproofing, replacement of deteriorated external elements, and targeted accessibility touch-ups. Collectively, these works elevated the Campus environment for students, staff, and visitors and improved resilience during heavy rainfall events.

HOTEL AND CATERING SERVICES

The Hotel and Catering Services (HCS) division demonstrated a consistent commitment to service excellence, delivering high-quality hospitality to a diverse range of stakeholders, including faculty, staff, students, and external guests. The Tfokomala Hotel and Conference Centre exemplified this standard, sustaining a 4.6-star rating on TripAdvisor in 2025 through its exemplary culinary provision and guest services. Across all functions, catering operations adhered to rigorous standards of quality, professionalism, and client care, thereby significantly bolstering the University's institutional reputation for hospitality excellence.

Furthermore, the division advanced its educational mandate by enhancing student employability through the Work Integrated Learning (WIL) program, which provided comprehensive practical training across all operational domains, including hotel and conference centre management, residential catering, and the coordination of internal and external events.

SECURITY AND SAFETY SERVICES

In 2025, the Security Division instituted enhanced security measures to safeguard the well-being of all personnel, students, visitors, and university property. A comprehensive series of security and safety awareness initiatives was conducted for staff and students, designed to cultivate a state of heightened preparedness and equip the university community with the competencies to manage diverse security incidents.

The security management plan was systematically implemented and continuously monitored, with progress and key metrics regularly reported in monthly and quarterly performance reports.

The Operations Portfolio advanced its strategic mandate in 2025 through the successful execution of its key management plans, including the Maintenance Plan, the Integrated Renovation Plan, the Safety, Health, and Environmental (SHE) Management Plan, and the Security Management Plan.

A highlight of the year was the Siyabuswa Beautification Project, which exemplifies the portfolio's dedication to the effective stewardship of a safe, functional, and aesthetically conducive environment for the University community.

Concurrently, the Hotel and Catering Division continued to deliver high-calibre services at the Tfokomala Hotel and Conference Centres, reflecting an unwavering institutional commitment to excellence. The portfolio remains dedicated to upholding the highest standards of quality and service for all internal and external stakeholders.

The New Infrastructure Projects Division maintains comprehensive oversight of all project data through the Online Project Progress Documentation and Reporting Management System.

Full completion milestones, including commissioning, fine-tuning, end-user training, and beneficial occupation, have been achieved for the following buildings and their supporting infrastructure: NBPO024: Law Building, NBPO025: Nature Conservation, NBPO026: Great Hall, and NBPO028: Language, Media and Communication Building. Beyond physical delivery, the construction phase prioritised social value by integrating spaces designated for crucial conversations.

Furthermore, the projects drove inclusive economic growth, generating employment opportunities for men, women, youth, and persons with disabilities.

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 well-being 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 2025 academic year included, among others, the continued success in holding

peaceful, free and fair SRC and CRC elections which has become a tradition at the University; the elections were, once again conducted through a hybrid mode – 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 been 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 as a whole, successful holding of continuous and effective MANCO-SRC quarterly meetings; the provision of a vibrant and active student life through several sporting and recreational activities, student societies, use of common spaces on campus, as well as living and learning activities.

The University provided 22 personal development programmes to students, which covered, among others, personal skills development programmes, academic development and financial literacy. 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 2025 continued to be done by NSFAS as part of its pilot on the accreditation of private accommodation. Enough accommodation was secured for our students during the 2025 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 several programmes and projects through the societies. The year 2025 saw over 12 sporting codes being active in both Campuses of the University. Eight teams represented the University in the 2025 USSA tournaments, both the Winter and Summer 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, assisted by the two Registered Counsellors 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 schools, TVET Colleges, HEIS, other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government;
- ✓ Promote and sustain the participation of staff and students in 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 engagements were held with Stakeholders. Among these were engagements with PanSALB officials on 05 February 2025, MDE officials on subject combinations on 31 January 2025, Portuguese Embassy officials on the renewal of the Protocol of Agreement (PoA) on 15 August 2025, the CEO of the HSRC and Leadership Team in preparation for MoU signing on 19 September 2025.

In promotion of social awareness and responsible citizenship among staff and students, the UMP implemented several projects. Among these were Africa Day and Mandela Day.

Africa Day Celebrations were held at Siyabuswa and Mbombela Campuses on 19 and 20 May 2025, respectively; the speaker on both Campuses was Prof Joseph Diescho. Mandela Day activities were successfully carried out by Staff and Students on both campuses on 18 July 2025.

On the promotion and advancement of public intellectual engagement, a database of experts was updated. Three public lectures were organised; the first was the second Dr Enos Mabuza Annual Memorial Lecture on Education, delivered by the Hon Deputy Minister of Basic Education, Dr Reginah Mhaule, on 20 March 2025. The second was delivered by Prof Joseph Diescho on 22 May 2025, on "The Ghost of Colonialism upon us". The last was the Archbishop Thabo Makgoba Development Trust Annual Lecture, on Ethical Moral Leadership, which was delivered on 17 September 2025 by Prof Pumla Gobodo-Madikizela.

Participation in partnership with Schools, Technical Vocation Education and Training Colleges (TVET), Higher Education Institutions (HEIs), other Educational and Training providers, business and industry, professional bodies, civil society, NGOs, and all levels of government, was covered in the signing of five MoUs with strategic partners; namely, ETDP-SETA on student bursaries, assistance of students with historical debt, and funding of staff development on short courses, on 28 and 31 March 2025, with SANParks on 04 April 2025, University of Johannesburg on 7 May 2025 and with Department of Social Development on 07 October 2025.

In promoting and sustaining the participation of staff and students in internalisation and international partnerships activities, the University signed four International agreements (MoUs) with Institutions of Higher Learning and entities; namely, with the National University of Kaohsiung in Taiwan on 13 February and 30 July 2025 (2 MoUs), UNILIC (which is a consortium of 11 Universities in Asia) on 12 February 2025, renewed and MoU with Charles Sturt University in Australia on 1 September 2025. The monitoring of existing International Partnerships was done for 2025 and kept up to date.

To foster and sustain partnerships with Alumni, the University held elections for the Gauteng Alumni Chapter Executive Leadership on 5 July and of the Eastern Cape Chapter on 08 March 2025. In addition, UMP also held a training workshop for all 5 Alumni Chapter leaders at OR Tambo Airport on 26 July 2026, facilitated by Prof Jeff Mphahlele. On promoting integration of engagement, research, scholarship, teaching and learning, the UMP integrated 3 engagement projects into teaching and learning and research; namely, the Communal Farmers Research Project on dipping, deworming and dehorning was integrated into the Diploma in Animal Production (DIP ANP) and the Extension Piggery Project into Extension Practice Module (FMAN201).

Finally, to recognise and reward Engagement at all levels of the Institution, the University held an Engagement Excellence Award Ceremony on 24 November 2025. The winners were Dr B Dube on the Engagement Excellence Award, Ms C Ndlovu on the Emerging Engagement Excellence Award and OFERI as a Group Engagement Excellence Award.

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 (2026 – 2028) financially sustainable rolling budget was submitted to DHET on 05 August 2025, and the 2026 budget was submitted to GFIC, EXCO and to Council during the fourth quarter of 2025. We implemented the criteria for allocating strategic projects. Furthermore, the third-stream revenue increased from R23.130m to R26.552m, a 15% year-on-year increase compared to December 2024.

The Council-approved 2025 tuition and residence fees were implemented on ITS at the beginning of the year. 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 9 June 2025. We also held another workshop with Operations and Student Affairs to create awareness of the costing and cost recovery of residence fees on 10 June 2025.

The University received an additional twenty-two (22) new funders, nineteen (19) for undergraduates and three (3) for postgraduate students doing various programmes in 2025.

Student Financial Aid complied with all Funders' Memoranda of Agreements and terms and conditions when processing student bursaries.

Quarterly Management Accounts were submitted to ARIGC, GFIC, EXCO and Council at the scheduled quarterly meetings for 2025. Council approved the revised Petty Cash Card Policy on 27 March 2025. The draft Student Financial Aid SoP was submitted to MANCO on 10 September 2025.

All tenders were awarded within one hundred and twenty (120) days of the advert or the extended validity period. The 2026 budget directives were compiled based on the Budget Guidelines and were submitted to Council on 27 November 2025. The allocation of the 2026 strategic, capital, and operational budget was implemented on ITS during the fourth quarter of 2025.

The NBP0023B-Infrastructure and Operation Building, NBP0024-Law Building, NBP0025, SIP2006, NBP0023b Ablutions, NBP0026 Great Hall, NBP0028 Communications Building and AO4e Siyabuswa Civil Infrastructure were capitalised within 30 days of receipt of the certificate of occupation.

Seven thousand and sixty-three (7063) assets were barcoded, recorded, and classified within one month of acquisition. A list of all assets to be auctioned was prepared, and meetings of DMAC were held during the year. There were no assets approved for disposal.

“ The 2026 budget directives were compiled based on the Budget Guidelines and were submitted to Council on 27 November 2025. The allocation of the 2026 strategic, capital, and operational budget was implemented on ITS during the fourth quarter of 2025 ”

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 an 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;
- ✓ Implement 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.

To facilitate the development of associated behaviours and acculturation programmes, Visual icons support the Values Acculturation programme; the Values Frames were distributed to the Office of the Dean of Students and Office of the DVC RII during 2025.

POPIA training was attended by Senior Human Resources Officers and union representatives. A new Employment Equity Plan 2025-2030 was developed and approved by Council. The Employment Equity Forum was consulted and approved the draft Plan on

28 August 2025. The Human Resources Committee of Council considered the draft Plan on 1 September 2025. EXCO considered the draft Plan, and Council approved the new EE Plan on 27 November 2025.

Ongoing efforts and initiatives were undertaken in 2025 to ensure the effective implementation of the Employment Equity Plan, in line with set goals and targets. These included the Employment Equity Forum meetings held on 27 March 2025; 08 June 2025; 31 July 2025, and 08 December 2025.

Seventy-six employees were assisted with funding for formal qualifications. A total amount of R2 075 802 was spent on the funding. Fifty-three employees were assisted with funding for workshops. The total amount of R226 789 was spent. Seventy-eight employees were assisted with funding for an in-house Short Learning Programme, for a total amount of R69 900.

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 receive comprehensive information about the University, relevant policies, and the Code of Conduct. New employees also attend an in-house Values Adherence workshop. The workshops were held on 16 April 2025 and 22 August 2025. A Values Adherence for MANCO members was held on 26-28 June 2025. A Values Adherence workshop for the Finance Division was held on 06 November 2025.

Seven members of the HR Division attended the Future of HR Conference on 22 and 23 October 2025 to keep updated on HR trends and ensure a quality HR service is provided. The Executive Director of Human Resources was conferred with an Honorary Award.

To promote positive engagement with Organised Labour, MANCO Engagement meetings with Organised Labour were held with NEHAWU on 19 March 2025, NTEU on 19 June 2025, NEHAWU on 20 June 2025, NEHAWU on 18 September and NTEU on 18 November 2025 and NEHAWU on 20 November 2025.

To facilitate the implementation of the Promotion, Development and Recognition of Excellence (PDRE) at all levels of the institution, all activities were monitored and completed in accordance with the PDRE Policy. The payments for the 2025 PDRE Cycle were processed in June 2026.

2.4 CONCLUSION

This Performance Assessment Report is informed by the Eight-Year Strategic Plan, which is monitored by the Strategic Committee of Council and the Internal Auditors. Throughout this report, evidence abounds of UMP's relentless pursuit of the goals and objectives in the Strategic Plan: Vision 2030.

The targets for 2025 covered Access, Success, Efficiency and Research and Output. The parameters of access, success, efficiency, and research outputs were attained, mostly with deviations above target levels. Where deviations were provided for underachievement and overachievement in some targets, plausible explanations are provided.

The awareness security campaigns were conducted for staff and students to promote and foster an environment conducive to protecting staff, students, and property.

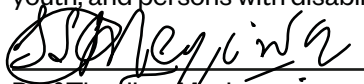
The Facilities of the institution are well- maintained and kept in optimal working condition. Maintenance Awareness Campaigns were conducted for students and staff on each Campus.

Extensive care and attention have been given to ensuring that the IOT domain remains safe for use, with cybersecurity not compromised or rendered vulnerable due to ignorance.

Through the Student Societies, the Managers, Student Governance and Development, and the Student Development Officers continued to work closely with Student Societies' committees to ensure the smooth functioning of societies and clubs.

The positive outcome and success of the continued involvement and participation of the student leaders were evidenced by the incident-free SRC elections held and concluded on 5 September 2025.

The successful completion milestones for the infrastructure buildings, including commissioning, fine-tuning, end-user training, and beneficial occupation, have led to inclusive economic growth by generating employment opportunities for men, women, youth, and persons with disabilities.


Prof Thenjiwe Meyiwa
Vice-Chancellor & Principal

3. REPORT OF THE CHAIRPERSON OF COUNCIL



Mr Sabelo 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. 2025 marked the third 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 2025, 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 2025 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 the University strictly adhered to legislative and regulatory compliance. This included implementing processes to ensure compliance with the Department of Higher Education and Training's reporting requirements. 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 Management. Council being responsible for the oversight role and Management 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.

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

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

The Vice-Chancellor provided a comprehensive report to Council at each meeting. 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 Matters;
- ✓ Governance and Management;
- ✓ Academic Matters;
- ✓ Information Communication Technology and Operations;
- ✓ Vibrant Student Life;
- ✓ Human Resources;
- ✓ Finance;
- ✓ Partnerships and Engagement;
- ✓ Maintenance and New Infrastructure Projects.

The reports provided Council members with a snapshot of the University's state and kept them abreast of strategic developments in the higher education sector nationally and within the institution.

The reports provided Council members with information in line with the Council Scorecard, as developed by the Department of Higher Education and Training, and the Annual Performance Plan.

One of the Council's crucial oversight roles is the approval and monitoring of the implementation of the Annual Performance Plans, which are aligned with the Strategic Plan and UMP Vision 2030. UMP developed two Annual Performance Plans (APP).

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, including delays 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 the institution's performance quarterly against the APP. At the end of the year, the Strategy Committee of Council assessed the institution's overall performance for the year based on the Consolidated Report on the Implementation of the APP for 2025. The reported average performance was 99.4%.

One of the highlights in 2025 was the first PhD student to graduate at the University, Dr Khumbelo Mabadahanye, since the commencement of the academic project at UMP on 14 February 2014. The year 2025 highlighted the exponential growth of the University, from 3 programmes in 2014 to 81 in 2025, and from a student body of 169 in 2014 to 11 885 in 2025. NRF-rated researchers have increased from 1 in 2014 to 22 in 2025.

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 2025, 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 2025/2026 was developed and was submitted to the ARIGC 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 ARIGC. 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 ARIGC.

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 risks identified in 2025 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 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. The University 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 6 policies. These included 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 guidelines on Policies. Some of the important instruments reviewed by Council in 2025 were 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 University divisions. MANCO directed and monitored the ICT Division to deliver measurable value through ICT by ensuring that ICT projects and services are delivered with appropriate quality, on time, and within the specified budget.

Reports were presented at MANCO, and written periodic reports, policies, and procedures were tabled at ARIGC for either noting or consideration. Council approved the ICT User Access Management Policy.

User Access Management is a vital component in preventing unauthorised access to the University's infrastructure, ensuring that University users have measures in place to prevent unauthorised access and/or exploitation of the University of Mpumalanga's resources. This will empower ICT Services to fulfil its legal and ethical obligations concerning the use of its information and computer systems.

3.5.1 ICT GOVERNANCE OF RISK

The identified ICT risks have been added to the University's Risk Register to ensure that they receive the necessary attention from management. All ICT risks listed in the University Risk Register were addressed to minimise their potential impact on the University's strategic objectives. Additionally, risks identified in the ICT Operational Risk Register were also managed to reduce their effect on IT resources and overall university operations.

3.5.2 CYBERSECURITY RISK

To ensure the highest level of protection against email-based attacks and the increasing sophistication of cyberattacks, the ICT Division continued implementing the University's Cybersecurity Roadmap. A BlackBox vulnerability assessment 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 Qualys, a vulnerability management software, for in-house vulnerability scanning. Weekly scans have been scheduled to regularly assess the cyber hygiene of critical assets created on the Qualys system. All identified vulnerabilities are prioritised, remediated, and addressed within a week.

ICT Services launched online cybersecurity awareness campaigns for staff and students. The aim of these campaigns is to promote safe online practices and mitigate the risks of social engineering attacks. Cybersecurity presentations were delivered to new staff and new students during the new staff induction and student orientation, respectively. More campaigns were conducted using UMP's online training platform.

To improve the overall security posture, the cybersecurity awareness programme was expanded to include Council members and MANCO members. This guaranteed that UMP leadership is equipped to tackle and mitigate cybersecurity threats. Hackers and cyber criminals often target senior leadership in organisations because they aim to maximise the potential impact and gain from their attacks, making cybersecurity awareness and training for this cohort crucial.

Simulated anti-phishing campaigns were conducted for all the groups using the University's cybersecurity online training platform. This was achieved by sending fraudulent, malicious-like emails to all user categories and assessing their response behaviour, which helped evaluate the likelihood that staff members or students would fall for a phishing attack.

3.5.3 ICT DEVELOPMENTS

In 2025, the ICT Division made significant strides in enhancing and upgrading the digital infrastructure and improving services to support UMP's strategic goals.

The value-adding activities were undertaken as follows:

ICT Service Desk

The University implemented ManageEngine ServiceDesk as an enterprise-wide service management solution. This is an AI-driven system that combines IT service management, IT asset management, and Configuration Management Database (CMDB). The system has enterprise service management capabilities with segments for the ICT Division, Student Housing, Student Financial Aid, and Academic Administration.

Embedded AI system capabilities enable the ICT team to infuse intelligence into their workflows. The system offers end users a self-service portal and a mobile app for technical support, powered by a rule-based engine that automates common ICT technical support operations. The system enables ICT Services staff to extract reports to analyse technical issues submitted to ICT Services and to view trends regarding user technical problems.

Siyabuswa Campus Audio-Visual Upgrade

The project to install interactive whiteboards in the lecturing venues at the Siyabuswa Campus was successfully completed on 20 November 2025. These whiteboards significantly enhance teaching and learning by allowing lecturers to present content more dynamically, integrate digital resources, and engage students through interactive, collaborative, and visually enriched activities.

In addition, students are trained to incorporate this technology into their lesson plans, ensuring they develop the necessary skills to use modern teaching tools effectively.

Data Loss Prevention (DLP)

The rapid growth of digital operations and remote work environments increased the University's exposure to risks, including data leakage, insider threats, and inadvertent sharing of confidential information.

To address these challenges, the University initiated the Data Loss Project (DLP), which has been successfully implemented and will be rolled out across the University, marking a significant milestone in strengthening information security, regulatory alignment, and data governance.

The DLP project introduces automated controls to identify, monitor, and protect sensitive information from unauthorised access, leakage, or misuse – whether accidental or malicious.

Domain-based Message Authentication, Reporting, and Conformance (DMARC)

To further secure email communications and protect the University's reputation, UMP successfully implemented a new email authentication system (DMARC). This critical upgrade actively blocks cybercriminals from impersonating the official UMP email domains in phishing and fraud attempts.

By ensuring only legitimate emails reach their destination, we are significantly reducing the risk of email-based attacks against staff and students. Implementing DMARC improves email security by blocking phishing and spoofing, enhances email deliverability for legitimate messages, and provides greater visibility into all email traffic sent from the ump.ac.za domain.

Siyabuswa Campus Server Upgrade

ICT Services completed a comprehensive server upgrade, transitioning from Windows Server 2016 to Windows Server 2022, which enhances system security and stability but also introduces new features that improve overall performance and efficiency. The team meticulously planned the migration process to minimise downtime and ensure a seamless transition.

Training of Academics

Throughout the year, academic staff were trained on the University's learning management system, Moodle. The following courses were offered: Basic Moodle training, Intermediate design for online learning, Assessment Design for online learning, and Bulk upload of marks from Moodle to the ITS system.

3.5.4 INDEPENDENT CYBERSECURITY ASSESSMENTS

To validate the ICT Division's vulnerability management initiatives, two independent cybersecurity reviews were commissioned on the institution's IT infrastructure. These evaluations offer an impartial assessment of our established technical controls.

Internal Network Scan

The scan evaluated UMP's security posture for its ICT infrastructure, identified potential vulnerabilities, assessed compliance with security best practices, and provided recommendations to strengthen overall resilience. The assessment revealed that the physical security system is operating with a few obsolete technologies. To resolve this, the ICT Division presented a capital expenditure proposal to replace equipment, ensuring security controls remain effective and resilient.

Blackbox Penetration Test

A service provider was appointed to conduct a stress test of the University's public-facing systems. A retest to verify that all identified vulnerabilities had been successfully remediated, confirming that UMP's external systems exposed to the Internet are secure and our technical controls are operating effectively.

3.5.5 ICT INFRASTRUCTURE INVESTMENT

The table below shows the capital expenditure for implementing ICT infrastructure at UMP, including all major cost components, include VAT.

TABLE 3: ICT INFRASTRUCTURE INVESTMENT
PROJECTS COMPLETED

No	Project Code	Project Description	ICT Project Budget	Funds Committed	ICT Project Expenditure	ICT Project Remaining
1	NBP0024	Academic Building 1: Law	R 4 110 753	R 4 110 753	R3 655 708	R 455 045
2	NBP0025	Academic Building 2: Nature Conservation	R 3 714 899	R 3 714 899	R 3 364 257	R 350 642
3	NBP0026	Great Hall	R 5 736 104	R 5 736 104	R 5 620 114	R 115 990
PROJECTS UNDER CONSTRUCTION 2025						
4	NBP0024	Law Building :Additional End User Requirements	R 2 540 801	R 2 540 801	-	R 2 540 801
5	NIC0134	Transition Project: Access Control (To Start)	R 1 184 364	R 1 184 364	-	R 1 184 364
6	NIC0135	Transition Project: CCTV and Structured Cabling (To Start)	R 1 748 736	R 1 748 736	-	R 1 748 736
7	NBP0028	Media and Communications Building	R 16 292 635	R 13 208 953	R 8 422 544	R 7 870 091

3.6 STRATEGIC LEADERSHIP

Council and 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 and advisory 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, which provided the Chairperson of Council with the opportunity to offer guidance and advice to the Vice-Chancellor on pertinent matters and to be updated on events taking place on Campus. This gave the opportunity to participate in events such as the Academic Excellence Awards. This contributed significantly to the stability of the institution.

Council has continued to provide leadership and oversight on the implementation of the Strategic Plan: Vision 2030 as well as taking the necessary steps to protect the reputation of 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 to ensure that there was a clear alignment between the indicators and the implementation measures. The Strategy Committee also monitored the implementation measures as per the time lines articulated in the APP.

In 2025, the term of office of the former Vice-Chancellor, Professor Thoko Mayekiso came to an end on 31 October 2025. The recruitment process of the new Vice-Chancellor, Professor Thenjiwe Meyiwa was a great success. UMP had a smooth transitional period from the former Vice-Chancellor to the new Vice-Chancellor. A farewell function for Professor Thoko Mayekiso was organised in October 2025 and a welcome function for Professor Thenjiwe Meyiwa was held in November 2025.

3.7 ASSESSMENT OF INSTITUTIONAL PERFORMANCE PER THE ANNUAL PERFORMANCE PLAN

Outstanding performance was achieved in implementing the 2025 Annual Performance Plan. 100% of the objectives were achieved in 2025 in all seven 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 Area 1 to 7 was 100%. The overall performance of the Activity Areas in 2025 was 99,4.

- ✓ **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 manifested 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 finger remains firm on the pulse of the institution.

We pass our gratitude to the former Vice-Chancellor, Professor Thoko Mayekiso, for her enormous contribution in laying a solid foundation for the University of Mpumalanga during her tenure as the Vice-Chancellor. We equally welcome the new Vice-Chancellor, Professor Thenjiwe Meyiwa to UMP. We are confident that Professor Meyiwa will build on the foundation that has been laid. With her leadership, the University of Mpumalanga will achieve new greater heights.



Mr Sabelo Mahlalela
Chairperson of Council

4. COUNCIL STATEMENT ON GOVERNANCE

4.1 COUNCIL

Council is the highest governance structure within the University and is expected to perform an oversight role over the University's activities. In terms of its judicial responsibilities, the 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-paragraphs 6-8;
 - ✓ 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
 - 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, 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:
 - ✓ Must be a person with knowledge and experience relevant to the objectives and
 - ✓ Governance of the University, with adequate capacity to discharge his/ her duties to the Council diligently;
 - ✓ Must participate in the deliberations of the Council in the best interests of the University;
 - ✓ Must, before he/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;
 - ✓ 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;
 - ✓ May not place himself/herself under any financial or other obligation to any individual or organisation that might seek to influence the performance of any function of the Council; and
 - May not have a conflict of interest with the University;
 - May not have a direct or indirect financial, personal or other interest in any matter to be discussed at a meeting and which entails or may entail a conflict or possible conflict of interest with the University;
 - 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	Council Appointee	100%
Prof T Lebakeng	Council Appointee	75%
Dr P Maduna	Council Appointee	100%
Dr B Mthembu	Council Appointee	100%
Ms N Mfihlo	Council Appointee	100%
Mr S Ntshebe	Council Appointee	100%
Mr M Schormann	Council Appointee	75%
Mr M Khoza	Council Appointee	100%
Ms B Kubheka	Council Appointee	100%
Ms N Ravele *****	Ministerial Appointee	100%
Prof M Kanyane	Ministerial Appointee	100%
Mr J Aling***	Ministerial Appointee	100%
Dr Adv. M Makhura	Ministerial Appointee	100
Ms L Mohlala	Premier Nominee	75%
Mr N Mokako	Premier Nominee	75%
Prof T Mayekiso	Executive Management *	100%
Prof T Meyiwa	Executive Management **	100%
Prof M Mbewe	Executive Management	100%
Prof Davhana-Maselesele	Executive Management	100%
Prof A Stroebel	Executive Management	100%
Prof E Boshoff	Senate Representative	100%
Prof F Kutu	Senate Representative	100%
Mr S Sithole	Academic Staff Representative	100%
Dr N Twaie****	Administrative and Support Staff Representative	100%
Prof N Wayi-Mgwebi	Chair of the Institutional Forum	100%
Mr P Chiloane	SRC President	75%
Mr O Vilakazi	SRC Secretary General	100%
TOTAL		95%

*Prof T Meyiwa was appointed as Vice-Chancellor from 01 October 2025.

**Prof Mayekiso's term of office ended on 31 October 2025.

***Mr J Aling's term of office ended on 16 December 2025.

****Dr N Twaie's term of office ended on 04 November 2025.

 Four ordinary meetings of Council were held in 2025 as follows:

- ✓ 27 March 2025
- ✓ 26 June 2025
- ✓ 30 September 2025
- ✓ 27 November 2025

The average attendance was 95%.

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 committees and joint Council/ Senate Committees; and Council on Senate or any other forum at the University, or externally.

**TABLE 5: MEMBERSHIP AND ATTENDANCE OF
NOMINATIONS COMMITTEE**

Name of Member	Percentage of Meetings Attended
Ms N Ravele – Chairperson	100%
Prof T Meyiwa*	100%
Prof T Mayekiso**	100%
Ms N Mfihlo	100%
Mr S Ntshebe	100%
TOTAL	100%

 Four ordinary meetings of the Nominations Committee were held in 2025 as follows:

- ✓ 04 March 2025
- ✓ 01 June 2025
- ✓ 02 September 2025
- ✓ 03 November 2025

One Special meeting was held as follows:

- ✓ 06 October 2025

The average attendance was 100%

b) Executive Committee of Council

The Executive Committee of the Council is a committee of the Council as contemplated in paragraph 24, 25 and 26 of the University of Mpumalanga Statute, promulgated in terms of the Higher Education Act, No 101 of 1997, as amended.

Role of the Executive Committee of Council

- ✓ Serves as the executive body of the Council;
- ✓ Assumes the authority of the Council when the Council is not in session and may perform the functions of the Council;
- ✓ Receives and considers, as appropriate, all recommendations of Senate and the committees of the Council before submitting them, with its recommendations, as necessary, to the Council;
- ✓ Refers any matter arising from the minutes of meetings of Senate and Council committees back to Senate or any Council committee;
- ✓ 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 (Chairperson)	100%
Ms N Ravele	100%
Prof T Meyiwa*	100%
Prof T Mayekiso**	100%
Prof E Boshoff	100%
Prof B Kanyane	100%
Dr B Mthembu	100%
Mr M Schormann	75%
Mr J Aling ***	100%
Mr S Ntshebe	100%
Total	98%

Four ordinary EXCO meetings were held in 2025 as follows:

- ✓ 31 March 2025
- ✓ 12 June 2025
- ✓ 16 September 2025
- ✓ 13 November 2025

Four Special meetings were held in 2025 as follows:

- ✓ 18 March 2025
- ✓ 22 May 2025
- ✓ 19 June 2025
- ✓ 14 October 2025

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 STRATEGY COMMITTEE	
Name of Member	Percentage of Meetings Attended
Prof B Kanyane - Chairperson	100%
Prof T Meyiwa*	100%
Prof T Mayekiso **	100%
Prof M Mbewe	100%
Prof A Stroebel	50%
Prof M Davhana-Maselesele	100%
Mr M Khoza	75%
Dr P Maduna	75%
Dr M Makhura	75%
TOTAL	86%

Four ordinary meetings of the Strategy Committee were held in 2025 as follows:

- ✓ 04 March 2025
- ✓ 06 June 2025
- ✓ 28 August 2025
- ✓ 03 November 2025

No special meetings were held in 2025.

The average attendance was 86%.

d) Audit, Risk and IT Governance Committee of Council

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

- ✓ Ensure that the University Management takes proper steps to safeguard the assets of the University;
- ✓ Ensure that the accounts of the University are continually kept up to date in order to provide a reasonable reflection of the University's financial and cash flow position, as well as its income and expenditure;
- ✓ Ensure that business risks are continually assessed and that effective internal control systems are developed and implemented to minimise material risks;
- ✓ Establishes an effective communication channel between the Council,
- ✓ Management, the Internal Auditors and the External Auditors;

- ✓ Ensure, on behalf of the Council, that the Management of the University has a proper risk management framework in place to manage significant risks facing the University;
- ✓ Review the risk management processes and the significant risks facing the University;
- ✓ Report to the Council on its risk management responsibilities;
- ✓ 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**

Members	% Attendance
Ms N Ravele – Chairperson	80%
Ms N Mfihlo	100%
Mr P Ganesan	100%
Mr T Tshabalala	100%
Ms B Kubheka	100%
Total Attendance	96%

 Four ordinary meeting ARIGC were held in 2025 as follows:

- ✓ 06 March 2025
- ✓ 02 June 2025
- ✓ 04 September 2025
- ✓ 04 November 2025

One special meeting was held as follows:

- ✓ 25 March 2025

The average attendance was 96%

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

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 S Schormann – Chairperson	75%
Ms N Ravele	100%
Prof T Meyiwa*	100%
Prof T Mayekiso**	100%
Mr J Aling***	100%
Mr K Pather	100%
TOTAL	96%

 Four ordinary meetings of GFIC were held in 2025 as follows:

- ✓ 06 March 2025
- ✓ 02 June 2025
- ✓ 04 September 2025
- ✓ 04 November 2025

No special meetings were held in 2025.

The average attendance was 96%.

f) Human Resources Committee of Council

Role of the Human Resources Committee

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

TABLE 10: HUMAN RESOURCES COMMITTEE MEETINGS ATTENDANCE STATISTICS

Name of Member	Percentage of Meetings Attended
Dr B Mthembu (Chairperson)	100%
* Prof T Meyiwa*	100%
Prof T Mayekiso**	80%
Prof M Kanyane	100%
Dr L Govender	100%
Ms L Ngcwabe (External Expert)	100%
Ms L Mohlala	80%
TOTAL	94%

 Four ordinary meetings of HRC were held in 2025 as follows:

- ✓ 07 March 2025
- ✓ 11 June 2025
- ✓ 01 September 2025
- ✓ 31 October 2025

One special meeting was held as follows:

- ✓ 18 July 2025

The average attendance was 94%.

g) Facilities Planning and Infrastructure Committee of Council

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.

Role of the Facilities Planning and Infrastructure Committee

The Facilities Planning and Infrastructure Committee's primary role is to:

- ✓ Advise the Council on the development, acquisition and integration of facilities and infrastructure;
- ✓ Monitor the implementation of a comprehensive and sustainable institution maintenance and replacement plan and strategy for approval by the Council and the DHET;
- ✓ Monitor the implementation of the Campus Master Plans for new infrastructure and the New Infrastructure Five-Year Plans.

TABLE 11: MEMBERSHIP AND ATTENDANCE OF FACILITIES, PLANNING AND INFRASTRUCTURE (FPIC) COMMITTEE	
Members	% Attendance
Mr J Aling (Chairperson)***	100%
Mr M Khoza	75%
Prof T Meyiwa*	100%
Prof T Mayekiso**	100%
Mr R Flame	50%
Mr D Mokotedi	100%
Ms Z Lushaba (External Expert)	100%
Prof T Lebakeng	75%
Total Attendance	88%

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

 Four ordinary meetings FPIC were held in 2025 as follows:

- ✓ 27 February 2025
- ✓ 5 June 2025
- ✓ 28 August 2025
- ✓ 30 October 2025

The average attendance was 88%

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;
- ✓ 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 S Ntshebe* - Chairperson	100%
Mr P Slack	100%
Dr B Mthembu	100%
Mr M Schormann	100%
Prof T Mayekiso	100%
Prof T Meyiwa	100%
Ms B Kubheka	100%
Mr T Mokako	100%
Mr K Pather	100%
Dr L Govender	100%
TOTAL	100%

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

Four ordinary meetings were held in 2025 as follows:

- ✓ 28 March 2025
- ✓ 03 June 2025
- ✓ 11 September 2025
- ✓ 31 October 2025

The average attendance was 100%.

4.3 STATEMENT OF CONFLICT MANAGEMENT

The University has adopted a proactive approach to student and employee engagement intended to build trust among 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, 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 MANCO Chairperson, i.e., the Vice-Chancellor. The meetings offer all stakeholders an opportunity to raise issues to be addressed 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

During the reporting periods under review, the University maintained proactive and constructive engagement with organised labour to strengthen workplace collaboration and operational alignment.

The following achievements were recorded:

Trade Union Engagement

- ✓ Successful engagement meetings with NTEU and NEHAWU on 10 and 11 March 2025, addressing operational and systemic issues such as disability leave processing.
- ✓ Scheduling of a MANCO–Union engagement with NEHAWU for 19 March 2025 to address strategic matters of the University.
- ✓ Strategic engagements in June, September, and October 2025 focusing on workplace compliance, employee wellbeing, operational efficiencies, and policy deviations (e.g., proposed shift arrangements by Hotel and Catering Services staff; Overtime and Basic Conditions of Employment Act (BCEA) compliance issues).
- ✓ Reinforcement of transparency, accountability, and responsiveness in addressing workplace challenges (adherence to recruitment policy; handling of objections, contracts, and appointments).

Collective Bargaining, Policy Development & Review

- ✓ Continuity of the Bargaining Forum ensured through the extension of the Chairperson's contract (01 March – 31 May 2025) and agreement on a transparent appointment process involving trade unions.
- ✓ Advancement of the 2025–2027 Salary Increase Agreement and adoption of resolutions on inflation monitoring, promotion of support staff benchmarking, and remuneration policy review (28 July 2025).
- ✓ Tabling of multiple policy matters on 22 September 2025, including Recruitment, Promotion, and Remuneration frameworks, with extensive consultation on the Overtime Policy. Key policy milestones achieved:
 - Finalisation and adoption of the Grievance Policy and Overtime Policy.
 - Establishment of a structured Policy Engagement Framework to guide prioritisation and transparent reform planning.
 - Launch of benchmarking initiatives to strengthen career progression for support staff.

UMP demonstrated its commitment to inclusive policy formulation, operational transparency, and constructive engagement with organised labour. These achievements underscore a steadfast dedication to building sustainable partnerships, ensuring equity and fairness, and reinforcing institutional values of transparency, accountability, and respect. However, the engagements were at times characterised by deferments of items due to the non-availability of reports – largely from Management and occasionally from Organised Labour.

While the relationship between the parties remained respectful, with both sides consistently placing the interests of the University first, trust was beginning to erode.

This situation requires urgent attention and strengthening, as continued delays risk opening the possibility of industrial action if no timely intervention is undertaken.

“The University has adopted a proactive approach to student and employee engagement.”

4.4.2 STATEMENT ON WORKER 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 2025 academic year. It is, therefore, important to report that the year 2025 also beheld, among others, the engagement between UMP Management, 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 2025 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 provided another layer for the SRC to discuss matters with the Dean of Students and the Managers in the Student Affairs Division. There was 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 were 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 and Senate 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 states that the University should 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 2025 this constitutional stipulation was also adhered to and two student political structures, namely, the South African Student Congress (SASCO) and the Economic Freedom Fighters Youth Command (EFFYC) were recognised.

Student political structures, SASCO and EFFYC 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 meetings 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.

Students were also 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, and the Student Development Officers, continued to work closely with the committees of Student Societies, to ensure the smooth functioning of the societies and clubs. 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 5 September 2025.

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 four years.

Management is content to report that the involvement and continued engagement with student leadership, at different levels, was successfully achieved. These also 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:

1. Financial interests and fiduciary roles, the latter to include but not limited to offices, directorships of companies, memberships of close corporations and trusteeships;
2. The financial interests and fiduciary roles of the members immediate family;
3. 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. In addition, third year students are encouraged to participate in the Archbishop Thabo Makgoba Lecture on Moral and Ethical Leadership competition, where they are required to write an essay 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 emphasised during the values-inculcation process and public addresses.

Staff employed in P1-4 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 2025 ranged from 3.54 to 4.9 with an average of 4.14, and overall score, which ranged from 4.030 to 4.71 with an average of 4.29. This is indicative of the adherence to the values of the institution by the Executive Management.

5. COUNCIL STATEMENT ON SUSTAINABILITY

5.1 INTRODUCTION

The University continues to ensure that the implementation of its New Infrastructure Development Programme is structured for Local Economic Development. This encompasses creating local job opportunities and subcontractor opportunities.

5.2 JOB OPPORTUNITIES CREATED FOR LOCAL GENERAL WORKERS

During the year 2025, a total of 580 Local General Workers Job Opportunities have been created. Out of the 580 jobs women were 69 and youth were 343. In total across all projects, 5 people with disabilities were employed.

TABLE 13: JOB OPPORTUNITIES CREATED FOR LOCAL GENERAL WORKERS

Category	Number
Youth	343
Women	69
Men	511
People with disabilities	5
Total	580

5.3 STUDENT TRAINING

TABLE 14: JOB OPPORTUNITIES CREATED FOR LOCAL GENERAL WORKERS

Category	Number
Inservice Training for University of Technology students	6
Apprentices	12
Internships	6
Total	24



VUYO SHABANGU

Name of Course: **Diploma in Construction and Advance Diploma Quantity Surveying**

Name of Institution: **Cape Peninsula University of Technology (CPUT)**

Start Date: **19 June 2023 to 28 February 2025**

Desired outcome: **Gain experience as a Quantity Surveyor**

Summary of experience gained on-site

- Updating concrete register and ordering of concrete and Building material.
- Onsite measurements for concrete, brickwork, and plastering.
- Preparing of door schedule, and on-site measurements for backfilling.
- Requesting quotations from different suppliers.
- Submitting RFIs to Structural Engineers.
- Checking of pricelist for doors adjudication.
- Using candy for formwork and brickwork.
- Checking of doors are installed correctly using spirit level.
- Marking progress on drawings and checking the value of work on site.
- Receiving claims from sub-contractors.
- Tracking variation to drawings, tracking changes to work done on site.



SINDY NTSEKELE

Name of Course: **National Diploma in Building Science Advance Diploma in Quantity Surveyor**

Name of Institution: **Tshwane University of Technology (TUT)**

Start Date: **19 June 2023 to 28 February 2025**

Desired outcome: **Graduated**

Summary of experience gained on-site

- Onsite measurements for brickwork.
- Pre and post measurements for concrete bases.
- Setting out for bases and concrete recon register.
- Filing of invoices for the QS to submit claims.
- Checking of levels before and after casting of concrete.
- CSS training -Candy soft-ware practical with QS for measuring brickwork).
- Preparing payment certificates for brickwork, formwork and dayworks.
- Checking of door and window schedule correspond with the drawings.
- Drawing registers and identifying changes made.
- How to place sleeves and electrical pipes on the slab before casting of concrete.
- Reading of drawings.



THANDIWE NTULI

Name of Course: **NCV Level 2-4 Electrical Infrastructure and Construction**

Name of Institution: **Nkangala TVET College**

Start Date: **03 July 2023 - 28 February 2025**

Desired outcome: **Gained experience to qualify for a trade test**

Summary of experience gained on-site

- Tubing of First Fix.
- Installing of conduit pipes, wall boxes, Sleeves, floor boxes.
- Putting of conduit on surface beds and slabs.
- Tubing /Pipe installation on walls from the ground.
- Ground floor toilets extending pipe of isolators and hand dryer.
- Measuring 1350 m from the ground to height of hand-dryer.
- Tubing of eight gallery desk plugs referring from the drawings.
- Measuring 52mm from the concrete wall to position of tray.
- Drilling holes for metal rods that are 260mm.
- How to use baby grinder cutting.



NJABULO HLATSWAYO

Name of Course: **Diploma in Civil Engineering**

Name of Institution: **Mangosuthu University of Technology**

Start Date: **03 July 2023-28 February 2025**

Desired outcome: **Graduate and Register with ECSA**

Summary of experience gained on-site

- Checking levels on stormwater and sewer lines.
- Setting levels to establish TOC.
- Checking levels for quality checklist.
- Steel Fixing.
- Casting of concrete.
- Reading of drawings.
- Shuttering.
- Earthing setting and excavation.
- Nuclear density testing.
- Conducting DCP test.
- Conducting slump test and preparing concrete cube testing.
- Material Testing.



NOMONDE MOKOENA

Name of Course: **Diploma in Building**

Name of Institution: **Nelson Mandela University of Technology**

Start Date: **21 August 2023-28 February 2025**

Desired outcome: **Graduated**

Summary of experience gained on-site

- Onsite measuring for LO subby certificates.
- Ordering of material.
- Auditing of files (for submissions of claims).
- Site administration.
- Updating of drawings on site.
- Preparing the northern and southern annex door list for ordering of door frames.
- Checking of suspended slab levels before and after concrete pouring.
- Calculating of slab levels.
- Compiled photographic report for NBP0026.
- Attended training about ironmongery.
- Compiling a photographic report.



AURELIA LEKHOWANE

Name of Course: **N1-N6 Civil Engineering**

Name of Institution: **Ehlanzeni TVET College**

Start Date: **2023-28 February 2025**

Desired outcome: **Diploma in Civil Engineering**

Summary of experience gained on-site

- Quality Control.
- Inspecting pre-concrete checklist.
- Base.
- Columns.
- Shear wall.
- Retaining Wall.
- Slabs.
- Surface beds.
- Post Concrete checklists and inspections.



TSHIDISO DIPHALANE

Name of Course: **SETA NQF 4 Construction Supervision**

Name of Institution: **White River Technical College**

Start Date: **21 August 2023-28 February 2025**

Desired outcome: **Graduated**

Summary of experience gained on-site

- Base fittings.
- Setting out for retaining wall.
- Casting of concrete.
- Slump tests.
- Markings of centre columns.
- Elevator markings.
- Conducting of nuclear density tests.
- Material testing.
- Using of dump level.
- Health and Safety (DSTIs, safety file audits).
- Filing systems.



MAZWI NXUMALO

Name of Course: **N1 -N6 Civil Engineering**

Name of Institution: **Gert Sibande TVET College**

Start Date: **03 July 2023-28 February 2025**

Desired outcome: **Diploma in Civil Engineering**

Summary of experience gained on-site

- Onsite levelling using dump level.
- On site measurements and calculations.
- Slab surveying.
- Base setting out for excavation.
- Setting out for brickwork.
- Column setting out.
- Concrete measurements.
- Material testing
- Steel fixing.



DINAH SITHOLE

Name of Course: **NCV Level 4 Electrical Infrastructure and Construction**

Name of Institution: **Nkangala TVET College**

Start Date: **03 July 2023-28 February 2025**

Desired outcome: **Gain Experience**

Summary of experience gained on-site

- Tubing of First Fix.
- Installing of conduit pipes.
- Installing of wall boxes.
- Installing of sleeves and floor boxes.
- Putting of conduit on surface beds and slabs.
- Connecting temporally supply from crane to main DB using 25X4mm armoured cable and from main DB to Sub-DB using 16X4 mm armoured cable.
- Wiring for lights with 2.5 mm neutral and live wires with 1.5 mm earth wire from DB to switch and from switch to lights.



TSHOLOFELO MOKOENA

Name of Course: **N1-N6 Electrical Engineering**

Name of Institution: **Nkangala TVET College & White River Technical College**

Start Date: **03 July 2023-28 February 2025**

Desired outcome: **Diploma in Civil Engineering**

Summary of experience gained on-site

- Tubing of First Fix.
- Installing of conduit pipes.
- Installing of wall boxes and sleeves.
- Installing of floor boxes.
- Putting of conduit on surface beds and slabs .
- Connecting temporally supply from crane to main DB using 25X4mm armoured cable and from main DB to Sub-DB using 16X4 mm armoured cable.
- How to wire for lights with 2.5 mm neutral and live wires with 1.5 mm earth wire from DB to switch and from switch to lights.



LEBO MOLEFE

Name of Course: **Diploma in Building Science**

Name of Institution: **Tshwane University of Technology (TUT)**

Start Date: **01 July 2024-30 June 2025**

Desired outcome: **Graduated**

Summary of experience gained on-site

- SHE Safety file review and audit.
- Subcontractor supervision.
- Setting out for brickwork.
- Post concrete pour survey.
- Updating and maintaining daily site diary.
- Pre-site establishment investigation.
- Site establishment and hoarding.
- Inventory management of rebar.
- Pre and post concrete quality checklist.
- Survey to set out levels for screed.
- Ceiling and door quality checklist.



HLAMOLO MATHONSI

Name of Course: **Diploma in Building Science**

Name of Institution: **Tshwane University of Technology (TUT)**

Start Date: **01 July 2024-28 February 2025**

Desired outcome: **Gained Experience**

Summary of experience gained on-site

- Formwork setting out.
- Stormwater levelling.
- Reading construction drawings.
- Setting out for brickwork.
- Plastering using rhinolite.
- Brickwork and concrete quality control checklists.
- Inspecting rebars.
- Writing site diary.





SYLVIA APHANE

Name of Course: **Diploma in Building Science**

Name of Institution: **Tshwane University of Technology (TUT)**

Start Date: **01 July 2024-30 June 2025**

Desired outcome: **Gained Experience**

Summary of experience gained on-site

- Documenting employee pack and ensuring that all employee documents are complete.
- Placing orders.
- Conducting quality checks on site.
- Administration of quality checklist files.
- Recording concrete samples.
- Updating daily site diary.
- Measuring work done by subs on site using drawings.
- Transfer measured work on candy and measure actual lengths using QTO.
- Using QTO to produce payment certificate and invoices.
- Updating concrete recons.



LINDA MAHLANGU

Name of Course: **Diploma in Building Science**

Name of Institution: **Tshwane University of Technology (TUT)**

Start Date: **01 July 2024-30 June 2025**

Desired outcome: **Gained Experience**

Summary of experience gained on-site

- Formwork and brickwork setting.
- Stormwater leveling
- Reading construction drawings.
- Plastering using rhinolite.
- Preparing brickwork and concrete quality control checklists.
- Assisting in inspecting rebars (reinforcement bars) before pouring concrete.
- Leveling of surface bed.



THABO SITHOLE

Name of Course: **Diploma in Building Science**

Name of Institution: **Tshwane University of Technology (TUT)**

Start Date: **01 July 2024-30 June 2025**

Desired outcome: **Gained Experience**

Summary of experience gained on-site

- Carried out daily measurement of labour only sub-contractor.
- Material Management
- Receiving and ordering materials.
- Conducted advanced ordering for door frames.
- Cost tracking.
- Maintaining reconciliation registers for concrete, bricks, sand and cement to track orders and cost to date.
- Compiling builders work reports to document all works done.



ZINHLE FAKUDE

Name of Course: **SAMTRAC**

Name of Institution: **NOSA**

Start Date: **01 July 2024-30 June 2025**

Desired outcome: **Gained Experience**

Summary of experience gained on-site

- How to apply health and safety in the workplace.
- Applying 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 preparations and response procedures.
- Toolboxes talk trainings.
- Environmental management programme in the workplace.
- How to treat injured employees on site (First Aid).



CONFIDENCE MASHABA

Name of Course: **N1-N6 Civil Engineering**

Name of Institution: **Ehlanzeni TVET**

Start Date: **22 September 2025 to Date**

Desired outcome: **Onsite Experience to Graduate**

Summary of experience gained on-site

- Setting out concrete foundation slabs.
- Measured for concrete in M3.
- Setting out for brickwork.
- Setting out for formwork and steel fixing.
- How to fill in site diary.
- Setting out for columns.
- Transferred levels using dumpy level.
- Installed underground drainage system 110 UPVC pipes and fittings.
- Set out for stormwater drainage system.
- Fixed props for proper leveling using dumpy level and hummer.



VINETTE CAMERON

Name of Course: **N1-N6 Civil Engineering**

Name of Institution: **Ehlanzeni TVET College**

Start Date: **22 September 2025 to Date**

Desired outcome: **Onsite Experience to Graduate**

Summary of experience gained on-site

- How to use a dumpy level to survey slabs and surface beds before and after concrete has been cast.
- Surveyed slabs after casting concrete to check levels.
- How to calculate the volume of concrete required for casting.
- Sorting out of invoices for claims.
- Site preparation steps (backfilling, level check and compaction).
- How to follow the correct sequence before casting concrete.
- How to do steel fixing with proper cover blocks.
- Calculating final concrete quantities before pouring.
- How to read and interpret drawings.



LUZUKO MBUTHO

Name of Course: **Diploma in Building Technology**

Name of Institution: **Walter Sisulu University**

Start Date: **27 October 2025 to Date**

Desired outcome: **Gain experience and register for Advanced Diploma in Quantity Surveying.**

Summary of experience gained on-site

- Take levels on dumpy level and how to read staff.
- How to do a Photographic Report.
- How to do payment certificate using candy.
- Preparing formwork for casting.
- How to write a professional email.
- How to use laser to level formwork.
- How to order and receive material.
- How to calculate G7 material filling for retaining wall.



ANELISIWE KHWEBULANA

Name of Course: **Diploma in Building Technology**

Name of Institution: **Walter Sisulu University**

Start Date: **22 September 2025 to Date**

Desired outcome: **Gain experience and study further**

Summary of experience gained on-site

- How to do payment certificate for subcontractors using candy.
- Setting out formwork level for slabs and beams.
- Calculating concrete quantities.
- How to set up a new benchmark.
- How to read dumpy level.
- Setting out for brickwork.
- How to use laser.



LINDELANI MKHWANAZI

Name of Course: **Diploma in Building**

Name of Institution: **Mangosuthu University of Technology**

Start Date: **22 September 2025 to Date**

Desired outcome: **Gain experience in Quantity Surveying and register with SACQSP**

Summary of experience gained on-site

- Analyse and interpret drawings.
- Setting up dumpy level.
- On site measurements for ordering concrete.
- Setting out for site excavations.
- Setting out for brickwork (include setting out for foundation brickwork).
- Taking measurements/Quantifying using candy for ordering materials.
- CCS candy for LO Subby certificates.
- Preparing photographic report for progress onsite.
- Setting out using laser.
- Ordering and receiving materials.



HLENGIWE MABUZA

Name of Course: **Bachelor of Construction in Quantity Surveying**

Name of Institution: **Central University Technology**

Start Date: **27 October 2025 to Date**

Desired outcome: **Gain experience in Quantity Surveying and register with SACQSP**

Summary of experience gained on-site

- Ordering materials (using Purchase Order Book).
- Data reconciliation (tracking material quantities and cost against budget).
- How to read levels on a dumpy level for checking slab and surface bed alignment.
- Inspection of door frames: checking for accuracy and defects before installation.
- Testing concrete before casting.
- Measurements for decking
- Making LO subby certificates.
- How to read and interpret drawings.



JABU MOKWENA

Name of Course: **B. Tech Quantity Surveying, National Diploma in Building**

Name of Institution: **University of Johannesburg**

Start Date: **22 September 2025 to Date**

Desired outcome: **Gain experience in Quantity Surveying and register with SACQSP**

Summary of experience gained on Site

Setting out trench foundations, setting out concrete Levels according to the drawings, setting out slab formwork, setting out stormwater invert levels, setting out columns bases and setting out brickwork.

How to do payment certificates using CCS candy software.

How to LO subby certificates.

Reading reinforcement drawing and understanding bending schedule.

Transferring and shifting benchmark level.



SFISO GUMEDE

Name of Course: **N1-N6 Civil Engineering**

Name of Institution: **Ehlanzeni TVET College**

Start Date: **22 September 2025 to Date**

Desired outcome: **Onsite Experience to Graduate**

Summary of experience gained on-site

- Placing and fixing reinforcing materials.
- How to use dumpy level.
- Strip pile heads.
- Calculating cubes.
- How to build a staircase.
- How to test cubes.
- Installing of storm water pipes.
- Direct pile driving operations.
- How to lay reinforced concrete box culverts.
- Setting out foundations using theodolite.
- Calculating levels using dumpy levels. Receive, check and record concrete delivery.
- Drain and dewater civil construction. How to use hand and power tools.





SINOVUYO BOYANA

Name of Course: **N1-N6 Civil Engineering, NVC Level 4 Carpentry**

Name of Institution: **Ikhala TVET College**

Start Date: **22 September 2025 to Date**

Desired outcome: **Onsite Experience to Graduate**

Summary of experience gained on-site

- Using dumpy level to determine horizontal levels and angles.
- Updating bending schedule register.
- Updating drawing register, signing issue slip, stamping and distributing drawings.
- How to sort invoices for claims, and ordering and receiving materials.
- Updating concrete, sand, cement and bricks reconciliation register.
- Tracking material orders and costs to date.
- Sending out emails to request quotations.
- Using QTO (Candy Software) to measure quantities.
- Tracking production using cubic meter measurements.
- Studying drawings, superseding old drawings and issuing revised drawings.



TSHEPANG NKADIMENG

Name of Course: **N4-N5 Civil Engineering**

Name of Institution: **CTU Training Solutions**

Start Date: **27 October 2025 to Date**

Desired outcome: **Onsite Experience to Graduate**

Summary of experience gained on-site

- How to supersede drawings.
- How to take levels of concrete using dumpy level.
- How to do a photographic report for site's progress.
- Checking rebar bending schedules and verifying if they align.
- Applying waterproofing to installed stormwater pipes.
- Calculating the fall of stormwater pipes.
- Levelling stormwater pipes to their invert level.
- Installing of subsoil drainage pipes.
- Setting out for brickwork.
- Updating of drawing register and drawing issues slips.
- How to prepare concrete cubes for concrete cube testing.
- Backfilling soil to install stormwater pipes.



LUYANDA GWIJA

Name of Course: **National Diploma Construction Management and Quantity Surveying, Advanced Diploma in Quantity Surveying**

Name of Institution: **Nelson Mandela University**

Start Date: **27 October 2025 to Date**

Desired outcome: **Gain experience in Quantity Surveying and register with SACQSP**

Summary of experience gained on-site

- Remove water from site bulk excavations, holes and trenches.
- Taking level for the top of concrete for ground beams, bases, footing and columns.
- Measuring concrete quantities.
- How to pour concrete for bases, footings and retaining walls.
- Taking levels for stormwater pipes.
- Observed underdrainage works after taking levels.
- How to read and interpret drawings.
- How to check bending schedules and beam schedules.
- How to break concrete to reach pile cut-offs levels.
- Took confirmation levels after breaking concrete.



PETRUS NTILA

Electrical Artisan Trainee

Petros Ntila is currently doing his artisan training at Trencon Construction. He obtained an N2 in electrical engineering and requires practical experience for him to his trade test and become a qualified electrician. Petrus started at Trencon Construction as a student on the 4th of November 2025 and the contract ends on the 30th of June 2026.



BONGANI NKOSI

Electrical Engineering Student

Bongani Nkosi is an Electrical Engineering student (August 2023 to November 2024). He is currently training at Trencon Construction to complete his practical experience. He commenced his practical on the 4th of November 2025 and ends on the 30th of June 2026.



VANESSA ZINHLE MABUZA

Electrical Engineering Student

Vanessa Zinhle Mabuza is an Electrical Engineering student currently completing practical training with Trencon Construction. Her academic foundation includes N6 certificates in Electrical Engineering, which she completed at Ehlanzeni T-vet College. She joined the Trencon Construction in November 2025 till to date. She requires two years of onsite experience to obtain a National Diploma in Electrical Engineering.



WHITNEY MPOKANE

Civil Engineering Student

Whitney Mpokane is enrolled with Ehlanzeni TVET College for a Diploma in Civil Engineering. She did her in-service training with Trencon Construction (24 July 2023 – 30 November 2024). She has been on a Mentorship Programme under Trencon Supervisor for 16 months. An opportunity has presented itself yet again with the same company (Trencon Construction) to complete her practical experience, which started on the 4th of November 2025 and will end on 30th of June 2026. After completing her in-service training, Whitney will obtain her National Diploma in Civil Engineering.



SENAMILE SEGAGE

Civil Engineering Student

Senamile Segage is enrolled with Brooklyn City College for a Diploma in Civil Engineering. She did her in-service training with Trencon Construction (19 July 2023 – 30 November 2024). She was on a Mentorship Programme under Trencon Supervisor for 16 months. An opportunity has presented itself yet again with the same company (Trencon Construction) to complete her practical experience, which commenced on 04 November 2025 and will end on 30 June 2026. After completing her in-service training, Senamile will obtain her National Diploma in Civil engineering and graduate.



LETHABO RATSOANA

Civil Engineering Student

Lethabo Ratsoana is enrolled with Ehlanzeni TVET College (Mlumati) for a Diploma in Civil Engineering. He is currently doing his in-service training with Trencon Construction since November 2025. He requires two years of on-site training to graduate. He is currently on a Mentorship Programme under Trencon supervision. This contract with Trencon ends June 2026. After completing his in-service training, Lethabo will be able to qualify for his National Diploma in Civil Engineering.



DIPUO MALAPANE

Civil Engineering Student

Dipuo Malapane is a dedicated and motivated Civil Engineering student from Mlumati TVET College (Ehlanzeni). She is presently part of an in-service training programme at Trencon Construction. The training period commenced on the 04th of November 2025 and ends on 30 June 2026. Since been on-site, she has had exposure to structural supervision, sub-contractor coordination and engineering compliance. Her professional skills are being enhanced by on-site theoretical training.

5.4 EMPOWERMENT OF LOCAL SUB-CONTRACTORS

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

All values mentioned below are 15% VAT Inclusive

Ntadokazi Projects (Pty) Ltd:

Company: Ntadokazi Projects (Pty) Ltd
Registration Number: 2025/490095/07
Shareholders/Owners: Joseph Thubana
Black Owned: 100%
Address: Stand No. 177 Jac Rhyh, Universters
Bloemfontein, Free State, 9300

Ntadokazi Projects (Pty) Ltd is a new and upcoming company, identified by Trencon Construction give experience to grow. The company had a valid and active CIDB grading of 1GB.

After the completion of the earthworks (cutting trees) and site establishment works on UMP R+S0001; Sports field, Rugby field will apply to increase their CIDB Grading.

The extent of the works entails the labour only component to execute earthwork (cutting trees) and site establishment works, which includes cutting trees and establishing site boundaries, etc. The total value of works executed over a period of two months by Ntadokazi amounted to.

Earthwork: R 86 250
Scaffolding: R 118 182
Total Amount: R 204 432

Mbhetse Expert Services

Company: Mbhetse Experts Services (Pty) Ltd
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 to grow.

The company had a valid and active CIDB grading of 5GB PE, 6CE PE. After the completion of various trades on NBP0029; Forestry Building will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of various trade which includes brickwork, concrete placing, excavations of trenches and footings, etc. Mbhetse was assisted with material purchases, project programming and Quality control plan throughout the duration of the project. The total value of works executed by Mbhetse Expert Services amounted to:

Brickwork: R 2 891 737.10
Concrete: R 17 239.64
Earthwork: R 636 084.35
Total Amount of all Trades: R 3 545 061.09

Fiso Okusha Trading & Projects

Company: Fiso Okusha Trading & Projects
Registration Number: 2022/420624/07
Shareholders/Owners: Sifiso Gabriel
Black Owned: 100%
Address: Stand No. 1514, Mbongisweni, 1240

Fiso Okusha Trading & Projects is a new and upcoming company, which Trencon Construction has appointed to develop and give experience to grow.

The company had a valid and active CIDB grading of 2GB. After the completion of various trades on UMP R+S0001 - Sports field; Rugby field will apply to increase their CIDB Grading.

The extent of the works entails the labour only component to cut down trees, etc. The total value of works executed by Fiso Okusha Trading & Projects amounted to R 48 300.

M&C Construction

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, identified by Trencon Construction to develop and give experience in order to grow.

The company had a valid and active CIDB grading of 4GB. After the completion of various trades on NBP0029 - Forestry Building will apply to increase their CIDB Grading.

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

Formwork: R 23 296 157.09
Scaffolding: R 570 975
Total Amount of All Trades: 3 867 132.09

Sivukile Consulting Engineers

Company: Sivukile Consulting Engineers
Registration Number: 2014/259223/07
Shareholders/Owners: Mcjoseph Ngwerume
Black Owned: 100%
Address: 14 Greger Street, Nelspruit, Mpumalanga, 1200

Sivukile Consulting Engineers is a new and upcoming company, which Trencon Construction has appointed to develop and give experience in order to grow. The company had a valid and active CIDB grading of 4GB, 5OE. After the completion of various trades on NBP0029; Forestry Building will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of civil work and earthworks, which includes bulk excavations, backfilling, paving, etc. The total value of works executed by Sivukile Consulting Engineers amounted to R 8 595 647.73.

Mbhetse Expert Services

Company: Mbhetse Experts Services (Pty) Ltd
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, appointed by Trencon Construction to develop and give experience in order to grow. The company had a valid and active CIDB grading of 5GB PE, 6OE PE. After the completion of various trades on NBP00223c; Law Clinic Building will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of various trade, which includes brickwork, concrete placing, excavations of trenches and footings, etc. Mbhetse was assisted with material purchases, project programming and quality control plan during the project.

The total value of works executed by Mbhetse Expert Services amounted to:

Brickwork: R 700 156.98
Concrete: R 19 008.19
Earthwork: R 5 074.43
Plastering: R 155 654.93
Formwork: R 88 584.50
Total Amount of all Trades: R 968 479.03.

Multi-Net Systems

Name of Company: Multi-Net Systems (Pty) Ltd
Registration Number: 2014/259223/07
Black Owned: 51%
Address: 4 Greger Street, Nelspruit, Mpumalanga, 1200

Multi-Net Systems (Pty) Ltd is a new and upcoming company, which Trencon Construction has appointed to develop and give experience for it to grow.

The company had a valid and active CIDB grading of PE 6EB, 7OE, 7GB, 7ME, 7SF. After the completion of various trades on NBP0029; Forestry Building, the company will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of HVAC work, which includes air handling units, cassette units, ducting, etc. The total value of works executed by Multi-Net Systems (Pty) Ltd amounted to R 12 897 058.

Laumar Electrical

Company: Laumar Electrical
Registration Number: 2020/511808/07
Shareholders/Owners: Elmo Swift
Black Owned: 100%
Address: 1 Arend Street, Nelspruit, 1200

Laumar Electrical is a new and upcoming company, which Trencon Construction has appointed to develop and give experience in order to grow.

The company had a valid and active CIDB grading of 6EB. After the completion of various trades on NBP0029; Forestry Building will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of electrical work, which includes Electrical wiring, lighting, DB, etc. The total value of works executed by Laumar Electrical amounted to R 11 323 892.

Multi-Net Systems (Pty) Ltd

Company: Multi-Net Systems (Pty) Ltd
Registration Number: 2014/259223/07
Black Owned: 51%
Address: 14 Greger Street, Nelspruit, Mpumalanga, 1200

Multi-Net Systems (Pty) Ltd is a new and upcoming company, which Trencon Construction has appointed to develop and give experience in order to grow. The company has a valid and active CIDB grading of PE 6EB, 7OE, 7GB, 7ME, 7SF. After the completion of various trades on NBP0023c; Law Clinic Building, the company will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of HVAC work, which includes air handling units, cassette units, ducting, etc. The total value of works executed by Multi-Net Systems (Pty) Ltd amounted to R 724 223.

Laumar Electrical

Name of Company: Laumar Electrical
Registration Number: 2020/511808/07
Shareholders/Owners: Elmo Swift
Black Owned: 100%
Address: 1 Arend Street, Nelspruit, 1200

Laumar Electrical is a new and upcoming company, which Trencon Construction has appointed to develop and give experience in order to grow.

The company had a valid and active CIDB grading of 6EB. After the completion of various trades on NBP0023c Law Clinic Building, the company will apply to increase their CIDB Grading.

The extent of the works entails the supply and installation of electrical work, which includes Electrical wiring, lighting, DB, etc. The total value of works executed by Laumar Electrical amounted to R 1 746 015.

TABLE 15: NBP0026 THE GREAT HALL DEVELOPMENT SUPPORT

Subcontractor	Trade	Co-Registration	Address	Contract Amount Incl VAT	Development Support
Sivukile Engineering Services	Civil Works / Bulk Earthworks	2014/259223/07	14 Greger Street, Nelspruit, 1200	R 10 488 293.25	Health and Safety Mentorship for SHE Rep
Wakefield	Reinforcement (Supply & Install)	1984/007282/07	5 Meidlinger Street, Nelspruit, 1200	R 19 857 510.00	- HSE File Management - Health and Safety Mentorship for SHE Rep
Ferlo Elec	Electrical Installation	2014/044755/07	P.O. Box 671 Hazyview 1242	R 22 428 376.52	Health and Safety Mentorship and formal SHE Rep Training
Sidlabahleka Construction	Brickwork	2015/102809/07	Stand No 12109 Clau-Clau Awoken Street 1245	R 3,159,394.79	- Training - Health and Safety Mentorship - Health and Safety File Management - Administration
Mndawe 83	Formwork Plastering and Skimming	2014/275301/07	Stand No 78910 Daantjie Trust, Sibuyile, 1216	R 5,057,222.96	- Training - Health and Safety Mentorship - Health and Safety File Management - Administration
	Material Purchase			R 7,000 000.00	

TABLE 15: NBP0026 THE GREAT HALL DEVELOPMENT SUPPORT | CONTINUED...

Subcontractor	Trade	Co-Registration	Address	Contract Amount Including VAT	Development Support
Pangisa Scaffolding	Scaffolding	2022/366470/07	21 Old Pretoria Road, Vintonia Nelspruit, 1200	R 1,000,000.00	-Training - Health and Safety Mentorship - Health and Safety File Management - Administration
GSD Steelworks	Structural Steelwork	2019/278020/07	Plot 26, Maggiesdal, Mbombela, 1201	R 774 792.00	CIDB Registration
Embhayini Trading	Brickwork	2017/282087/07	09 Raymond Street, Nelsville, 1201	R 1 000 000,00	-Training (10) employees Brickwork certificates -Health and Safety Mentorship -Health and Safety File management -Administration -Bricklaying mentorship -Cost Control (QS)
Rodeo Tiling	Tiling and General Labour	2020/808665/07	Stand 1033 Zwelisha, Kabokweni, 1245	R 1,357,620.81	-Planning and Tendering -Management and Labour skills Transfer (Formal Health and Safety and Environmental Requirements in the workplace. -Quality Management)
Eyamavelase Trading Enterprise	Fire Sealing	2008/122820/23	32 Bester Street, Orion building Office 120b, Nelspruit, 1200	R 400 000.00	-Management and Labour skills Transfer (Fire fighting training, Quality Management training, Cost control training, She Rep mentorship and formal training, Quality Management Training)

TABLE 15: NBP0026 THE GREAT HALL DEVELOPMENT SUPPORT | CONTINUED...

Subcontractor	Trade	Co-Registration	Address	Contract Amount Including VAT	Development Support
Ducks Trading	Brickwork Plaster	2020/759103/07	Stand No 303 Mataffin	R 389 593.94 R 221 947.60	-Management and Labour skills transfer (Firefighting training, Safety file management training, Cost control training, Quality Management training)
MM Holdings	Plaster and Brickwork	2019/1844021/07	2434/52 Kanyamazane	R 1 468 618.22	-Management and Labour skills transfer -(Health and Safety File Management Training -Quality Management Training -SHE Rep Mentorship and Fromal Training)

TABLE 16: NBP0028 THE MEDIAL, COMMUNICATIONS AND LANGUAGES BUILDING DEVELOPMENT SUPPORT

Subcontractor	Trade	Co-Registration	Address	Contract Amount Including VAT	Development Support
Embhayini Trading	Earthworks	2017/282087/07	09 Raymond Street, Nelsville, 1201	R 2 343 557,40	-Management and Skills Transfer -(Mentorship Earthworks and Civil Training)
Zwide Developments	Brickwork	2004/091591/23	12 Acacia Crescent, West Acres, Nelspruit, 1200	R 123 586,41	-Management and Skills Transfer -(Mentorship and Brickwork Training)
Eyamavelase Trading Enterprise	Fire sealing and Prevention	2008/122820/23	32 Bester Street, Orion building Office 120b, Nelspruit, 1200	R 200 000,00	-Management and Skills Transfer
Eyamavelase Trading Enterprise	Paint	2019/1844021/07	2434/52 Kanyamazane	R 902 277,42	-Management and Skills Transfer
Mndawe 83	Formwork	2014/275301/07	Stand no 78910 Daantjie Trust, Sibuyile 1216	R187 319,02	-Management and Skills Transfer -CIDB Grading

5.5. 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.



The University is continuously making progress in ensuring that transformation and empowerment targets are met.

6. CAMPUS DEVELOPMENT



6.1. INTRODUCTION

This chapter provides an overview of progress on the University of Mpumalanga (UMP) Infrastructure during the 2025 academic year, at the Mbombela and Siyabuswa Campuses, respectively.

Considerable construction planning and implementation have been realised during the 2025 academic year. The capital amount spent on both Campuses. The Mbombela Campus has exceeded expectations.

Planning and Infrastructure Committee provided to the New Infrastructure Projects 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. CAMPUS BUILDINGS 2023-2024

New Infrastructure Development

Projects 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

Projects Ongoing in 2025

The University has commenced with the construction of the following projects at the Mbombela Campus:

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

6.3 BUILDING AND INFRASTRUCTURE DEVELOPMENT: PROJECTS COMPLETED IN 2025



Figure 1:NBP0024 Law building

6.3.1. NBP0024: LAW BUILDING

The Law 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 two raked lecture venues and two large flat lecture venues, both of which are sub-divisible 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 2:NBP0025: Nature Conservation building

6.3.2. 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 two raked lecture venues and two large flat lecture venues, both of which are sub-divisible 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 3: NBP0026 The Great Hall

6.3.3. NBP0026: THE GREAT HALL

The Great Hall is the flagship lecture venue on 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 Hall is planned to provide 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 three 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 4: Media, Culture, Communication and Languages building

6.3.4. THE MEDIA, CULTURE, COMMUNICATION AND LANGUAGES BUILDING

The Media, Culture, Communication and Languages Building, NBP0028, is an institutional building that houses various tertiary educational functions. It is a 1900m² building that includes specialised spaces for the unique curriculums that are to be accommodated. The Building is planned to provide Lecture venues and ancillary spaces, media and audio-visual laboratories, video processing and editing rooms, a language laboratory, computer laboratories, and 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 three 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 5: Great Hall Public Open Space

6.3.5. SIP2006: GREAT HALL PUBLIC OPEN SPACE

The Great Hall Public Open Space is a result of 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 (NBPO024, NBPO025 & NBPO026) 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.

6.4 BUILDINGS AND INFRASTRUCTURE DEVELOPMENT: PROJECTS ONGOING IN 2025



Figure 6: NBP0023c Law Clinic

6.4.1. NBP0023C: 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, specialised 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 specialised 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 450m² 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.



Figure 7: NBP0029 Forestry Building.

6.4.2. NBP0029: FORESTRY BUILDING

The Forestry Building is designed to house the BSc Forestry Degree programme and comprises flat and raked lecture venues for approximately 500 students, together with discipline-specific laboratories, academic support facilities, and offices. Its location within extensive agricultural surroundings provides opportunities for field studies, experimental tree nurseries, and orchards.

The Forestry programme differs from the Nature Science building by focusing on specialised teaching and research aimed at developing professionals with the knowledge and technical skills required in the forestry sector. The curriculum is structured around five learning areas: foundational science, forestry production science, forest economics and entrepreneurship, natural resource management, and forest extension.

Key focus areas include 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 develops leadership, communication, technological innovation, problem-solving, honesty, and integrity. It will contribute to increasing the pool of qualified forestry graduates for academic, research, and professional roles.



Figure 8: NBP0034 Postgraduate Writing Centre

6.4.3. NBP0025: NATURE CONSERVATION BUILDING

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 centre 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 m² over 2,5 storeys.



Figure 9: NBP0042 Student Residence

6.4.4. NBP0042: STUDENT RESIDENCE

This is a 180 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

6.5. CONCLUSION

The University has achieved significant progress in 2025 with New Infrastructure Development Programme. Progress achieved includes completion construction completion of projects Law Building, Nature Conservation, The Great Hall, The Great Hall Public Open Space and Media, Culture, Communication and Languages building. The University also commenced with the construction of Law Clinic, Forestry Building, Postgraduate Writing Centre and Student Residence.



The Great Hall in Mbombela Campus.

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. In 2025, UMP made significant strides in advancing its academic planning agenda by consolidating, expanding, and strategically aligning its Programme Qualification Mix (PQM). Guided by Vision 2030, the Academic Plan, and national higher education priorities, the University continued to strengthen the integration of programme development, enrolment planning, and long-term institutional sustainability. This strategic approach ensured that academic offerings remained responsive to societal needs, labor market demands, and emerging global trends.

Notable progress was achieved in the conceptualisation, development, and submission of new qualifications to the Department of Higher Education and Training (DHET) and the Council on Higher Education (CHE). Particular emphasis was placed on expanding opportunities in high-demand and future-focused fields, including data science, agriculture, commerce, and higher education. These initiatives reflect the University's commitment to addressing critical skills shortages, enhancing graduate employability, and contributing meaningfully to South Africa's social and economic development agenda.

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 Meyiwa T**	Vice-Chancellor and Chairperson	100%
Prof Davhana-Maselesele M	DVC: Teaching and Learning/ Deputy Chairperson	100%
Prof Mbewe M	DVC: Postgraduate Studies, Engagement and Planning	100%
Prof Stroebel A	DVC: Research, Innovation and Internationalisation	100%
Prof Boshoff E	Head of School: Development Studies	100%
Prof Chingombe W	Associate Professor and Chairperson: Timetable Committee of Senate	100%
Ms dos Santos N	Director: Library and Information Services	
Prof Gumede V***	Dean: Faculty of Economics, Development and Business Sciences	50%
Prof Ludidi N	Dean: Faculty of Agricultural and Natural Sciences Sciences	100%

Prof Khumalo S****	Dean: Faculty of Education	100%
Prof Gwandure C	Head of School: Social Sciences	100%
Prof Israel H*****	Dean: Faculty of Education	100%
Prof Kutu K	Head of School: Agricultural Sciences	100%
Mr Legodi S*****	Registrar	100%
Prof Lebakeng T	Council Representative	50%
Dr Nthite N	Director: Research Management	50%
Dr Nyakundi L	Academic Staff Representative: Siyabuswa Campus	100%
Dr Madiope M	Director: Academic Support Services	100%
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	100%
Dr Mcata B	Programme Leader: BSc Agriculture	50%
Prof Mini S	Head of School: Biology and Environmental Sciences	100%
Prof Mlambo V	Programme Leader: Diploma in Animal Production	100%
Mr Chiloane P	SRC Representative	50%
Prof Mwabvu T	Programme Leader: Bsc	100%
Dr Ndlovu M	Programme Leader: Nature Conservation	100%
Mr Letsoalo L	Programme Leader: B Agric and BAG-Hons	75%
Dr Ngobese D	Programme Leader: Bachelor of Arts	100%
Prof Niyimbanira F	Associate Professor & Academic Staff Representative	100%
Ms Ramaditse A	SRC Representative	100%
Prof Okharedia A	Associate Professor: Law	75%
Prof Ogujiuba K	Associate Professor: Economics	100%
Prof Parker D	Professor: Biology	75%
Prof Sabela T	Programme Leader: Development Studies	50%
Mr Seema M	Programme Leader: Diploma in Agriculture in Plant Production	100%
Dr Shabalala A	Programme Leader: BSc in Environmental Sciences	75%
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	100%

Prof Wayi-Mgwebi N	Head of School: Computing and Mathematical Sciences	100%
Dr Ncube L	Programme Coordinator: Postgraduate Diploma in Hospitality Management	100%
Ms Sealetse	Acting Programme Leader: Culinary Arts	100%
Dr Ogonleye O	Acting Programme Leader: BICT and PGDICT Programmes	75%
Prof Ambe C	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%
Prof Ateba C	Professor in Microbiology: SBES	75%
Dr Musara M	Acting Programme Leader: Bachelor of Commerce	100%
Dr Mdletshe	Acting Programme Leader: Bachelor of Administration	75%
Prof Malaji K*****	Faculty Representative: Faculty of Education	100%
Dr T Makanya*****	Programme Leader: Social Work	50%
TOTAL		84%

* Contract ended and her last meeting was in October 2025

** Attended her first meeting in November 2025

*** Resigned from UMP and the last meeting was in May 2025

**** Attended her first meeting in September 2025

*****Contract ended and her last meeting was in May 2025

*****Contract ended and his last meeting in May

*****Attended her first meeting in May 2025

*****Attended his first meeting in September 2025



Four ordinary meetings were held in 2025 as follows:

- ✓ 10 March 2025
- ✓ 28 May 2025
- ✓ 3 September 2025
- ✓ 5 November 2025

The average attendance was 84%

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	75%
Prof Meyiwa T**	Vice-Chancellor and Chairperson	100%
Prof Davhana-Maselesele M	DVC: Teaching and Learning/ Deputy Chairperson	100%
Prof Stroebele A	DVC: Research, Innovation and Internationalisation	100%
Prof Mbewe M	VC: Postgraduate Studies, Engagement and Planning	100%
Prof Gumede V	Dean: Faculty of Economics, Development and Business Sciences	50%
Prof Israel H	Dean: Faculty of Education	50%
Prof Khumalo S	Dean: Faculty of Education	100%
Dr Tshikwatamba E	Campus Director: Siyabuswa Campus	25%
Prof Ludidi N	Dean: Faculty of Agriculture and Natural Sciences	100%
Prof Boshoff E	Senate Representative	100%
Prof Mlambo V	Senate Representative	50%
Mr Legodi S	Registrar	100%
Ms Shongwe N	Acting Registrar	100%
TOTAL		86%

Four Ordinary Meetings of the ECS were held as follows:

- ✓ 25 February 2025
- ✓ 20 May 2025
- ✓ 21 August 2025
- ✓ 21 October 2025

The average attendance was 86%

7.5. ACADEMIC PLANNING AND DEVELOPMENT OF THE PROGRAMME QUALIFICATION MIX (PQM)

Throughout 2025, the University of Mpumalanga (UMP) maintained a strong, deliberate focus on consolidating, expanding, and strategically aligning its Programme Qualification Mix (PQM). This work was guided by the UMP Strategic Plan (Vision 2030), the approved Academic Plan, and national policy imperatives, with particular emphasis on access, articulation, responsiveness to regional needs, and postgraduate growth.

Strategic Academic Planning and Enrolment Alignment

During the reporting period, the University:

- ✓ Continued with the implementation of the Academic Plan, ensuring alignment with institutional strategic priorities.
- ✓ Finalised and submitted the Enrolment Plan for 2026–2030 to the Department of Higher Education and Training (DHET).

- ✓ Developed and reviewed enrolment targets for 2026, ensuring coherence between enrolment planning, PQM capacity, and funding considerations.

These processes strengthened institutional planning coherence and ensured that realistic enrolment projections and sustainability considerations underpinned PQM development.

Development and Approval of New Qualifications

Significant progress was made in conceptualising, developing, and submitting new qualifications across undergraduate and postgraduate levels, reinforcing UMP's commitment to programme diversification and articulation pathways.

In 2025, the University:

Submitted six new programmes to DHET for PQM clearance, namely:

- Bachelor of Commerce in Accountancy
- Bachelor of Accountancy in Chartered Accountancy
- Bachelor of Science in Mathematical Sciences
- Master of Science in Nature Conservation
- Diploma in Supply Chain and Logistics Management
- Postgraduate Diploma in Higher Education

Submitted four new programmes to the Council on Higher Education (CHE) for accreditation, namely:

- Bachelor of Commerce in Accountancy
- Bachelor of Accountancy in Chartered Accountancy
- Bachelor of Statistics and Data Science
- Bachelor of Science in Agricultural Economics and Agribusiness Management

These submissions reflect a strategic focus on scarce and critical skills, particularly in data science, mathematical sciences, agriculture, commerce, and higher education teaching and learning.

Health Sciences Programme Development

In line with the approved Business Plan for the Introduction of Health Sciences, the University completed a provincial situational analysis in collaboration with the Mpumalanga Department of Health. Engagements were conducted with:

- ✓ Rob Ferreira Hospital
- ✓ Witbank Hospital
- ✓ Embhuleni Hospital

The outcomes of this analysis will inform the phased introduction of Health Sciences qualifications, ensuring alignment with provincial health system needs and clinical training capacity.

Programme Monitoring and Quality Assurance

To strengthen oversight of the PQM, the University:

- ✓ Implemented the Academic Programme Tracking System (APTS), with the full institutional PQM uploaded and data capturing underway.
- ✓ Conducted an Academic Programme and Curriculum Development Workshop in August 2025 to enhance institutional capacity for programme design, review, and compliance.
- ✓ Advanced preparations for the Academic Programme Review Implementation Plan for 2026, including Senate approval of review schedules and commencement of self-evaluation processes.

The outcomes of this analysis will inform the phased introduction of Health Sciences qualifications, ensuring alignment with provincial health system needs and clinical training capacity.

Programme Qualification Mix as at the End of 2025

By the end of the 2025 academic year, the University's PQM reflected a comprehensive, vertically articulated offering across all HEQSF levels, supporting multiple entry and exit points.

HIGHER CERTIFICATES

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

DIPLOMAS

- ✓ Diploma in Agriculture
- ✓ Diploma in Animal Production
- ✓ Diploma in Culinary Arts
- ✓ Diploma in Entrepreneurship
- ✓ Diploma in Hospitality Management
- ✓ Diploma in Information and Communication Technology in Applications Development
- ✓ Diploma in Nature Conservation

BACHELOR'S DEGREES

- ✓ Bachelor of Development Studies
- ✓ Bachelor of Science
- ✓ Bachelor of Science in Environmental Science
- ✓ Bachelor of Commerce
- ✓ Bachelor of Administration
- ✓ Bachelor of Arts
- ✓ Bachelor of Arts in Media, Communication and Culture
- ✓ Bachelor of Agriculture in Agricultural Extension and Rural Resource Management
- ✓ Bachelor of Information and Communication Technology
- ✓ Bachelor of Education in Foundation Phase Teaching
- ✓ Bachelor of Science in 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 Agriculture in Agricultural Production Management
- ✓ Advanced Diploma in Agriculture in Post-Harvest Technology
- ✓ Advanced Diploma in Nature Conservation
- ✓ Advanced Diploma in Hospitality Management
- ✓ Advanced Diploma in Information Communication Technology in Applications Development
- ✓ Advanced Diploma in Animal Production

POSTGRADUATE DIPLOMAS

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

BACHELOR 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

MASTER'S 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'S DEGREES (CONTINUED)

- ✓ Master of Tourism and Hospitality Management
- ✓ Master of Laws

DOCTORAL DEGREES

- ✓ Doctor of Administration
- ✓ Doctor of Philosophy (Economics)
- ✓ Doctor of Philosophy (Sciences)
- ✓ Doctor of Philosophy (Humanities)
- ✓ Doctor of Philosophy in Agriculture
- ✓ Doctor of Philosophy in Computing
- ✓ Doctor of Philosophy in Development Studies
- ✓ Doctor of Philosophy in Education
- ✓ Doctor of Philosophy in Tourism and Hospitality Management

The University's PQM in 2025 demonstrates a mature, coherent, and strategically aligned academic offering that supports:

- ✓ Access and articulation across qualification levels
- ✓ Regional and national skills priorities
- ✓ Postgraduate growth up to doctoral level
- ✓ Quality assurance and regulatory compliance

The continued refinement of the PQM positions UMP to respond effectively to emerging societal needs while advancing its mandate as a comprehensive, developmental university.

7.6 TEACHING AND LEARNING POLICY FRAMEWORK

The Language policy was developed to align it with the prevailing regulatory framework and was approved by the Council in March 2025.

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, emphasising 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 2025

Project 1: First-Year Experience

Objective: To support first-year students in their academic and social transition.

Progress: Successfully conducted orientation programme from 10-14 February 2025 for both campuses, mentorship sessions, and skills workshops.

Impact: Increased student retention and engagement, with about 158 mentors supporting first-year students. Across 2025, the FYE has delivered 15 workshops, that addressed academic readiness, digital literacy, employability, wellbeing and personal development. Additionally, the FYE held a Co-Visibility Event on 15 November 2025 to deepen cross-unit collaboration, this event fostered campus engagement, showcased student leadership, and strengthened programme visibility.

Project 2: Tutorship Programme

Objective: To improve pass rates in at-risk undergraduate modules.

Progress: 276 tutors appointed and trained to provide academic support. 14 replacement tutors were appointed in Q3 due to resignations, module changes, or WIL placement.

Impact: Positive student feedback and improved pass rates in selected modules. Across 2025, the Tutorship Programme has delivered 9 trainings that took place between 6 February 2025 to 8 October 2025 for all faculties.

Challenges/success and areas of improvement: challenges with the online claims system affected some tutors early in the year but were resolved through personalised training sessions. Additional targeted training was delivered to FEDBS tutors on 8 October to strengthen tutorial facilitation and questioning techniques.

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 2025 was to the Centre for Entrepreneurship to host the SWEEP Conference 2025 and to convene the Entrepreneurship Boot Camp for Student entrepreneurs.

Progress: All commitments for 2025 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 2025 SWEEP Annual Conference, held on Friday, 7 November 2025 at the Mbombela Campus. Which was themed "Embracing Inclusive and Transformational Leadership: Student Women Leading Change Boldly, Fearlessly and with Purpose." It serves as a premier platform for celebrating and empowering young women who are redefining leadership through innovation, entrepreneurship, and social impact within higher education and beyond.

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 2025 was to support 17 academics to pursue a Postgraduate Diploma in Higher Education (PGDHE). Conducted 5 workshops and funded 4 conference /symposium attendances.

Progress: 7 academics were supported to complete the PGDHE at Rhodes University, and 10 academics were enrolled in PGDHE programmes at the University of Johannesburg. All 10 academics completed their first year of study, and 5 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 2025, 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 staff mobility for registered and funded academics to consult with their supervisors outside of UMP.

Project Status: A minimum of 7 postgraduate staff members registered for their studies were provided with mobility support and funding to consult with their supervisors outside of UMP

Impact: This intervention strengthened postgraduate progress and academic development, as mobility funding ensured that staff could receive direct, high-quality supervisory guidance, which is essential for the timely completion of postgraduate degrees.

Project 7: Staff Development through Mentorship and Research Skills

Objective: To enhance research skills and academic leadership.

The 2025 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 2025.

Impact: Improved research output and mentorship for emerging academics.

Project 8: Technology Enhanced Learning

Objective: To integrate technology in teaching and learning.

Progress: 11 training workshops, for both staff and students and one student hackathon were held as part of the project commitment in 2025.

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 7th annual Creating Safe Spaces event was held, Theme: Unity in Diversity - LGBTQIA+ Pride and GBV March, on 30th September 2025. The UMP annual LGBTQIA+ Pride event, Pride March against Homophobia in Universities LGBTQIA, was held on 30 September 2025.

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 2025

The management team of the University Capacity Development Programme (UCDP) at the University of Mpumalanga (UMP) received an invitation from the Centre for Research on Evaluation, Science and Technology (CREST) to participate in cluster meetings scheduled for June 2-3, 2025, at Stellenbosch University. Two colleagues from the Academic Support and Student Development (ASSD) department attended the workshop. The purpose of the workshop was to reflect on the monitoring and evaluation (M&E) processes of the UCDP, assess their impact, discuss the functionality of the Management Information System (MIS), and provide updates on the MIS.

Annually the Department of Higher Education and Training (DHET) convenes a session with the University of Mpumalanga (UMP) to review the 2024 UCDP report submitted by UMP, to discuss financial accountability and utilisation of UCDG funds, address internal and sector-wide challenges, and share updates on policies, program quality, and future plans.

This meeting took place on 18 November 2025, with the representatives from DHET delegations, UMP Executives, UCDP Project Leads (and their support members), NESP recipients, nGAP recipients, JRF recipients, and USDP recipients. The UCDP Project Leaders' Workshop was held on 17 February 2026 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.

The 2025 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 2025 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 2025 was monitored quarterly and reported to the Teaching and Learning Committee of the Senate, with a mid-term review covering January through June 2025.

Performance Assessment Against the Annual Performance Plan

Strategic Alignment

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

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

Technology Integration in Teaching and Learning

In 2025, technology integration in teaching and learning remained a key priority, focusing on enhancing digital literacy, leveraging artificial intelligence, and optimising 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 personalised learning experiences and ensured that teaching practices remain aligned with the rapidly evolving technological landscape.

The following technology-focused workshops, which were held in 2025, illustrate these advancements

Quarter 1: Training Sessions Overview

- Workshop on the " Basic Moodle (New Staff)" - 14 January 2025,
- Intermediate Moodle (New Staff) - 14 January 2025
- Basic Moodle – 23 January 2025
- Assessment Design (Online Learning) – 27 January 2025
- Digital Tools for Oral Presentation – 30 January 2025
- Designing an EPortfolio – 02 February 2025
- Ethical Use of AI (Agriculture) – 05 February 2025

- Moodle Navigation (FYE) – 13 March 2025
- Assessment Design (Online Learning) – 14 March 2025
- AI Literacy – 17 March 2025

Quarter 2: Introduction of large-scale student AI workshops, Advanced digital assessment support via Bulk Upload to ITS, and Preparations for midyear academic activities.

Training Sessions Overview:

- Basic Moodle – April 2025;
- Bulk Upload of Marks to ITS – 04 April 2025;
- AI in Education Workshop – 15 April 2025;
- Intermediate Moodle – 24 April 2025.

Quarter 3 Workshops: Moodle Basics (29 Aug 2025)

- Introduced new academics to navigation, communication tools, assessments, gradebook use, and course setup;
- Included Padlet reflections, scavenger hunt, and hands-on activities.

Teaching with Technology: Pedagogical Shifts to Practice

- Focus on frameworks (TPACK, SAMR, UDL);
- Lesson design integrating digital tools;
- Reflective teaching practices.

Transform Learning Using Moodle Tools (4 Sept 2025)

- Focus on quizzes, forums, peer assessment via Moodle Workshop tool;
- Group lesson planning integrating ADDIE and UDL;
- Evidence based teaching discussions.

Quarter 4: Summary (Oct–Nov 2025)

- 139+ Moodle support tickets resolved;
- Preparation for 2026 Moodle shells;
- Administrative streamlining, new staff accounts, and student support;
- Four Moodle capacity building workshops;
- Launch of Undergraduate Student Hub Platform.

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.

Teaching Methods & Curriculum Development

Sessions on Module Credits and Notional Hours held on 12 February, Active Learning and Alternative Assessment, 09 April, Teaching Portfolio development on 14 May, WIL 29 July at Siyabuswa and 01 August at Mbombela.

Cultural and Multicultural Integration

The Council's approval of the language policy in March 2025 led to advocacy campaigns. The advocacy event, held on 21 August 2025, aimed to promote the role of African languages in curriculum transformation at the University of Mpumalanga.

A workshop on Translanguaging Strategies, Assessment, and Research in Multilingual Academic Settings was held on the 20th August 2025. The workshop was held as part of the ongoing professional development series on translanguaging and multilingual curriculum design and transformation. The full-day workshop aimed at deepening pedagogical and research competencies among academic staff. The workshop focused on equipping lecturers with practical strategies to integrate translanguaging into teaching, assessment, and research practices, thereby enhancing student engagement and inclusivity in multilingual learning environments. It formed part of a broader professional development initiative focused on transforming multilingual curricula.

Reflective Teaching Practices

Events promoting the Scholarship of Teaching and Learning (SoTL), decision-making in pedagogy, and data-driven evaluation of teaching methods. A major milestone was the launch and institutionalisation of SoTL. Official SoTL Project Launch, which took place in July 2025. Theme: *Transforming Teaching and Learning through Analytics, AI, and Pedagogical Innovation*. This was followed by a SoTL Webinar in October 2025 focusing on AI, ethics, and research-informed teaching. Academics submitted SoTL proposals for funding. The University has established a growing community of scholarly teaching practices. The impact of this is a continued strengthening of the research-teaching nexus, which encourages evidence-based teaching whilst promoting cross-disciplinary collaboration.

Student Feedback Mechanisms

A dedicated Student Evaluation of Teaching (SEOT) seminar was held to capture student insights and drive continuous improvement. Students' participation in SEOT has improved since this intervention.

Recognition of Teaching Excellence

The Teaching Excellence Awards Ceremony, held on 24 November 2025, celebrated innovative teaching practices and outstanding academic contributions. Dr. Thomas Mongwe was awarded *Emerging Teacher of the Year*. This initiative reinforced a culture of excellence and recognition in teaching. 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 10–14 February 2025 across both campuses, introducing first-year students to university life and academic expectations. To facilitate academic preparedness, Information Literacy Sessions were conducted throughout the year, covering key topics such as Navigating Moodle, Study Skills, Time Management, UMP Values, Basic Computer Skills, AI in Education, Cybersecurity, Presentation & Public Speaking, Safety & Security, Exam Preparation, Academic Integrity, Responsible Citizenship, CV Writing & Interview Skills, Positivity & Confidence Building, Nutrition, Health & Wellness, Managing Exam Stress & Anxiety and Academic Writing. These sessions provided essential skills to help students adapt to university learning structures.

Additionally, FYE seminars were conducted throughout the year as follows:

- ✓ ICT Fun Day – Mbombela
- ✓ First-Year Fun Day – Siyabuswa
- ✓ FYE Talent Show – Mbombela
- ✓ FYE Debate Competition
- ✓ Co-Visibility Event – Mbombela (15 October)
- ✓ Tutor & Mentor Awards – Mbombela (24 October)
- ✓ Tutor & Mentor Awards – Siyabuswa (14 November)
- ✓ A second Co-Visibility Event followed on 15 November to deepen cross-unit collaboration.

Structured Tutorial and Mentorship Initiatives

Recognising the critical role of mentors and tutors in promoting student success, UMP established structured tutorial sessions and mentorship programmes. In 2025, 384 tutors were appointed. We also had to appoint 14 replacement tutors in quarter 3 due to resignations, module changes, or WIL placement. Tutors delivered weekly academic support sessions across all faculties.

Tutor Training Sessions took place throughout the year as follows:

- ✓ 26 February (Siyabuswa)
- ✓ 09 April (Siyabuswa)
- ✓ 12 April (Mbombela)
- ✓ 16 April (Mbombela)
- ✓ 20 August (Mbombela: Physics)
- ✓ 08 October (FEDBS)

The mentorship programme played a critical role in supporting first-year students' academic and psychosocial transition throughout 2025. Recruitment and shortlisting began in January, with 46 mentors appointed for Orientation (40 Mbombela, 6 Siyabuswa), 10 additional mentors supported registration. Throughout the year, mentors facilitated group and individual sessions focused on academic skills, well-being, and module-specific guidance. Training of mentors took place as follows: on 6 February at Siyabuswa, on 8 at Mbombela, and on 22 February. Finally, the total number of Mentors appointed and trained was 158.

In 2025, we piloted a new Supplemental Instruction for the following programmes:

- ✓ Mathematics 101
- ✓ Mathematics for Computing 102
- ✓ Animal Studies 102

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 11949 in 2025. The number of students in each of the qualifications is shown in the table below:

TABLE 19: ENROLMENT STATISTICS

Programmes	2025				
	1st	2nd	3rd	4th	Total
Higher Certificate in Information Communication Technology in User Support	223	/	/	/	223
Higher Certificate in Event Management	78	/	/	/	78
Diploma in Agriculture	263	267	254	/	784
Diploma in ICT	341	301	201	/	843
Diploma in Nature Conservation	194	196	131	/	521
Diploma in Hospitality Management	290	247	257	/	794
Diploma in Animal Production	60	71	85	/	216
Diploma in Culinary Studies	135	63	/	/	198
Advanced Diploma in Agriculture in Agricultural Extension	27	/	/	/	27
Advanced Diploma in Hospitality Management	24	/	/	/	24
Advanced Diploma in Agricultural Production Management	31	/	/	/	31
Advanced Diploma in Animal Production	36	/	/	/	36

TABLE 19: ENROLMENT STATISTICS CONTINUED...

Advanced Diploma in Agriculture Post-Harvest Technology	19	/	/	/	19
Advanced Diploma in Nature Conservation	23	/	/	/	23
Advanced Diploma in ICT	50	/	/	/	50
Postgraduate Diploma in Agriculture	18	/	/	/	18
Postgraduate Diploma in Nature Conservation	4	/	/	/	4
Postgraduate Diploma in Hospitality Management	9	/	/	/	9
Postgraduate Diploma in Information and Communication Technology	11	/	/	/	11
Bachelor of Arts	464	455	399	/	1318
Bachelor of Arts in Media Communication and Culture	102	/	/	/	102
Bachelor of Commerce	187	172	165	/	524
Bachelor of Administration	287	299	292	/	878
Bachelor of Development Studies	375	395	270	/	1040
Bachelor of Agriculture	99	81	64	/	244
Bachelor of Science	174	157	154	/	485
Bachelor of Science in Agriculture	128	83	58	108	377
Bachelor of Science in Environmental Sciences	143	107	121	/	371
Bachelor of Education in Foundation Phase Teaching	144	115	115	105	479
Bachelor of Information and Communication Technology	151	102	98	/	351
Bachelor of Laws	273	310	221	86	890
Bachelor of Science in Forestry	29	26	24	/	79
Bachelor of Social Work	74	2	100	/	176
Bachelor of Agriculture Honours in Agricultural Extension and Rural Resources Management	27	/	/	/	27
Bachelor of Commerce Honours in Economics	17	/	/	/	17
Bachelor of Arts Honours in English	10	/	/	/	10
Bachelor of Arts Honours in Sociology	8	/	/	/	8
Bachelor of Administration Honours	21	/	/	/	21

TABLE 19: ENROLMENT STATISTICS CONTINUED...

Bachelor of Arts Honours (Archaeology)	4	/	/	/	4
Bachelor of Science Honours in Ecology	7	/	/	/	7
Bachelor of Science Honours in Entomology	8	/	/	/	8
Ba Honours in SiSwati	19				19
Bachelor of Arts Honours in Geography	5	/	/	/	5
Bachelor of Arts Honours in Psychology		/	/	/	
Bachelor of Commerce	12				12
Honours in Industrial and Organisational Psychology	9	/	/	/	9
Bachelor of Commerce in Business Management		/	/	/	
Bachelor of Education	4				4
Honours in Teaching and Learning	5	/	/	/	5
Bachelor of Science Honours in Geology	7	/	/	/	7
Bachelor of Art Honours in Culture and Heritage Studies	2	/	/	/	2
Bachelor of Arts Honours in Tourism	19	/	/	/	19
Bachelor of Arts Honours in Political Science	6	/	/	/	6
Bachelor of Science Honours in Environmental Science	2	/	/	/	2
Bachelor of Arts Honours in Gender Studies	18	/	/	/	18
Bachelor of Arts Honours in IsiNdebele	15	/	/	/	15
Bachelor of Arts Honours in Industrial Psychology	24	/	/	/	24
Bachelor of Science Honours in Geography	22	/	/	/	22
Bachelor of Development Studies Honours	31	/	/	/	31
Master of Agriculture in Agricultural Extension	17	/	/	/	17
Master of Development Studies	65	/	/	/	65
Master of Arts of Tourism and Hospitality	24	/	/	/	24
Master of Science in Agriculture	59	/	/	/	59

TABLE 19: ENROLMENT STATISTICS CONTINUED...

Master of Arts in English Language and Literature	5	/	/	/	5
Master of Arts (Industrial Psychology)	12	/	/	/	12
Master of Arts (Psychology)	25	/	/	/	25
Master of Arts (Siswati in Language and Literature)	8	/	/	/	8
Master of Computer	25	/	/	/	25
Master of Commerce in Business Management	8	/	/	/	8
Master of Tourism and Hospitality Management	17	/	/	/	17
Master of Arts in Geography	6	/	/	/	6
Master of Administration	11	/	/	/	11
PhD in Agriculture	34	/	/	/	34
PhD in Development Studies	11	/	/	/	11
PhD in Science	28	/	/	/	28
PhD in Commerce	8	/	/	/	8
PhD in Education	5	/	/	/	5
PhD (Humanities)	1	/	/	/	1
TOTAL	5191	3450	3009	299	11949

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	2025				
	SET	BUSINESS & MANAGEMENT	EDUCATION	HUMANITIES	TOTAL
Higher Certificate	125	78	98	/	301
Diplomas	2367	992	/	/	3359
Advanced Diplomas	186	24	/	/	210
Post Graduate Diplomas	33	9	/	/	42
Degrees	1907	3434	479	1494	7214
Honours	102	86	99	88	285
Masters	149	100	24	78	351
PhD	62	11	5	9	87
Total	4931	4734	615	1669	11949

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

TABLE 21: DISTRIBUTION OF STUDENTS BY RACE AND GENDER		
Category	Number	Percentage
Africa	11905	99.63%
White	13	0.11%
Indian	5	0.04%
Coloured	26	0.22%
Female	7518	62.92%
Male	4431	37.08%
South African	11922	99.77%
Swaziland	15	0.13%
Zimbabwe	8	0.07%
Mozambique	1	0.01%
Democratic Republic of Congo	1	0.01%
United Kingdom of Great Britain	1	0.01%
Nigeria	1	0.01%

According to Table 24 the majority of the students were South African (99,77%). 0,13% of the students came from eSwatini, and only 0,01% students came from the United Kingdom of Great Britain, the Democratic Republic of Congo, Zimbabwe, and Nigeria, respectively. The least represented population groups in 2025 were Indian (0,04%) and White (0,11%). The majority of the students were female (62,92%) as compared to males (37,08%).

7.9 ANALYSIS OF STUDENT ACADEMIC PERFORMANCE

The academic performance of students during 2025 was generally good and managed to achieve the pass rate of 82.3%. Students' performance in the June and November examinations varied across programmes and within 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 students' academic performance.

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's target pass rate is 82.3%.

TABLE 22: PASS RATE		
Category	Number of modules	Percentage
100%	288	24.2%
85-99%	533	44.8%
50-84%	259	21.8%
20-49%	18	1.5%
0-19%	91	7.7%
Total Number of modules examined		100%
Average % pass rate	1189	82.3%

According to the table above, the average pass rate in 2025 was 82.3%. 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 26 presents the distribution of academic staff by qualification and gender.

TABLE 23: DISTRIBUTION OF ACADEMIC STAFF BY QUALIFICATION AND GENDER				
Qualification	Rank	Female	Male	Grand Total
Doctoral Degree	Associate Professor	4	12	16
	Junior Lecturer	2	1	3
	Lecturer	18	36	54
	Professor	/	11	11
	Senior Lecturer	14	22	36
Doctoral Degree Total		38	82	120
Master's Degree	Junior Lecturer	6	5	11
	Lecturer	41	29	70
	Senior Lecturer	1	4	5
Master's Degree Total		48	38	86
Honours	Junior Lecturer	6	3	9
	Lecturer	5	6	11
	Senior Lecturer	2	1	3
Honours Total		13	10	23
Postgraduate Diploma	Junior Lecturer	3	2	5
	Lecturer	1	/	1
	Senior Lecturer	/	1	1
Postgraduate Diploma Total		4	3	7
Bachelor's Degree	Junior Lecturer	1	/	1
	Lecturer	2	2	4
	Senior Lecturer	/	1	1
Bachelor's Degree Total		3	3	6
Advanced Diploma and B Tech	Junior Lecturer	1	/	1
	Lecturer	1	2	3
Advanced Diploma and B Tech Total		2	2	4
Diploma	Lecturer	1	1	3
Diploma Total		1	1	3
Grand Total		109	140	249

According to Table 26, UMP employed a total of 249 academic members of staff in 2025. Most of the academic members of staff (n=120) had completed Doctoral degrees, followed by (n=86) who had completed Master's degrees. This is encouraging, as it reflects the University's interventions to improve staff's qualifications profile.

7.11 NEW GENERATION OF ACADEMICS (nGAP)

The University of Mpumalanga has been participating in the New Generation Academics Programme (nGAP) since 2016.

TABLE 24: NEW GENERATION OF ACADEMICS (NGAP)

NO.	NAME	GENDER	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 programme, transitioned to full lecturer
5	Ms Busi Ndhlovu	Female	January 2018	Education	Active in the programme Awaiting letter of PhD completion
6	Mr Sisa Ngcwangu	Male	January 2018	Hospitality	Active in programme - PhD completed, graduating in May 2026
7	Dr Shonisani Chauke	Female	January 2018	Economics	Active in programme - Graduated, must submit portfolio of evidence for transitioning
8	Mr Msakha Mona	Male	January 2019	Heritage and Culture Studies	Resigned on 30 June 2022
9	Dr Sicelo Dlamini	Male	January 2019	Animal Science	Completed programme, transitioned to full lecturer
10	Dr Phindile Dube	Female	January 2020	Agriculture	Completed programme, transitioned to full lecturer

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

11	Dr MT Bhuda	Female	January 2020	Heritage and Culture Studies	Completed PhD, must submit portfolio evidence for transitioning
12	Dr Sukoluhle Mazwane	Male	May 2020	Agricultural Science	Completed, programme, transitioned to full lecturer
13	Dr Tshepiso Ndhlovu	Male	January 2021	Environmental Science	Completed, programme, transitioned to full lecturer
14	Dr Mpho Motseki	Female	October 2021	Communication	Deceased
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
20	Ms Thubelihle Lungelo Mathonsi	Female	01 March 2025	Plant Breeding	Active in Programme
21	Ms Dimpho Angel Sekatane	Female	01 July 2025	Industrial Psychology	Active in Programme
22	Ms Masefoko Tshegofatso Glander Rasekgotoma	Female	01 July 2025	English Language and Literature	Active in Programme
23	Ms Thalitha Kagiso Moroane	Female	01 November 2025	Sociology School of Social Science	Active in Programme
24	Ms Teresia Mahlaela	Female	01 February 2026	Mercentile Law	Active in Programme
25	Dr Christinah Setshedi	Female	01 March 2026	Economics	Active in Programme

The nGAP initiative at the UMP has seen a wide range of academic appointments across various disciplines. While most lecturers remain active in the program. The program continues to develop, with new appointments in 2025 and 2026 demonstrating an ongoing commitment to academic growth.

Of the 23 lecturers appointed under the nGAP programme at the University of Mpumalanga, five have successfully completed their studies and transitioned to lecturer positions, four have completed their studies, four resigned before completing, one unfortunately passed away after completion, and nine remain active in their respective fields. The programme continues to support young academics, ensuring their development and contribution to the institution and the 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.

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:

- ✓ Ms Mpho Mganga, is pursuing her master's degree, is progressing well under the NESP Programme, and is actively engaging in postgraduate research and contributing to departmental teaching and supervision.
- ✓ Ms Busisiwe Nyawo, an intern at UMP under the NESP Programme, ended in February 2026, where she was gaining practical academic experience through teaching, mentorship, and curriculum support activities.

Their dedication reflects UMP's commitment to developing future academics who are grounded in both scholarship and institutional service.

7.13 ACADEMIC TALENT STEWARDSHIP PROGRAMME (ATSP)

The Academic Talent Stewardship Programme, which is a three-year "Grow your own timber" programme, was introduced in 2021. By 2025, a total of 25 fellows participated in this programme and were simultaneously appointed as Associate Lecturers.

TABLE 25: ACADEMIC TALENT STEWARDSHIP PROGRAMME

NAME	GENDER	FIELD OF STUDY
1st Cohort		
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
2nd Cohort		
Busisiwe Mahlangu	Female	Development Studies
Rivoningo Ubisi	Female	Agriculture
Siphosethu Dibakoane	Male	Agriculture
3rd Cohort		
Rucresia 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
4th Cohort		
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
5th Cohort		
Ms Pheladi Legodi	Female	Agriculture
Ms Jacqueline Leshilo	Female	Agriculture
Ms Ntokozo Mayekiso	Female	Agriculture
Ms Moloto Rammutla	Female	Tourism and Hospitality
Mr Tebatso Ledwaba	Male	Agriculture

Four of the ATSP Fellows were confirmed as permanent lecturers in 2025. A contract of one ATSP Fellow was extended for 12 months to allow her time to complete her Masters degree. To date, the programme has experienced a 100% retention rate. Five ATSP Fellows were appointed in 2025.

7.14 2025 GRADUATION CEREMONY

The 2025 Graduation Ceremonies were successfully held over six sessions on 08, 09, and 10 May 2025. During these ceremonies, a total of 2,034 degrees and diplomas were conferred across 60 qualifications. Of these, 1,348 graduates were female and 686 were male. Notably, 170 students graduated cum laude. The first PhD was conferred on Dr K Mabadahanye, Doctor of Philosophy (Environmental Sciences). The graduates came from five countries, namely South Africa, Democratic Republic of Congo, Mozambique, Swaziland and Zimbabwe.



2025 Graduation Ceremony.

TABLE 26: DISTRIBUTION OF GRADUATES BY QUALIFICATION AND GENDER

Programmes	Gender		
	Female	Male	Total
Adv Dip in Agriculture in Agricultural Prod Man	6	8	14
Adv Dip in Agriculture in Agricultural Extension	18	11	29
Adv Dip in Inf and Comm Tech In App Dev	10	10	20
Adv Dip in Hospitality Management	8	2	10
Adv Dip in Agriculture in Post Harvest Technology	11	8	19
Adv Dip in Animal Production	22	3	25
Adv Diploma in Nature Conservation	10	2	12
Bachelor of Development Studies Honours	19	8	27
Bachelor of Ed in Foundation Phase Teaching	74	18	92
Bachelor of Agr in Agri Extn and Rural Res Man	33	27	60
BA Honours in English	6	1	7
BA Honours in Industrial Psycholog	9	1	10
BA Honours in Siswati	3	2	5
BCom Honours in Business Management	6	4	10
Bachelor of Edu Hon in Teaching and Learning	/	1	1
Bachelor of Administration	90	44	134
Bachelor of Administration Honours	11	5	16
Bachelor of Arts	56	58	214
Bachelor of Arts Honours	8	3	11
Bachelor of Arts Honours Tourism	3	4	11
Bachelor of Information and Comm Technology	16	16	32
Bachelor of Science Honours	2	2	4
Bachelor of Arts Honours in Gender Studies	/	2	2
Bachelor of Arts Honours in Geography	3	3	6
Bachelor of Arts Honours in Psychology	13	5	18
Bachelor of Arts Honours in Sociology	10	4	14
Bachelor of Commerce Honours in Industrial and Organisational Psychology	/	/	/
Bachelor of Commerce Honours in Economics	5	8	13
Bachelor of Commerce	40	29	69
Bachelor of Development Studies	106	24	130
Bachelor of Science	53	17	70
Bachelor of Science Honours in Ecology	11	2	13
Bachelor of Science Honours in Geography	2	2	4
Bachelor of Science in Environmental Science	29	19	48
Bachelor of Sciences in Agriculture	43	37	80
BAgric Honours in Agricultural Extension & Rural Resource Management	7	4	11
BSc Honours in Entomology	3	1	4
BSC Honours in Environmental Science	5	1	6
Diploma in Agriculture	103	64	167
Diploma in Animal Production	48	19	67
Diploma in Hospitality Management	60	20	80

TABLE 26: DISTRIBUTION OF GRADUATES BY QUALIFICATION AND GENDER CONTINUED...

Diploma in Information Communication Technology in Applications Development	40	46	86
Diploma in Nature Conservation	50	22	72
Higher Certificate in Information Communication Technology in User Support	69	55	124
Higher Certificate in Event Management	60	27	87
Master of Arts	2	/	2
Master of Administration	4	2	6
Master of Agric in Agricultural Extension	4	3	7
Master of Commerce	8	2	10
Master of Development Studies	5	3	8
Master of Education in Early Child Education	2	6	8
Master of Science	6	2	8
Master of Science in Agriculture	8	5	13
Postgraduate Dip in Information Communication Technology	8	8	16
Postgraduate Diploma in Agriculture	11	3	14
Postgraduate Diploma in Hospitality Management	5	3	8
Postgraduate Diploma in Nature Conservation	3	/	3
Grand Total	1348	686	2034

7.15 RECOGNITION OF ACADEMIC EXCELLENCE IN STUDENTS

The Academic Excellence Awards Ceremony for the year 2025 was held on 09 May 2025.

The following awards were made:

FIRST-YEAR UNDERGRADUATE DEGREE AND DIPLOMA AWARDS

- ✓ RA Ramaphosa (Degree)
- ✓ NB Mathebula (Diploma)

FIRST DIPLOMA AWARD

- ✓ DO Thamaga
- ✓ MG Sekhota

FIRST DEGREE AWARD

- ✓ MS Mathaba
- ✓ ZG Sibanyoni
- ✓ TT Moatshe

KENI FOUNDATION AWARD FOR ACADEMIC EXCELLENCE IN ICT

- ✓ K Mathebula

SANLAM AWARD FOR ACADEMIC EXCELLENCE IN NATURE CONSERVATION

- ✓ NT Mahlelela

HL HALL ACADEMIC EXCELLENCE AWARD

- ✓ L Chaba (Diploma)
- ✓ MS Mathaba (Gold)

BEST ADVANCED DIPLOMA, POSTGRADUATE DIPLOMA AND HONOURS AWARDS

- ✓ IS Sifundza
- ✓ S Masuku

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

- ✓ MG Sekhota
- ✓ TT Moathshe
- ✓ S Masuku

In addition, thirty (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 2025, the Research, Innovation and Internationalization Division focused on creating and supporting an environment that fosters research quality and impact to ensure research capacity development and productivity, especially of 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 through mentoring. National and international conferences/workshops were attended in person and virtually. These opportunities enabled UMP researchers to present their research, and publish their work in accredited journals, which also resulted in five members graduating with Doctoral degrees. Of the staff with doctoral degrees, five obtained their qualifications in 2025, in addition to the three in 2024. The increase in NRF-rated researchers is a highlight for 2025, with four academic staff obtaining a rating or a re-rating. There are now 22 rated researchers at the University.

The University continuously improves its Research Outputs, and recorded a 45% increase during the 2024-2025 cycle. The University's Research and Innovation Strategy was approved by Senate on 28 May 2025, and the Innovation Framework was approved by MANCO on 19 November 2025.

The UMP Intellectual Property Policy that was approved in 2023 was actively engaged and internalised during 2025, through various capacity building workshops and training opportunities offered in collaboration with the National Intellectual Property Management Office (NIPMO) and the Technology Innovation Agency (TIA). This Policy is mandatory for all publicly financed institutions that must comply with the provisions of the Intellectual Property Rights from Publicly Financed Research and Development Act 51 of 2008. The implementation of the Policy continues to be bolstered by the establishment of the Technology Transfer Office with new staff members joining UMP in 2026, supported by a significant grant received from NIPMO and UMP's contribution.

The Research Ethics Policy that was reviewed and updated in 2023, and continuous with active implementation in 2025, 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 October 2025 with all RECS committee members.

All Research Policies, processes and procedures were workshopped during the year with both current and new academics. Research Policies and Procedures workshops were held on 22 May 2025 (Mbombela Campus) and 23 July 2025 (Siyabuswa Campus), complemented by a Procedure Communiqué to all staff on Research Support Mechanisms and Processes.

Relevant support, such as procedure advice, workshops, seminars, and data analysis software, was offered by divisions, including the Library and Information Services (LIS), to staff to enable emerging researchers to be conversant with current LIS requirements. The Library User Satisfaction Survey was concluded on 6 October 2025. Conversations on academic publishing such as Open Access debates were included in the various capacity advancement workshops. LIS successfully hosted the Library Book Exhibition during 1-2 September 2025, and conducted a Research Impact Awareness Campaign during 30 September to 3 October 2025, focusing on visibility tools, citation impact strategies, research profiling, and responsible metrics.

A significant recognition of UMP research excellence was the inauguration of the first UMP staff member to be recognised by the South African Young Academy of Science (SAYAS). Dr Mwazvita Dalu of the Faculty of Agriculture and Natural Sciences was inaugurated as a member, following UMP's first staff members recognised as ASSAf Members, Prof Ndiko Ludidi, and Prof Victor Mlambo.

Dr F Niyimbanira and Dr A Shabalala were accepted for the 2025 DHET Future Professors Programme. In addition Dr M Bhuda has been awarded the 2025 AFRIAK Fellowship by CODESRIA and recognised as one of the annual '200 Young South Africans' by the Mail and Guardian, a postgraduate student Ms NC Madlala won the 2025 SAWISA DSTI-Dr Ivy Matsepe-Casaburri Fellowship Award, Dr T Ndhlovu has been nominated as a member of the Society for Medicinal Plant and Natural Product Research/GA, while Dr B Mcata secured second place in the EDHE Learning and Teaching Excellence Awards, and won the Emerging Young Women Leaders Award (HEWLA).

UMP held its first Professorial Inaugurations in 2025; testament to the excellence at UMP, and highlighting the importance of research, teaching and learning, engagement, and scholarship at the University; Prof Funso Kutu, 10 June 2025; Prof Taro Mwabvu, 11 August 2025; Prof Victor Mlambo, 20 August 2025, and Prof Daniel Parker, 7 October 2025.

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 22 May 2025 (Mbombela Campus) and 23 July 2025 (Siyabuswa Campus), complemented by a Procedure Communiqué to all staff on Research Support Mechanisms and Processes.

The Annual UMP Writing Retreat took place from 23 to 27 June 2025, with 25 participants, and is evidenced by the increase in research outputs 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 TIA on 23 October 2025. Conducting impactful research remains key at UMP, and this approach was further supported by a webinar on Research Impact on 1 August 2025, hosted by the Academy of Science of South Africa (ASSAf) and the National Research Foundation (NRF). UMP Research Impact Case studies were presented by Prof Tarombera Mwabvu, from FANS, and Dr Lucile Maqubela from FEDBS.

Research Impact Workshop, 1 August 2025



Research Impact Workshop.



Seated (Left) Ms Dr Susan Veldsman (ASSAf), Dr Naledi Nthite (UMP) and Dr Genevieve (NRF).

A range of national and international seminars were hosted, which include hosting of the 6th National Global Change Conference during 1–4 December 2025, funded through a special grant by the NRF. The conference included five dedicated workshops for emerging researchers and postgraduate students.

During 25–29 May 2025, UMP hosted a series of significant G20 meetings on campus in collaboration with the Department of Science, Technology and Innovation (DSTI) and other partners. These included the G20 Africa Day Celebrations, the Research and Innovation Working Group (RIWG), the G20 Oceans Initiative (Oceans20), the G20 Initiative on Biodiversity (GIB), and numerous associated events. These events were highly strategic for showcasing and positioning UMP with respect to science and research. Attendees included 40 UMP researchers and students as participants.

Workshops for students and staff to promote entrepreneurship and creative problem-solving skills, and the introduction to Intellectual Property (IP) were held on 17 September 2025 and 13 November 2025, in collaboration with CFERI. External research funding applications were continuously monitored and facilitated, and the NRF funding has increased by 15%, with 40% of all research funding applications being successful. Bursaries and fellowships were received from the NRF for Honours, Masters' and Doctoral students, and Postdoctoral Fellows.

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 Capacity Building 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 NRF Rating.

7.18 TEACHING, RESEARCH AND ENGAGEMENT EXCELLENCE AWARDS

The University implemented its research excellence award ceremony and Research Day to promote, recognise and reward performance. The Research Day was opened by the Vice-Chancellor, Prof Thenjiwe Meyiwa and the DVC Research, Innovation and Internationalisation, Prof Aldo Stroebe. The third UMP Research and Innovation Day was bolstered by the strong trajectory of research established at the University, and celebrated the significant achievements of researchers, postgraduate students, and collaborators of the faculties. The event aimed to encourage academic staff and emerging researchers to be research-active, and to position UMP research to both internal and external stakeholders, especially cognisant of the Institutional Research Themes. The 2025 theme was Innovate. Discover. Transform. The highlight to conclude the Day is the Annual UMP Excellence Awards for Research (incl. newly rated researchers), Engagement, and Teaching and Learning.

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 the peer rating of scientists by the NRF. NRF ratings received in 2025 were Dr Zakheleni Dube (C2), Dr Terence Suinyuy (C2), Dr Sabelo Shezi (Y2) and Dr Nsizwazonke Yende (Y2). The total number of rated researchers at the University is 22.

Academics have been identified and were assisted to apply for rating. Two NRF Rating workshop were held on 12 September and on 6 October 2025. Ten applications for NRF rating have been submitted to the NRF for the 2025 Rating Call; the outcome is awaited.

7.20 RESOURCE MOBILISATION

The University launched its first Research Chair in 2025 (the UMP-Oppenheimer Research Chair in Biodiversity Conservation, and will have received a second Chair in Food Systems.

UMP received grants from the NRF, DSTI, DHET (UCDP), DHET (FPP) WRC, Citrus Research International (CRI), The University of Hohenheim; UKUDLA, SANBI, the Oppenheimer Trust and RUFORUM to the value of R5 554 719. The University highly acknowledges the continued support received from external funders for research projects, postgraduate students, nGAP, Postdoctoral Fellowship support, and international collaborations in 2025.

Enhancing strategic partnership for impactful and innovative research, five national and two international agreements were concluded with the following organisations: SASOL Foundation; The Mpumalanga Tourism and Parks Agency (MTPA) with focus on biodiversity conservation; UMP-Oppenheimer Chair in Biodiversity Conservation; Consortium agreement between the DSTI, ARC, CSIR, UL and WITS; An MoU between UWC, and other partners on the African-German CoE (UKUDLA); The University of Hohenheim; and the Charles Sturt University, Australia.

7.21 RESEARCH OUTPUTS

The University continuously improves its Research Outputs through numerous support programmes. In 2025 UMP submitted a claim for published research outputs to DHET and was awarded 94.5114 units. This shows significant growth 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 units in 2020, 57.57 units in 2021, 80.2 units in 2022, 65.14 units in 2023, and 94.51 units in 2024. This is an increase of 29.37 units from the 65.1414 units awarded for 2023 publications. The University increased its research output by 45% from 2024 to 2025.

7.22 POSTDOCTORAL AND RESEARCH FELLOWSHIPS

During 2025, UMP hosted 22 Postdoctoral Fellows: 17 in the Faculty of Agriculture and Natural Sciences, 3 in the Faculty of Economics, Development and Business Sciences and 2 in the Faculty of Education.

- ✓ Dr Godfrey Mhlongo Postdoctoral Fellow funded by NRF and mentored by Prof Victor Mlambo.
- ✓ Dr Musa Oyebowale Akanbi Postdoctoral Fellow funded by NRF and UMP, and mentored by Prof Ndiko Ludidi.
- ✓ Dr Neo William Mokone Postdoctoral Fellow funded by UMP and mentored by Prof Vusi Gumede.
- ✓ Dr Pule Mpopetsi Postdoctoral Fellow funded by NRF and mentored by Dr Tadenta Dalu.
- ✓ Dr Emmanuel Ndhlovu Postdoctoral Fellow funded by NRF and mentored by Prof Vusi Gumede.
- ✓ Dr Ayansina Ayangbenro Postdoctoral Fellow funded by NRF and mentored by Prof Funso Kutu.
- ✓ Dr Samukelisiwe Ngcobo Postdoctoral Fellow funded by NRF and mentored by Prof Daniel Parker.
- ✓ Dr Philippa Huchzermeyer Postdoctoral Fellow funded by NRF and UMP mentored by Dr Tatenda Dalu.
- ✓ Dr Makiwa Mthana Postdoctoral Fellow funded by NRF and mentored by Prof Victor Mlambo.
- ✓ Dr AM Barker-Ali Postdoctoral Fellow funded by UMP and mentored by Prof Ndiko Ludidi.
- ✓ Dr Mercy Fakude Postdoctoral Fellow funded by UMP and mentored by Prof Aldo Stroebel.
- ✓ Dr Tumelo W G Ditlhale Postdoctoral Fellow funded by UMP and mentored by Prof Khashane Malatji.
- ✓ Dr Julius Theledi Nkuba Postdoctoral Fellow funded by UMP and mentored by Prof Khashane Malatji.
- ✓ Dr Khumbelo Mabadahanye Postdoctoral Fellow funded by UMP and mentored by Dr M Dalu.
- ✓ Dr Daniel Jesuwenu Ajoye Postdoctoral Fellow funded by UMP and mentored by Prof Ateba.
- ✓ Dr Wisdom Okere Postdoctoral Fellow funded by UMP and mentored by Prof Ambe.
- ✓ Dr Ayansina Ayangbenro Postdoctoral Fellow funded by NRF and mentored by Prof Funso Kutu.
- ✓ Dr Victory Sumanu Postdoctoral Fellow funded by UMP and mentored by Prof Victor Mlambo.
- ✓ Dr Leighton Postdoctoral Fellow funded by the Oppenheimer Research Chair and mentored by Prof Daniel Parker.
- ✓ Dr W Mnafgui Postdoctoral Fellow funded by NRF and mentored by Prof Ndiko Ludidi.
- ✓ Dr Stanford Thosago Postdoctoral Fellow funded by NRF and mentored by Prof Funso Kutu.
- ✓ Dr LJ Ramarumo Postdoctoral Fellow funded by NRF and mentored by Prof Mini.

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 2025.

- ✓ UMP and the SASOL Foundation, 3 September 2025.
- ✓ The Mpumalanga Tourism and Parks Agency (MTPA) and UMP (biodiversity conservation), 10 September 2025.
- ✓ UMP-Oppenheimer Chair in Biodiversity Conservation, 10 April 2025.
- ✓ Consortium agreement between the DSTI, ARC, CSIR, UL and WITS, 26 March 2025.
- ✓ An MoU between UWC, UMP, and other partners on the African-German CoE (UKUDLA), 3 March 2025.
- ✓ The University of Hohenheim and UMP, 16 September 2025.
- ✓ Charles Sturt University, Australia and UMP, 2 September 2025.
- ✓ An MoA was signed between Prof Zhang heads Hainan Quanyin Wuxing Seed Co., Ltd. and UMP, 23 November 2025.

The University has been admitted to the Sustainable Development Solutions Network (SDSN), and this has created an opportunity for undergraduate and postgraduate students to participate in the final round of the SDSN Youth Innovation Challenge, held on 15 October 2025. UMP hosted the following strategic prominent events; National Sociological Association (SASA) Conference, 23-26 June 2025. A roundtable discussion with a high-level delegation, led by the WITS NRF Chair in Spatial Analysis and City Planning, 13 June 2025. The SASUF induction training for new student network members, 5 June 2025. An Entrepreneurship workshop focused on A Catalyst in Agri-Natural Sciences, 30 September 2025 and the European Commission Workshop on Horizon Europe “Africa Initiative III session for emerging researchers, 15 August 2025.

7.24 PUBLIC LECTURES AND GUEST SEMINARS

The following public lectures and guest seminars were presented in 2025:

- ✓ UMUMP hosted the 6th National Global Change Conference during 1-4 December 2025, with 5 dedicated workshops for emerging researchers and postgraduate students.
- ✓ An Entrepreneurship workshop focused on A Catalyst in Agri-Natural Sciences, 30 September 2025.
- ✓ The eminent Prof Pumla Gobodo-Madikizela offered a public lecture on Ethical and Moral Leadership on 17 September 2025. Participants in the discussions included researchers and students, on issues relating to research that is being done on Violent Histories and Transgenerational Trauma.
- ✓ European Commission Workshop on Horizon Europe “Africa Initiative III session for emerging researchers, 15 August 2025.
- ✓ NRF Postgraduate Student Funding Opportunities and Emerging Researchers Grants Information session, 30 July 2025.
- ✓ South African Sociological Association (SASA) Conference, 23-26 June 2025.
- ✓ During 25–29 May 2025, UMP hosted a series of significant G20 meetings on campus in collaboration with the Department of Science, Technology and Innovation (DSTI) and other partners. These included the G20 Africa Day Celebrations, the Research and Innovation Working Group (RIWG), the G20 Oceans Initiative (Oceans20), the G20 Initiative on Biodiversity (GIB), and numerous associated events. These events were highly strategic for showcasing and positioning UMP with respect to science and research. Attendees included 40 UMP researchers and students as participants.
- ✓ UMP hosted the SASUF induction training for new student network members, 5 June 2025.
- ✓ DVC Research Forum hosted at UMP, 3-4 April 2025.
- ✓ DHET International Scholarship Information Session for postgraduate students, 24 February 2025.

7.25 LIBRARY AND INFORMATION SERVICES (LIS)

The UMP Open Scholarship Repository continues to grow as a key platform for preserving and disseminating institutional research output. As of the latest reporting period, the repository hosts 931 scholarly outputs, including theses, dissertations, journal articles, and research reports. The repository enhances UMP’s research visibility internationally through harvesting by platforms such as Google Scholar and OpenAIRE and supports the University’s commitment to open access and knowledge dissemination.

On 24 October 2025, LIS successfully hosted the annual Open Access (OA) Week Colloquium, themed “*Community over Commercialisation*.” Inspired by the global International Open Access Week. The event brought together internal and external stakeholders to reflect on equitable access to knowledge and evolving scholarly communication models. Three invited speakers presented on Open Access publishing, including licensing frameworks and emerging OA models, while two additional experts provided insights on publishing under Transformative Agreements. The colloquium was formally opened by the Deputy Vice-Chancellor: Research, Innovation and Internationalisation (RII), Prof Aldo Stroebel, whose remarks underscored the importance of open scholarship in advancing UMP’s research visibility and institutional impact.

The LIS successfully hosted its fourth Annual Book Exhibition at the Mbombela Campus on 1-2 September 2025. The exhibition featured participation from five accredited suppliers, providing academic staff and students with an opportunity to review and select new scholarly resources across disciplines.

The LIS actively advanced its outreach and visibility through participation in national and institutional engagement initiatives. On 12 March 2025, the Mbombela and Siyabuswa Library teams represented the University at the South African Library Week Launch, demonstrating LIS’s commitment to fostering a culture of reading, learning, and information sharing through engaging displays and direct interaction with students. This was followed by World Book and Copyright Day on 23 April 2025, during which the Siyabuswa Library curated an informative exhibition and digital display, while staff participated in a national webinar hosted by the National Library of South Africa (NLSA) to deepen understanding of reading promotion and copyright awareness. In addition, the LIS Marketing Task Team, in collaboration with the Tourism and Marketing Division, showcased LIS services at the HIPE Expo on 24 April 2025.

A strategic focus during 2025 was on enhancing support for postgraduate students and researchers with a number of digital services, and included to strengthen research support through ongoing assistance with referencing tools, ORCID onboarding, Turnitin usage, and EndNote training, ensuring that students and staff are equipped with the digital and scholarly communication skills necessary for high-quality academic work. Research visibility at UMP grew steadily, supported by increased deposits into Open Scholarship and strong uptake of the University's Transformative Agreements with Elsevier and Taylor & Francis. These agreements enable eligible UMP authors to publish in participating hybrid open access journals without incurring Article Processing Charges (APCs).

During 2025, LIS expanded and strengthened its digital infrastructure to enhance access, user experience, and resource visibility. Significant improvements were made to Alma and Primo, complemented by the integration of LibKey and upgrades to digital authentication tools. Database usage, ebook downloads, and online consultations continued to grow as users engaged more actively with digital platforms. Website content was further enriched through updated Research Support LibGuides-, five newly published blog posts covering topics such as academic integrity, referencing, and open access, and the addition of new digital tutorial videos on the homepage. LIS also strengthened its electronic resource offering with the approval of the LexisNexis subscription and the implementation of subject-specific EBSCOHost- database trials (Education Source and Hospitality & Tourism Complete) during 1 March to 31 May 2025. In addition, a LibKey Nomad trial was conducted from 1 August to 31 October 2025, with monthly usage reports shared to assess its value. Together, these enhancements reflect ongoing efforts to support teaching, learning, and research through improved digital access and resource discoverability.

The Vice-Chancellor's Archive Collection was officially launched on 28 October 2025 at the Mbombela Campus Library Courtyard. The launch marked a significant milestone in UMP's commitment to preserving institutional memory and strengthening its scholarly and heritage footprint, supporting research, historical inquiry, and the long-term documentation of UMP's development.

LIS continued to provide research and academic support services to postgraduate students. Library staff offered several research support services, training, and workshops.

TABLE 27: POSTGRADUATE TRAINING AND WORKSHOPS

Training	Date
Information Literacy (Advanced use of online databases)	February 2025
Finding Full-text Information	March 2025
Grammarly for Education	May & June 2025
How to use EndNote	June 2025
How to use Turnitin	June 2025
How to publish your research Open Access with Elsevier	July 2025
ScienceDirect in Practice	July 2025
How to find full-text information sources	July 2025
How to use the Online Library Catalogue/ MyLibrary Card	July 2025
How to use EndNote	August 2025
How to Publish Your Research Open Access with Elsevier	August 2025
Where to publish? A smart guide to journal selection	August 2025
How to create an ORCID account and add publications	August 2025
Ask the editors! Your publishing FAQs	September 2025

During 2025, LIS continued to align its core activities and services with the University's core activities 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 via 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 28: UNDERGRADUATE TRAINING AND WORKSHOPS

Training	Date
Perlego (eBooks)	February 2025
Introductory Training on the Library and Information Services	February 2025
Library Introduction (Service and Facilities)	February 2025
Finding Information Sources and Referencing	March 2025
Basic Catalogue search	March 2025
Accessing Library Databases & Referencing	April 2025
Accessing Library Databases	May 2025
Finding Full-text Information	May 2025
Grammarly for Education	June 2025
Finding Information Sources	June 2025
Information Search and EndNote	June 2025
Accessing Library Databases	July 2025
Finding Information Sources	July 2025
Library Introduction and Finding Information Sources	July 2025
How to use the Online Library Catalogue/MyLibrary Card	July 2025
Accessing Library Databases & Referencing	August 2025
Basic Library Catalogue Search & Library Tour	August 2025
Turnitin	August 2025
SPSS	September 2025
Accessing the Library Catalogue & How to write an assignment	September 2025
Open Access Colloquium	October 2025

7.28 CONCLUSION

UMP is dedicated to supporting both staff and students in achieving excellence in teaching, learning, research, and academic development. Through targeted professional development initiatives, curriculum enhancements, innovative teaching practices, and ongoing engagement with student feedback, we have made significant progress in strengthening academic quality and fostering an inclusive learning environment. These efforts have led to improved academic competencies, increased student engagement, and informed decision-making that addresses evolving educational needs.

The enhanced Programme and Qualification Mix (PQM) better positions the University to offer accessible, relevant, and responsive academic programs across all levels of the Higher Education Qualifications Framework (HEQSF). This initiative supports the growth of postgraduate education and advances the University's developmental mission. Furthermore, the ongoing expansion of the Open Scholarship Repository demonstrates the institution's commitment to preserving, showcasing, and increasing the visibility of its research outputs.

These accomplishments reflect the University's commitment to academic excellence, innovation, transformation, and knowledge generation. They ensure that the University remains responsive to societal needs and is well-equipped to contribute significantly to national, regional, and global development.

8. REPORT OF THE INSTITUTIONAL FORUM OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2025



Prof Ntombovuyo Wayi-Mgwebi.

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:

- ✓ The implementation of the Act and National Policy on Higher Education;
- ✓ The formulation of race and gender equity policies;
- ✓ The suitability for appointment of candidates for executive management positions;
- ✓ Codes of conduct;
- ✓ Mediation and dispute resolution procedures, and
- ✓ 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 2025

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

The composition and attendance of the Institutional Forum meetings held in 2025 are presented in Table 29:

TABLE 29: MEMBERSHIP CONSTITUENCY AND ATTENDANCE

NAME	CONSTITUENCY	ATTENDANCE
Prof N Wayi-Mgwebi	Senate	100%
Dr MTB Dalu*	Academic Staff	100%
Dr T Dalu**	Academic Staff	80%
Prof M Ndlovu***	Academic Staff	50%
Prof M Mbewe****	Management	67%
Dr P Maminza	Management	67%
Dr A Shabalala*****	Senate Member	83%
Dr P Maduna*****	Council Member	100%
Dr Makhura	Council Member	100%
Ms C Moshaba*****	Administrative and Support Staff	80%
Mr S Thabethe*****	Administrative and Support Staff	100%
Mr P Semosa	NTEU	67%
Mr G Mokoena	NEHAWU	100%
Mr P Chiloane	SRC President	83%
Mr O Vilakazi	SRC Secretary General	20%
Ms N Shongwe*****	VC Appointee	40%
Dr N Twaie*****	VC Appointee	100%
Mr T Ubisi*****	Administrative and Support Staff	0%
Dr B Mcata*****	VC Appointee	100%
Ms N dos Santos*****	VC Appointee	100%
TOTAL		77%

*Dr MTB Dalu - Appointed on 16 September 2025

** Dr T Dalu- The term of office ended on 27 September 2025

***Prof M Ndlovu- Appointed on 23 May 2025

****Prof M Mbewe- Appointed on 10 March 2025

*****Dr A Shabalala- Appointed on 10 March 2025

***** Dr P Maduma- The term of office ended on 01 April 2025

***** Ms C Moshaba- The term of office ended on 14 October 2025

*****Mr S Thabethe- Appointed on 05 September 2025

*****Ms N Shongwe- The term of office ended on 21 October 2025

*****Dr T Twaie- The term of office ended on 21 October 2025

*****Mr T Ubisi- Appointed on 04 November 2025

*****Dr B Mcata- Appointed on 29 October 2025

*****Ms N dos Santos- Appointed on 29 October 2025

The Institutional Forum held meetings on the following dates:

- 11 March 2025
- 20 March 2025 (Special Meeting)
- 28 May 2025
- 03 September 2025
- 08 September 2025 (Special Meeting)
- 05 Novembre 2025

TABLE 30: MEMBERSHIP OF THE EXECUTIVE COMMITTEE OF THE INSTITIONAL FORUM

MEMBER	DESIGNATION
1. Prof HF Israel*	Chairperson
2. Prof N Wayi-Mgwebi**	Chairperson
3. Dr N Twaie***	Deputy Chairperson
4. Mr P Chiloane****	Member (SRC Rep)
5. Dr P Maminza	Member

**Prof HF Israel- The term of office ended on 08 March 2025*
***Prof N Wayi-Mgwebi- Appointed on 11 March 2025*
****Dr N Twaie- The term of office ended on 21 October 2025*
*****Mr P Chiloane- The term of office ended on 31 December 2025*

The Executive Committee held the meeting on the following dates:

- 25 February 2025
- 14 May 2025
- 20 August 2025

8.3. INSTITUTIONAL FORUM ACTIVITIES FOR 2025

The Institutional Forum sought to fulfil its mandate through the activities of its members across the portfolios of Institutional Culture and Legal and Policy Matters. The following activities took place in 2025:

8.3.1 DIVERSITY CELEBRATION DAY (GBVF)

The Institutional Forum hosted a Diversity Celebration Day on 3 September 2025, to recognise and honour the cultural richness within staff. This provided employees with the opportunity to express and celebrate their cultural heritage by showcasing of traditional attire.

8.3.2 GENDER-BASED VIOLENCE AND FEMICIDE (GBVF)

On 28 August 2025, the Institutional Forum (IF) hosted a Gender-Based Violence and Femicide (GBVF) webinar for a reflective engagement on the persistent and multifaceted nature of GBVF in Higher Education. presentations highlighted the structural, cultural, and psychological dimensions of GBVF, emphasising its intersection with mental health and impact on the wellbeing, safety, and academic success of the university community.

The event reinforced the responsibility to foster safe and supportive environments, strengthen policy implementation, and promote sustained awareness and dialogue on GBVF and mental health, serving as a reminder of the profound challenges these issues continue to pose.

8.3.3 THE INSTITUTIONAL FORUM (IF) INDUCTION

The Institutional Forum (IF) induction workshop was held on 18 September 2025. The primary purpose of the workshop was to foster a shared and coherent understanding of the IF's mandate, functions, and responsibilities, as outlined in the IF Charter and aligned with broader higher education governance frameworks.

The workshop provided members with an opportunity to engage with key governance principles underpinning the role of the IF, particularly its advisory function to Council on matters. Emphasis was placed on clarifying the IF's statutory positioning within the university governance structure, as well as the expectations regarding its contribution to promoting accountability, inclusivity, and ethical institutional practices.

8.4. CONCLUSION

The Institutional Forum works in constant collaboration with the University Management. Institutional Forum members acknowledge the critical role that it plays within the UMP community. It therefore strives to consistently improve how it meets its mandate within the University of Mpumalanga.



Prof Ntombovuyo Wayi-Mgwebi
Chairperson of the Institutional Forum



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



Prof Thenjiwe Meyiwa, Vice-Chancellor and Principal.

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. 2025 marked the third year of implementing the new Strategic Plan: Vision 2030. The new Strategic Plan: Vision 2030. The main focus remained on ensuring that the UMP community understands the institution's strategic direction.

9.2 PRINCIPAL MANAGERIAL/ ADMINISTRATIVE ACHIEVEMENTS

The institution's management and leadership were guided by the relevant legislative framework and governance processes. This report provides a comprehensive overview of the institution's strategic and operational aspects. There has been a strong emphasis on capacity building and continuous professional development, based on the understanding that well-equipped staff can provide higher quality services. remained on ensuring that the UMP community understands the institution's strategic direction. Generally, the institution's administrative processes align with its functions and operations, which are functioning smoothly and beginning to mature.

9.3 MANAGEMENT COMMITTEE

The Management Committee (MANCO) was fully functional and met twice a month in accordance with its terms of reference. Additional meetings were held when deemed necessary by the Chairperson.

MANCO meetings were held in person, except for members joining from outside of the Mbombela Campus due to other commitments. This visibility and availability of MANCO assisted to ensure the requisite leadership and management for 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.

Effective communication is crucial for promoting stability and a sense of belonging within the university community. The Vice-Chancellor communicates with staff and students to inspire and maintain hope. Each portfolio benefited from strong executive leadership, which was essential for providing strategic direction at the highest level.

This leadership played a crucial role in improving the university's overall management and governance. The management team has consistently delivered strategic guidance to the institution. The UMP community was regularly informed about developments through the Monthly Newsletter.

This was also evident from the PDRE scores of P1-4 members in the Values Adherence Evaluation, which ranged from 3.54 to 4.9 with an average of 4.14, and the overall score, which ranged from 4.030 to 4.71 with an average of 4.29.

The institution's performance on the Annual Performance Plan (APP) was 99.4% in 2025. 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 Extended Management Committee (EMANCO), which includes all MANCO members, Senior Directors, Deans, the Deputy Registrar, and Directors, received training on leadership and management. Three workshops focused on management and leadership for EMANCO were conducted on May 23, 2025, and June 23 and 24, 2025. This training is part of the strategic objective to enhance staff capacity at middle- and senior-level management positions.

MANCO members consistently provided effective leadership and management for the institution within their respective roles, working collaboratively during the bi-weekly MANCO meetings

9.4 MANCO SUB-COMMITTEES

The majority of these committees are chaired by the members of the Management Committee (MANCO) and include a range of representation: Student Leadership, Organised Labour, Academic and Support staff, and members of management.

Some of the committees are joint committees of MANCO and Senate. MANCO sub-committees make recommendations to MANCO on matters within their terms of reference. These subcommittees of MANCO were operational in 2025. The Terms of Reference (ToR) of these sub-committees were revised in 2025 to ensure alignment with the Strategic Plan.

9.5. STAFF INDUCTION

The University recognises the importance of the induction of new staff members after joining the UMP. In 2022, Human Resources introduced a new onboarding process that takes place immediately after new staff members assume their duties. This enhancement to the induction process has been positively received by new employees.

The induction process begins with the Vice-Chancellor introducing new staff members to the institution's strategic plan and values. Following this, MANCO present their various portfolios. The new staff members are also introduced to the Strategic Plan: Vision 2030 and the values of the institution by the Vice-Chancellor. Human Resources carefully plans staff induction in collaboration with MANCO members. This highlights the significance of the induction process as a foundational step toward fostering a positive work environment. The staff inductions were held on Thursday, 3 April 2025, for support staff, and the induction sessions for academic staff were coordinated by the Academic Support Services Division.

9.6 ADEQUACY OF STAFFING LEVELS

UMP continued to fill critical academic and support staff positions in line with its Strategic Plan and the introduction of new qualifications following the approval by the Council on Higher Education (CHE). The recruitment strategy focused on hiring academic and support staff to ensure the academic project receives the requisite support. In relation to academic staff, there was a concerted effort made to recruit academic staff with doctoral degrees. As a result, staffing levels are adequate for the academic project and the institution's operations. UMP has successfully recruited 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 academic staff complement ranges The institution's Employment Equity Plan (2023-2025) was used to guide the recruitment process. UMP continued to participate in the nGAP (New Generation of Academics Programme) under the auspices of DHET in its drive to recruit emerging academics. In 2025, the University continued with the implementation of the Academic Talent Stewardship Programme (ATSP) and appointed 5 Fellows as Associate Lecturers for three years, which is a programme focusing on Grow Your Own Timber. By the end of 2025, the University had appointed a complement of 25 Fellows.

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

ACADEMIC STAFF	FEMALE	MALE	GRAND TOTAL
AFRICAN	91	132	223
COLOURED	1		1
INDIAN	3		3
WHITE	14	8	22
Grand Total	109	140	249
SUPPORT STAFF	FEMALE	MALE	GRAND TOTAL
AFRICAN	91	132	223
COLOURED	1		1
INDIAN	3		3
WHITE	14	8	22
Grand Total	109	140	249
TOTAL STAFF	FEMALE	MALE	GRAND TOTAL
AFRICAN	91	132	223
COLOURED	1		1
INDIAN	3		3
WHITE	14	8	22
Grand Total	109	140	249
TOTAL FOREIGN NATIONALS	FEMALE	MALE	GRAND TOTAL
FOREIGN NATIONAL	1	3	4
PERMANENT RESIDENT	6	25	31
NO INFORMATION	2	8	10
Grand Total	9	36	45

9.7 THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The quality of information available to management and the administrative processes improved in 2025. The ITS Integrator 4.1 is UMP's main Enterprise Resource Planning (ERP) system and provides a full student lifecycle from application until graduation. ITS Integrator 4.1 has improved security, functionalities, and system performance and is reliable for decision-making purposes. The ITS Integrator 4.1 is enhanced with a reporting tool called Jaspersoft. It validates information captured on ITS Integrator and provides detailed information to assist management in making evidence-based decisions.

The Power Higher Education Data Analyser (PowerHEDA) system provided the University with a tool for management information, analysis, and reporting. The information on PowerHEDA is based on audited HEMIS data submitted to the Department of Higher Education and Training. PowerHEDA aims to ensure that University has access to reliable, quality information. UMP improved its decision-making capabilities and its reporting accuracy. Several dashboards developed within the PowerHEDA platform assist the institution to monitor registration and enrolment planning targets and extracting data as needed.

9.8 SAFETY AND SECURITY

The Operations Portfolio's successful operationalization of its core management plans in 2025 underscores its commitment to maintaining a secure, functional, and welcoming institutional environment. The portfolio is positioned to leverage these achievements as a foundation for continuous improvement and service excellence in the forthcoming academic year. The following is the overview of achievements within various divisions:

9.8.1 MAINTENANCE AND RENOVATIONS

In 2025, the University implemented its Maintenance Plan to keep campus facilities and the grounds/landscaped areas in safe, compliant, and reliable condition.

The service was monitored through monthly performance reports that tracked planned preventive maintenance, fault response, ageing work orders, and the upkeep of outdoor spaces (including irrigation, pathways, sports fields, and gardens). This approach ensured the timely resolution of issues, improved asset uptime, and sustained, well-presented campus environments across the estate.

The University executed its Integrated Renovation Plan across priority academic, residential, and support buildings. Projects were completed as planned and to programme, with progress monitored through monthly progress reports and site health and safety checks. The programme also incorporated accessibility improvements, energy-efficiency measures, and coordinated end-user handovers and defect close-out, limiting disruption to teaching, research, and student life.

Alien Invasive Species Management Plan 2025 aimed to reduce alien invasive plant species on Mbombela Campus, and to maintain previously treated areas to less than 5% infestation. An area of 5.46 ha on the Mbombela campus was cleared of alien invasive plant species. Areas with up to 90% infestation were cleared to below 5%.

Quarterly inspections were conducted in treated areas, and follow-up treatments were conducted where needed. A total of 72.56 ha of previously treated areas were monitored.

9.8.2 SHE MANAGEMENT PLAN

In 2025, the University implemented and closely monitored its SHE Management Plan. In line with the Occupational Health and Safety Act, 85 of 1993. This required UMP to establish and maintain, as is reasonably practicable, a safe and risk-free work environment.

Quarterly safety checklists were applied, covering general obligations and general safety regulations. Where hazards (substances, microorganisms, equipment, or processes) could not be eliminated, staff and students were informed of the risks, trained in safe methods of work, and provided with protective measures, reflecting the Act's principle that workplace dangers are addressed through communication and cooperation between employer and workers, with both parties proactively identifying risks and implementing controls.

Monthly reporting tracked leading and lagging indicators, while SHE and maintenance awareness sessions were delivered to staff and students; routine safety checks were undertaken; fire detection systems were inspected; firefighting equipment was tested and serviced; first aid boxes were checked and replenished; fire drills were conducted; and safety related training was completed across divisions.

No major incidents occurred during the year, and all compliance obligations were met, reinforcing a safe, healthy, and well managed campus environment.

9.8.3 SECURITY MANAGEMENT PLAN

In 2025, the Security Division instituted enhanced security measures to safeguard the well-being of all personnel, students, visitors, and university property. A comprehensive series of security and safety awareness initiatives were conducted for staff and students, to cultivate a state of heightened preparedness and equip the university community with the competencies to manage diverse security incidents.

The security management plan was systematically implemented and continuously monitored, with progress and key metrics regularly reported in monthly and quarterly performance reports.

The Operations Portfolio advanced its strategic mandate in 2025 through the successful execution of its key management plans, including the Maintenance Plan, the Integrated Renovation Plan, the Safety, Health, and Environmental (SHE) Management Plan, and the Security Management Plan.

A highlight of the year was the Siyabuswa Beautification Project, which exemplifies the portfolio's dedication to the effective stewardship of a safe, functional, and aesthetically conducive environment for the University community. Concurrently, the Hotel and Catering Division continued to deliver high-caliber services at the Tfokomala Hotel and Conference Centres, reflecting an unwavering institutional commitment to excellence. The portfolio remains dedicated to upholding the highest standards of quality and service for all internal and external stakeholders.

9.8.4 SIYABUSWA BEAUTIFICATION PROJECT PHASE III

Phase IV was implemented successfully, with monthly progress reports used to monitor schedule, quality, and risk through each stage of delivery. The scope combined aesthetic upgrades, including enhanced landscaping, pathways, seating, lighting, and wayfinding/signage. Included with stormwater management improvements such as surface regrading, kerb-and paving-repairs, to reduce ponding and runoff impacts. The programme also delivered minor building renovations, including façade refreshes, painting and waterproofing, replacement of deteriorated external elements, and targeted accessibility touchups. Collectively, these works elevated the Campus environment for students, staff, and visitors and improved resilience during heavy rainfall events.

9.8.5 HOTEL AND CATERING DIVISION

The Hotel and Catering Services (HCS) division demonstrated consistent commitment of excellence, delivering high-quality hospitality to a diverse range of stakeholders, including faculty, staff, students, and external guests. The Tfokomala Hotel and Conference Centre exemplified this standard, sustaining a 4.6-star rating on TripAdvisor in 2025 through its exemplary culinary provision and guest services.

Across all functions, catering operations adhered to rigorous standards of quality, professionalism, and client care, thereby significantly bolstering the University's institutional reputation for hospitality excellence. Furthermore, the division advanced its educational mandate by enhancing student employability through the Work Integrated Learning (WIL) programme, which provided comprehensive practical training across all operational domains, including hotel and conference centre management, residential catering, and the coordination of internal and external events.

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 towards creating a vibrant student life. Several sporting and recreational codes, namely; soccer, netball, basketball, rugby, volleyball, athletics, chess, cricket, hockey, tennis, and some indigenous games were available for students during the year. In 2025, the UMP Netball Team, Volleyball Teams (males and females); Basketball Teams (males and females); Rugby (males and females) Chess Team; and the Athletics Team participated and represented UMP during the 2025 Winter and Summer USSA Tournaments. The University held one Sports Day on 17 May 2025 at the Siyabuswa Campus.

UMP hosted the Co-curricular Awards Gala Dinner on 20 September 2025 at the Mbombela Campus. This annual event is where the University recognises and rewards excellence in co-curricular activities. The recipients receive certificates and trophies, students look forward to this prestigious event. A total of 15 recipients, 9 individuals and 6 groups were awarded certificates and trophies at the 2025 ceremony.



Co-Curricular Awards.

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 2025 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. Student Housing ensured that students participated in a number of living and learning activities during the year. The living and learning activities hosted in 2025 included were mainly, in the residences. Student Housing held the Girls Talk and Men's Talk on 21 February 2025 and 13 March 2025, at the Siyabuswa Campus. The Siyabuswa campus held its annual residence general knowledge quiz on 14 March 2025. On 22, 23 and 24 May 2025, 2 House Wardens and 15 RSAs went for a benchmarking visit to the University of Free State to explore best practices on Living and Learning Programmes; residence leadership developments and other related support activities.

RSAs conducted a 'Love My Res' activity as part of the 'I Love My Campus' campaign from 18 to 27 April 2025. Siyabuswa CRC organised a student bash for all students, which took place on 3 May 2025. On 21 May 2025, the Mbombela campus residence leadership conducted the Debate and Spelling Bee event. On 3 June 2025, Student Housing held its Quarter 2 (Q2) planning meeting in Building 13 Boardroom, where the Launch of the Green Campus Initiative was discussed. On 15 August 2025, the Siyabuswa Campus Residences staged a Legendary Role Play and Dance commemorating South African heroines and cultural icons.

On 22 August 2025, Mbombela Campus residences launched the Green Campus Initiative (GCI) programme under the auspices of the 'Love My Campus Campaign'. On 29 August 2025, the Siyabuswa Campus Student Housing collaborated with the CRC hosted the Women's Day Celebration under the theme "Women Ignite Your Light" at the Main Hall. On 11 October 2025, the Mbombela Campus residence students organised the Vintage Heritage Event, which was a successful fusion of the postponed Heritage Celebration and the Vintage Night Experience. It is pleasing to report that the University continued in 2025 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 2025. A number of strategies were implemented to foster a conducive work and study environment. Management continued to engage Organised Labour and the Student Leadership throughout 2025 through scheduled meetings and the 'open door' policy.

Meetings were conducted in a 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 focused and resilient despite the challenges associated with COVID-19.

9.11 WOMEN'S MONTH ACTIVITIES

UMP Women celebrated Annual Women's Month on 25 August 2025 at the Siyabuswa Campus and on 26 August 2025 at the Mbombela Campus, recognizing the contributions of women across the institution and honoring Vice-Chancellor Professor Thoko Mayekiso for her decade of visionary leadership.

The theme for 2025 was "Grounded in Excellence". Delivering her keynote address, Her Majesty Queen Sekhothali Martha Mabhena, addressed the gathering on the progress and challenges facing women in South Africa today, calling for united efforts against gender-based violence, femicide, and human trafficking – issues that continue to affect women and girls disproportionately.

9.12 EMPLOYEE WELLNESS

UMP has a comprehensive Employee Wellness Strategy, based on the Annual Health Awareness Calendar, as promoted by the National Department of Health and the World Health Organisation (WHO). The UMP Wellness Calendar, championed by MANCO members, targets 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 2025:

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 32: EMPLOYEE WELLNESS

ACTIVITY	THEME	DATE	EVENT/AWARENESS	MANCO CHAMPION
Healthy Lifestyle Awareness Day	Health and Wellness	21 February 2025	Awareness and Event	Executive Director: Operations
Financial Wellness (Financial Literacy)	Health and Wellness	12 March 2025 (Mbombela Campus) 13 March 2025 (Siyabuswa Campus)	Awareness	Executive Director: Human Resources
UMP Wellness Day	Health and Wellness	10 April 2025 (Mbombela Campus) 11 April 2025 (Siyabuswa Campus)	Event	Executive Director: Human Resources
World Hypertension Day	Health and Wellness	17 May 2025	Awareness	Deputy Vice-Chancellor: Research, Innovation and Internationalisation.
World Blood Donor Day	Health and Wellness	14 June 2025	Event	Executive Director: Finance
SANCA Drug Awareness Week	Drug and Substance Abuse Awareness	22 - 27 June 2025	Awareness	Registrar
Corporate Wellness Week	Health and Wellness	1 - 5 July 2025	Awareness	Deputy Vice-Chancellor: Postgraduate Studies, Engagement and Planning
Financial Wellness (Retirement Planning)	Health and Wellness	07 August 2025 (Mbombela Campus) 08 August 2025 (Siyabuswa Campus)	Event	Executive Director: Human Resources
Financial Wellness (Budgeting and Saving)	Health and Wellness	06 November 2025 (Mbombela Campus) 07 November 2025 (Siyabuswa Campus)	Awareness	Vice-Chancellor Executive Director: Human Resources

TABLE 32: EMPLOYEE WELLNESS *Continued...*

ACTIVITY	THEME	DATE	EVENT/AWARENESS	MANCO CHAMPION
16 Days of No Violence Against Women and Children	Gender, Homophobic Based Violence, Child Abuse and Neglect Awareness.	25 November - 10 December 2025	Awareness	Deputy Vice-Chancellor Teaching and Learning
Financial Wellness (Financial Literacy)	Health and Wellness	12 March 2025 (Mbombela Campus) 13 March 2025 (Siyabuswa Campus)	Awareness	Executive Director: Human Resources
World AIDS Day	HIV/AIDS Awareness	01 December 2025	Awareness	Dean of Students
International Day for persons with disabilities	Disability Awareness	03 December 2025	Awareness	Campus Director: Siyabuswa
Blood Donation	Blood Drive	March; June; September and November	Event	All

9.13 STUDENT HEALTH SERVICES

The University continued to provide health services to students during the 2025 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 two Registered Counsellors, one per Campus, increased the counselling services provided to students during the 2025 academic year. Several health services were provided to students during the reporting period. These services included among others, the following:

- On 14 May 2025, Student Counselling and Mental Health Ambassadors hosted a mental health awareness talk for male students at the Siyabuswa campus.
- Student Counselling and Mental Health Ambassadors held exam preparation sessions for students on 28 and 29 May 2025 at Siyabuswa and Mbombela Campuses.
- The Student Counselling Unit at the Mbombela Campus provided a number of activities and interventions, namely, an Addiction Awareness Campaign held on 30 July 2025; psychoeducation on depression and mental illness from 28 to 31 July 2025.
- A refresher workshop for Peer Educators on 23 July 2025; and a happy hour session to help students de-stress between classes and socialise through a talent on 20 August 2025.

The Student Counselling Unit also provided a number of services to students at the Siyabuswa Campus, such as a session for Mental Health Ambassadors on 1 August 2025; a dialogue session focusing on mental and physical health held on 5 August 2025; a Substance Abuse Awareness campaign held on 13 August 2025. The Registered Counsellor facilitated a debriefing on 2 October 2025 for students at Siyabuswa following the car accident that occurred on Campus. On 8 October 2025, Counselling in collaboration with Mental Health Ambassadors held an academic support workshop was facilitated at the Siyabuswa Campus.

The following are other services that were provided by Counselling at the Siyabuswa Campus: On 9 October 2025, they hosted a Mental Health Support for Off-Campus students; On 10 October 2025, they participated in the Leadership Forum hosted by Campus Representative Council.

The Mbombela and Siyabuswa campuses hosted year-end appreciation functions for Peer Educators and Mental Health Ambassadors on 29 and 31 October 2025, respectively. The Campus Nurses introduced clinic services and access procedures to new students on 12 February 2025 during the Orientation Week. Siyabuswa Campus hosted a Peer Educators & Mental Health Ambassadors Training on 13 and 14 February 2025. The First Things First, a Higher Health Campaign, was held on 20 February 2025 at the Siyabuswa Campus and on 19 March 2025 at the Mbombela Campus. On 23 April 2025 a primary health information session was held with a group of female students at the Mbombela Campus. An HIV Awareness Campaign was conducted on 15 May 2025 at Siyabuswa Campus. Peer Educators conducted a sanitary pad drive for female students on 17 May 2025 at the Siyabuswa Campus.

The Campus Nurse initiated a new partnership with HIV-TB Care Company to strengthen HIV screening and management services on 19 May 2025. First Things First Activation Campaign was conducted on 24 April 2025 at the Mbombela Campus and on 21 May 2025 at the Siyabuswa Campus. A condom distribution & replenishment activity continued to be carried out by Peer Educators at Mbombela Campus, and distribution to student residences and ablution facilities conducted by Peer Educators took place at Siyabuswa Campus on 5 May 2025. The First Things First Campaigns, were held at the Mbombela Campus on 5 and 20 August 2025 and 4 September 2025.

The Siyabuswa Campus Clinic hosted the First Things First Activation Campaign on 29 July 2025 where family planning, TB, HIV, STI, cancer screening, etc. were presented to students. On 1 August 2025 the Mbombela Campus Nurse held a health awareness campaign focusing on stem cell donation. The Campus Nurse at Siyabuswa Campus participated in the DOH Sub-District Clinic Open Day on 28 August 2025, reinforcing partnerships and mobilising resources.

A Women's Month Reproductive Health Session was held on 28 August 2025 at the Siyabuswa Campus. The Cancer Awareness Campaign was successfully held on 24 October 2025 to raise awareness on cancer prevention, early detection, and regular health check-ups. The Peer Educators' Recognition Function was held on 29 October 2025 to acknowledge and appreciate the contributions of Peer Educators in supporting health awareness activities. We are pleased to report that UMP 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 2025. As an institution focused on fostering social awareness and responsible citizenship among staff and students, UMP is proud to participate in the Mandela Day celebrations. The University celebrated Mandela Day under the theme "Make every day a Mandela Day and feed the future," focusing on knowledge sharing and creating opportunities for meaningful engagement.

Staff and students went out to perform charitable work at Schools and Aged Care Centres near Mbombela and Siyabuswa Campus. Each campus partnered with two to three local Care centers. Donations of goods, clothes, and essential items were collected from UMP staff and students and were distributed to Barberton Care Centres and other surrounding areas.



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

The 2025 Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecture was held on 17 September 2025. The Guest Speaker was Prof Pumla Gobodo-Madikizela, Professor and Research Chair for Historical Trauma and Transformation at the Faculty of Arts and Social Sciences, University of Stellenbosch. Prof Gobodo-Madikizela delivered a moving address on ethical and moral leadership.

Final-year students participated in the Essay Competition, which was won by Ms Mbali Mahlane, a 4th-year BEd Student in Foundation Phase Teaching from the Siyabuswa Campus. She received a R1 000 book voucher. The Archbishop, Thabo Makgoba, had prepared a video of his message which was shared with the audience.

9.16 SECOND DR ENOS MABUZA ANNUAL LECTURE ON EDUCATION

The second Enos Mabuza Annual Lecture on Education was delivered by the Honourable Dr Reginah Mhaule, Deputy Minister for Education, former MEC for Education, Mpumalanga Province 26 March 2025. This lecture celebrates the life of Dr. Enos Mabuza, providing a platform for dynamic insights that reflect on the journey of a son of the African soil.



2025 Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecture.

9.17 AFRICA DAY CELEBRATION

The University celebrated Africa Day on 19 and 20 May 2025 in both Campuses, Siyabuswa and Mbombela. The year's theme was: "Celebrating Diversity: Showcasing our Africanness" The Guest Speaker at the Mbombela Campus was Professor Joseph Diescho from Namibia. The countries celebrated this year were six: Benin, Burundi, Somalia, Tunisia, Zambia, and eSwatini. The students participated by representing these countries and made presentations on their selected country. They also prepared the cuisine from that country. These groups were competing, and the judges had to adjudicate the winners.



Africa Day 2025.

9.18 ENACTUS ACHIEVEMENTS

Our UMP ENACTUS Team once again, continued with their exceptional performance in the ENACTUS South Africa Competition as they have been doing over the years. This year our team won the following awards in the Competition and brought home a total of 9 awards:

- ✓ 2025 ENACTUS South Africa National Champions Award;
- ✓ 2025 MTN Digital Transformation for Community Development ENACTUS Award (1st Place);
- ✓ 2025 Harmony Entrepreneurship and Business Solution for Community Development ENACTUS Award (1st Place);
- ✓ 2025 Ford C3 Cycle 12 Building Sustainable Communities Project Partnership (1st Place);
- ✓ 2025 ENACTUS Award for Outstanding Team Growth;
- ✓ MTN Digital Innovation Challenge (Our three enterprises won a laptop each);
- ✓ And, finally, the Vice-Chancellor being awarded the 2025 ENACTUS South Africa Champion Award.

This year, the Vice-Chancellor, Prof Thoko Mayekiso, was also awarded the 2025 ENACTUS South Africa Champion Award, which is a special award in recognition for her extraordinary leadership, unwavering passion, and commitment to the ENACTUS movement. The support of Management to our ENACTUS Team continued this year and, we believe, contributed significantly to the success we achieved. This support contributed to our team's excellent performance.



9.19 UNIVERSITY OF MPUMALANGA PIONEERS GROUND-BREAKING HYBRID UPLAND RICE PARTNERSHIP WITH CHINA'S LEADING EXPERT

The University has collaborated with Professor Zhang Zhaodong from China, to transform rice farming in South Africa, by introducing high-yield hybrid rice varieties. The initiative addresses South Africa's food security challenges, and highlights the significance of the partnership in advancing research on hybrid rice, sorghum, and maize. This landmark partnership aims to revolutionise upland rice farming in South Africa, boosting food security, creating jobs, and positioning the country as a net exporter of upland rice.

UMP's Faculty of Agriculture and Natural Sciences (led by Prof Ndiko Ludidi) with its School of Agricultural Sciences (led by Prof Funso Kutu) and the Centre For Entrepreneurship & Rapid Incubator (CFERI) under the leadership of Prof Ogujiuba, Evolut Consulting (led by Ms Lehotlo Ramokgopa), and Liuheqiao Venture Capital, will work with Prof Zhang's team to introduce high-yielding hybrid upland rice varieties, substituting imports and tapping into global markets.

This collaboration positions the University of Mpumalanga at the forefront of ground-breaking agricultural innovation and strategic opportunities between South Africa and China.



UMP is collaborating with Prof Zhang Zhaodong.

9.20 SELF-ASSESSMENT STATEMENT OF THE ACHIEVEMENTS OF THE VICE-CHANCELLOR

The achievements of the Vice-Chancellor are directly linked to the performance of the institution as a whole and to the performance of the functions related to the institution's operations. A number of opportunities were created for staff and students, to engage with national and international stakeholders in line with UMP slogan of "Creating Opportunities".

One of the opportunities for UMP is that the Department of Science, Technology, and Innovation (DSTI) has invited the institution to host the science stream of the G20 Presidency of South Africa. This is a chance for UMP to showcase efforts in areas such as conservation and biodiversity. In the context of technology, we run cybersecurity campaigns to ensure staff and students better understand important issues such as phishing, which can have harmful effects on UMP if not properly addressed.

The University has achieved another year of receiving an unqualified audit, projects proceeded as scheduled and were delivered, installed, and commissioned according to the approved timeline and design specifications. UMP emphasises the importance of both mental and physical health, ensuring that special care is provided for staff and student well-being. The campuses focus on positive indicators to remain relevant, consistently striving to operate at their highest capacity and perform at their best.

The institution embrace a worldwide perspective through many activities, such as the public lectures presented at the University, which have contributed to public intellectual engagement. Many of these lectures were attended by members of the community.

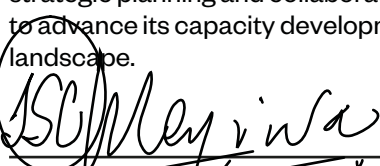
Global partnerships, UMP collaborated with strategic local and international partners, including the Hybrid Rice Partnership with leading Chinese experts. This initiative aims to revolutionise upland rice farming in South Africa, enhancing food security, creating jobs, and positioning the country as a net exporter of upland rice. MANCO collaborates effectively as a team to manage the institution, fostering a strong sense of amity among colleagues.

9.21 CONCLUSION

The UMP is proud to have achieved its eleventh consecutive unqualified audit opinion since the university's inception. The progress made in 2025 is a strong foundation for future growth, ensuring that UMP remains a leader in higher education transformation.

The 2025 Annual Report reflects the University of Mpumalanga's commitment to fostering academic excellence, supporting staff and student success, and advancing institutional development. Through a diverse range of initiatives, UMP has successfully enhanced learning experiences, supported staff development, and created a more inclusive and technologically advanced environment.

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.


Prof. Thenjiwe Meyiwa
Vice-Chancellor



MANCO Members

10. REPORT ON INTERNAL ADMINISTRATIVE/ OPERATIONAL STRUCTURES AND CONTROLS

The University of Mpumalanga (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 University'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 to supplement the 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 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 2025, 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 2025 cover all financial activities of the University. 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 2025 budget. Specific variations were considered where applicable, based on inflationary, growth and operational projections for staff, students and infrastructure development.

Higher Education Environment University students are more reliant on DHET bursary funding due to the growing number of financially disadvantaged students. Although this decreases the risk of incurring bad debts, it is resulting in NSFAS expenditure exceeding its budget, which resulted in the UMP's earmarked and Capital Infrastructure grant being reduced.

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

- ✓ The UMP's Capital Infrastructure grant was decreased from R503m to R467.290m for the 2024 year due to DHET budgetary cuts.
- ✓ The reductions and delay in the payment of the Capital Infrastructure Grant have a long-term impact, as it results in increased costs and delays the construction of essential buildings needed to deliver quality tertiary education.

Overview of 2024 financial position

UMP recorded a Surplus of R339.585m (2024 - R324.378m) 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 Subsidy of R507.230m (2024 - R489.800m) was received during the year under review. The year-on-year increase of 3.56% in the Earmarked 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 constrained families. The student debt of self-funded students at the year-end was R164.343m (2024 - R95.160m) before providing for provision for doubtful debts of R29.315m (2024 - R20.500m). Bad debt written off during the year was R8.822m (2024 - R18.156m). 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 R348.434m (2024 - R324.378m).

The infrastructure development is progressing well and within scope, budget and timelines. Buildings and other assets of R1478.907m (2024 - R245.617m) were capitalised during the year, together with R0,898m (2024 - R0.057m) that was transferred to the local municipality as Bulk Infrastructure Contribution.

Recognition and gratitude need to be given to DHET for their continued funding and support towards the infrastructure expansion of UMP. University of Mpumalanga management wishes to thank Council and Council's Audit, Risk and IT Governance Committee (ARIGC) and the Governance, Finance and Investment Committee (GFIC) for their guidance and commitment in steering the institution.



Mr Mark Schormann
Chairperson: GFIC



Mr Kevin Pather
ED: Finance

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

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 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. The Internal Auditors reports that the system of internal control is adequate and effective. Management has put in place remedial actions to address all reporting items of the Internal Auditors.

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 a material non-compliance with the Supply Chain Management (SCM) Policy has been reported. Management will address this material non-compliance by reviewing and socialising the SCM Policy to ensure compliance therewith. Further, a forensic investigation has been commissioned to establish the facts and intentions of the non-compliance. Accordingly, we can report that the system of internal control for the year under review, other than the non-compliance reported 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 Mr Abdur Rehmaan Badat 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 2025 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. Shuba Incorporated was the duly appointed Internal Auditors for the 2025 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. Shuba 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 Annual Report and the audit report of the auditor. We have reviewed the Management Report provide by the external auditors 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. The ICT Division initiated a revision of the ICT Strategy as a precursor to the Digital Transformation (Dx) Strategy in support of Vision 2030. Reports were presented at ARIGC and written periodic report and policies and procedures were tabled at ARIGC for either noting or consideration. Council approved the revised ICT User Access Management Policy. This policy establishes guidelines and procedures for user access management control measures for the UMP's ICT Infrastructure and

networks and ensures that the confidentiality and integrity of data stored on the UMP computer systems is protected to ensure authorised access. 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. The University's Cybersecurity program is fully operational. Online cybersecurity awareness campaigns were launched to Council members, MANCO members, staff, and 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.



Mr Sabelo Mahlalela
Chairperson of Council



Ms Nqabisa Nobongoza-Ravele
Chairperson of ARIGC

13. REPORT ON TRANSFORMATION COMMITTEE

13.1 INTRODUCTION

Since its founding in 2013, the University of Mpumalanga (UMP) has placed a strong emphasis on transformation, as outlined in its two Strategic Plans: Vision 2022 and Vision 2030. UMP represents the ideals and aspirations of an inclusive, non-racial, non-sexist, transformed, and democratic South Africa.

The university is committed to establishing and maintaining systems and processes that promote and integrate transformation within its academic initiatives and institutional procedures.

African epistemologies encompass the African understanding of knowledge, including how knowledge is acquired, how knowledge claims can be justified or validated, and the role of knowledge in human existence.

The promotion of the UMP (University of Mpumalanga) institutional culture was supported by events that encouraged accountable student leadership.

The Working Group on the Transformation of the Academic Project focused on the workshop's key objectives: defining curriculum transformation within the UMP context, developing a framework and key drivers for faculty-specific curriculum transformation, and establishing workstreams for faculty curriculum transformation.

In 2025, there was a strong emphasis on providing services to students with disabilities. To support this initiative, the Committee on Students with Special Needs was established under the Transformation Committee.

The work of this sub-committee was presented during the meetings of the Transformation Committee on the following dates: 25 March 2025; 6 June 2025, 6 August 2025 and 13 October 2025;

13.2 TRANSFORMATION PRIORITIES

The following 2025 priorities of the Universities South Africa (USAf) Transformation Strategy Group were shared with the members of the Transformation Committee to ensure alignment between institutional transformation activities and higher education sector priorities. The goal was to align the UMP Transformation Committee's activities with USAf's transformation priorities.

13.3 TRANSFORMATION THEMATIC AREAS

The University continued in 2025 to promote transformation through the identified 4 thematic areas, which are:

Theme 1: Institutional Culture

Theme 2: Equity and Redress

Theme 3: Transforming the Academic Project

Theme 4: Enabling Funding Regime/Environment

THEME 1: INSTITUTIONAL CULTURE

The University continued during the 2025 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 CROs. 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.

The development of skills for students have become part of the institutional culture to ensure 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 Student Development Officers at both Campuses ensured that the Disability Ambassadors Student Societies were very active during the year facilitating activities on disability from awareness campaigns to support programmes for students with special needs.

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 2025 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. The active Resident Student Assistants worked with students in the residences and ran several activities, using 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. A dedicated Resident Student Assistant was allocated to support students staying in accredited private accommodation.

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 2025. Both staff and students attended and participated during the organised events.

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.

All employees are encouraged to inculcate transformation in their daily interactions internally and externally. A range of activities are undertaken to encourage employees to enliven the UMP Values on a personal, departmental basis and university wide.

To this end, employees were introduced to the UMP values during their orientation sessions. Members of the Executive Management at Peromnes Levels P1 to P4 were assessed on a 360 degrees values adherence evaluation as part of the annual performance appraisal system.

The promotion of UMP Values has become a core to the culture at the University as we continue to ensure that every member of the UMP Community lives the University of Mpumalanga Values.

To facilitate the development of associated behaviours and acculturation programmes, Visual icons support the Values Acculturation programme, Values Frames were distributed within the University.

THEME 2: EQUITY AND REDRESS

A new Employment Equity Plan 2025-2030 was developed and approved by Council. The Employment Equity Forum was consulted and approved the draft Plan on 28 August 2025. The Human Resources Committee of Council considered the draft Plan on 1 September 2025.

EXCO considered the draft Plan on and Council approved the new EE Plan on 27 November 2025. Ongoing efforts and initiatives were undertaken in 2025 to ensure the effective implementation of the Employment Equity Plan, in line with set goals and targets.

These included the Employment Equity Forum meetings held on 27 March 2025; 08 June 2025; 31 July 2025, and 08 December 2025.

Seventy-six employees were assisted with funding for formal qualifications. A total amount of R2 075 802 was spent on the funding. Fifty-three employees were assisted with funding workshops.

The total amount of R226 789 was spent. Seventy-eight employees were assisted with funding for an inhouse Short Learning Programme, for R69 900.

Support is provided to employees who require support during temporary and permanent periods of incapacity due to ill-health. Employees who required assistive devices were supported with the necessary equipment.

THEME 3: TRANSFORMING THE ACADEMIC PROJECT

In pursuit of academic excellence, academic staff capacity development contributed to transforming the academic project. To achieve this, we supported Academic staff in studying for qualifications in Teaching and Learning and also created opportunities for them to participate in the Scholarship of Teaching and Learning (SoTL).

ACADEMICS SUPPORTED TO PURSUE QUALIFICATIONS IN TEACHING AND LEARNING

The University, through UCDG, has supported 17 Academic staff in pursuing the Postgraduate Diploma in Higher Education (PGDHE) qualification. Seven academics are registered with Rhodes University and are currently doing second year. They attended their second block of contact sessions for the PGDHE programme at Rhodes University in Grahamstown on 18-24 May 2025. The remaining 10 Academics were registered with the University of Johannesburg, doing the first year of studies. They also attended the second block session from 21-24 May 2025.

The remaining 10 Academics were registered with the University of Johannesburg, doing the first year of studies. They also attended the second block session from 21-24 May 2025. The aim of the PGDHE is to:

- ✓ Promote professional competence in teaching and learning at the tertiary level.
Encourage reflective and scholarly teaching practices grounded in educational theory and research.
- ✓ Enable academics to design, deliver, and assess curricula that are responsive to diverse student needs and aligned with national and institutional goals.
- ✓ Create a culture of commitment to continuous professional development and ethical practice in higher education;

- ✓ Support the transformation of higher education, including goals of social justice, inclusion, decolonisation, and student success.

DEVELOPMENT OF A TEACHING PORTFOLIO

A workshop on how to develop a Teaching Portfolio was held at the Mbombela Campus on May 14, 2025, and on May 28, 2025, at Siyabuswa Campus. The workshop feedback was overwhelmingly positive, with 90% of participants reporting that it met their needs. Additionally, all attendees agreed that the workshop effectively balanced theory and practice, particularly as they learned about developing a teaching portfolio.

SCHOLARSHIP OF TEACHING AND LEARNING

UMP intends to embed innovative pedagogies, digital technologies, and data-driven strategies into academic practice. This includes encouraging academic staff to engage in research related to teaching and learning that informs and enhances their pedagogical approaches. In alignment with this, the University launched a Scholarship of Teaching and Learning (SoTL) initiative on 31 July 2025 under the theme: "Transforming Teaching and Learning through Analytics, Artificial Intelligence, and Pedagogical Innovation – A SoTL Study in South African Higher Education." This initiative aims to promote reflective, evidence-based teaching practices that integrate emerging technologies and support the development of contextually relevant, inclusive, and future-focused curricula.

As part of the University's commitment to curriculum transformation and the advancement of teaching and learning scholarship, four academics have submitted proposals for approval. These proposals represent a growing interest among academic staff in evidence-based, technology-enhanced pedagogical practices that support the development of innovative, inclusive, and responsive curricula. This engagement reflects the institution's strategic focus on integrating digital tools, learning analytics, and artificial intelligence to improve student outcomes and advance scholarly teaching.

The four proposals address the following areas:

- ✓ **Learning Analytics Policy Development**
To design and validate a learning analytics policy framework for identifying and supporting at-risk students and high-risk modules.

✓ **Workplace Readiness**

To assess the role of structured mentorship and feedback in Work-Integrated Learning (WIL) settings in enhancing workplace readiness.

✓ **Emerging Technology Integration**

To explore the use of technologies like gamification, AI, coding, and robotics in developing 21st-century skills in schools and universities.

✓ **Generative AI in Higher Education**

To develop a framework for building academic digital capabilities that support the responsible integration of generative AI in teaching and learning.

Training of Academics and Students on the Use of Technology

As part of the University's Strategic Plan, Vision 2030, the institution is committed to delivering high-quality academic programmes, diversifying programme offerings to broaden the student base, and maximising the use of facilities and 21st-century technologies. In line with this vision, the University seeks to drive digital transformation, promote AI literacy, and enhance capacity in educational technologies. To this end, several strategic initiatives are currently being implemented:

- ✓ Capacity Development of Academic Staff on Assessment Strategies: Training sessions on assessment design guided academics in creating effective online assessments aligned to the learning outcomes.
- ✓ Integration of Digital Tools: Training on e-portfolios and digital tools for oral presentations helped academics incorporate innovative assessment and presentation methods.
- ✓ Growing Interest in AI in Education: The AI literacy session and ethics-focused AI training for agricultural educators highlighted the rising importance of AI in higher education.
- ✓ AI in Education Workshop: The workshop introduced students to the ethical and effective use of AI, demonstrating how to harness the benefits of generative AI to support their academic success.
- ✓ AI Workshop for Postgraduate students, for the School of Hospitality & Tourism and the School of Computing and Mathematical Sciences:
- ✓ To equip postgraduate students with the knowledge and ethical awareness to use generative AI responsibly in academic research and writing.

**ADVANCING THE UMP VISION:
AFRICAN IDENTITY**

African epistemologies refer to the African conception of the nature of knowledge, the ways in which knowledge can be gained, the ways in which one can justify or validate a knowledge claim, and the role that knowledge plays in human existence. These knowledge systems are grounded in African worldviews and are often expressed through language, oral traditions, rituals, proverbs, community practices, and indigenous technologies. UMP, as an African university, has committed itself to integrating African epistemologies into the curriculum.

Integration of African epistemologies into the curriculum

- ✓ Compulsory Module Mpumalanga In Context: African identities, Heritage and History (MIC100) is a year-long module that introduces students to IKS, Archaeology, and Anthropology. This provides student with a grounding in their Cultural identity. We create a space for students to interview knowledge holders, relevant to their programmes, where possible, for example, knowledge holders in Agriculture.
- ✓ BA Stream: Culture and Heritage Studies -Specialise in IKS
- ✓ At honours level, students can register for: IKS in Contemporary Africa
- ✓ IKS – Botany, Nature Conservation and Agricultural Practices

We encourage academics to integrate African philosophies, such as Ubuntu, into disciplinary content.

We celebrate Africa Day at both Campuses each year. Students from six selected African countries participate annually through Manco, study their cultures, cuisines, economies, etc., and present their chosen country to judges who select the winners.

Promotion of African Languages and Multilingualism

The UMP language policy was approved at the March Council meeting. We had the following workshops:

- ✓ Advocacy for Multilingualism and Intellectualisation of African Languages.
- ✓ Translanguaging Strategies, Assessment and Research in Multilingual Academic Settings. A book launch in September of African stories written by students and lecturers.

These workshops form part of the language project deliverables and serve as an integral part of the Language Implementation Plan, a project funded by DHET.

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 met with the Greater Nelspruit Rape Intervention Programme (GRIP) team on 7 February 2024 to discuss the support GRIP should continue providing to our students.

The 7th Annual Creating Safe and Inclusive Spaces for All at UMP

The Gender Forum successfully hosted its third awareness-raising event on 30 October 2025 at the University of Mpumalanga's Mbombela Campus, Multipurpose Hall. This was the major annual event that formed part of the ongoing #Creating Safe and Inclusive Spaces for All at UMP project, an initiative aimed at fostering a safe, inclusive, and supportive environment for students and staff, with a specific focus on first-year students.

The event attracted different stakeholders from relevant government departments, the public sector and civil society organisations.

Participation in the National Purple Campaign / Purple Protest

- ✓ Following the national outcry and calls for the presidency to declare GBVF as a national disaster by the Women for Change Organisation and a proposed national shutdown for the 21st of November 2025, the Gender Forum.
- ✓ Consequently, the University released a statement declaring its stance against GBVF on Monday, 17 November 2025 and joined the Purple Campaign by changing its social media account profile pictures to the colour purple.

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

- ✓ The Gender Forum successfully hosted its second awareness-raising campaign on 10 April 2025 at the UMPs Mbombela Campus.
- ✓ Participated in the Provincial Council on Gender Based Violence and Femicide hosted by the office of the Premier, Mpumalanga province, at Emnotweni, on 6 November 2025.
- ✓ Participate in the workshop on gender-based violence and sexual consent education at Ehlanzeni TVET College in June 2025

Awareness Campaigns on LGBTQIA+

First year orientation gender awareness raising in April 2025

- ✓ First year entering students were addressed/educated on GBV, sexual consent, preventing GBV and campus safety by a gender and a legal expert from NPA; thereafter, dialogues on issues around sexual consent.

13.5 CONCLUSION

The University of Mpumalanga continued to strengthen and promote a transformative institutional culture through a range of initiatives aligned with its strategic priorities. While maintaining a strong commitment to equity, redress, and an inclusive employee and student experience, the University also advanced digital transformation and

the integration of African identity within teaching, learning, and scholarship. By adopting digital tools, learning analytics, and artificial intelligence, and by promoting African epistemologies, UMP has demonstrated its commitment to remaining responsive to contemporary educational needs while preserving its unique institutional identity.

The University further reinforced its commitment to creating a safe and inclusive environment through initiatives such as the Gender Forum's third awareness-raising event, held on 30 October 2025 at the Mbombela Campus. As part of the ongoing "Creating Safe and Inclusive Spaces" for All at UMP project, the event brought together stakeholders from government departments, the public sector, and civil society organisations to promote awareness and strengthen collaborative efforts towards fostering a supportive and inclusive campus community, particularly for first-year students.

These efforts, supported by the University's values, governance structures, and active participation across the institution, have contributed to building a culture that is inclusive, innovative, and transformation-driven. Collectively, they position the University of Mpumalanga to continue advancing its transformation agenda while promoting excellence, social responsibility, and meaningful engagement within the higher education sector and broader society.



Mr Sabelo Mahlalela
Chairperson of Council



Prof Thenjiwe Meyiwa
Vice-Chancellor



The University of Mpumalanga openly addresses issues of Gender-Based Violence and Femicide (GBVF).

FINANCIAL STATEMENTS

UNIVERSITY OF MPUMALANGA

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

FINANCIAL STATEMENTS FOR THE YEAR ENDED
31 DECEMBER 2025

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 MEMBER

Mr S Mahlalela
Prof T Lebakeng
Dr P Maduna
Dr B Mthembu
Ms N Mfihlo
Mr S Ntshebe
Mr M Schormann
Mr M Khoza
Ms B Kubheka
Ms N Ravele
Prof M Kanyane
Mr J Aling
Dr Adv. M Makhura
Ms L Mohlala
Mr N Mokako
Prof T Mayekiso
Prof T Meyiwa
Prof M Mbewe
Prof Davhana-Maselesele
Prof A Stroebel
Prof E Boshoff
Prof F Kutu
Mr S Sithole
Dr N Twaie
Prof N Wayi-Mgwebi
Mr P Chiloane
Mr O Vilakazi

REGISTERED OFFICE

Corner of R40 White River Road and Fredenheim Road
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1200

BUSINESS ADDRESS

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

POSTAL ADDRESS

Private Bag X11283
Mbombela
Mpumalanga
1200

BANKERS

Standard Bank Limited

AUDITORS

Rakoma and Associates Inc.
Registered Auditors



Final materiality

7. 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.
8. 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.
9. Based on our professional judgement, we determined final materiality for the financial statements as follows:

Final materiality amount	R22 156 000
Basis for determining materiality	2% of total expenditure amounting to R1 107 802 519.
Rationale for benchmark applied	Operating expenses is an appropriate quantitative indicator of materiality as we typically believe that the University is evaluated by the users on their spending of funds. Our review of information provided to users by the university confirms our view.

Key audit matters

10. Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements for the current period. These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion, and we do not provide a separate opinion on these matters.
11. We have determined that there are no key audit matters to communicate in respect of the financial statements.

Other matters

12. 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 page 182 to 183 does not form part of the financial statement and is presented as additional information. We have not audited these schedules and, accordingly, we do not express an opinion on them.

Responsibilities of Council for the financial statements

13. The Council is responsible for the preparation and fair presentation of financial statements in accordance with the IFRS and the requirements of the HEA and for such internal control as the Council determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.
14. 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

15. 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.
16. A further description of our responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

17. 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.
18. We selected the following objective presented in the annual performance report for the year ended 31 December 2025, 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	Purpose
Teaching and learning	10 - 11	• Develop and implement PQM and enrolment plan that are relevant and responsive to UMP's context. • Develop and recognise teaching excellence pursuant to graduate attributes. • Broaden access to UMP and facilitate student success.

19. 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.

20. 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.

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



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

Other matter

23. We draw attention to the matter below.

Achievement of planned targets

24. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under achievements.

REPORT ON COMPLIANCE WITH LEGISLATION

25. 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.
26. 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.
27. 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.
28. The material finding on compliance with the selected legislative requirements, presented per compliance theme, is as follows:

Procurement and contract management.

29. We identified instances where goods and services of a similar nature were split into smaller transactions in order to avoid going through competitive bidding processes. This conduct resulted in procurement not being subjected to fair, equitable, transparent, competitive and cost-effective supply chain management processes as required by applicable legislation and the University's Supply Chain Management (SCM) policy.
30. This constitutes material non-compliance with the SCM policy, which requires that procurement above the prescribed thresholds be subjected to competitive bidding processes and prohibit the splitting of transactions to circumvent such requirements.



Other information in the annual report

31. 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 objective presented in the annual performance report that have been specifically reported on in this auditor's report.
32. 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.
33. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objective presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.
34. 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

35. 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.
36. The matter reported below is limited to the significant internal control deficiencies that resulted in the material finding on compliance with legislation included in this report.
37. We identified instances where goods and services of a similar nature were split into smaller transactions in order to avoid going through competitive bidding processes.

Other reports

38. We draw attention to the following engagements conducted. 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

39. We conducted various engagements to perform agreed-upon procedures as requested by donors during the year ended 31 December 2025. These engagements were performed at the request of various entities providing funds to the University and covered periods during the year ended 31 December 2025. 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 2026.
- 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 15 March 2026.
- 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 15 May 2026.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400 (Revised): Agreed-Upon Procedures Engagements (ISRS 4400) on the University Capacity Development Programme 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 28 May 2026.
- 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 Programme grant, as required by the Department of Higher Education and Training. The report was issued on 28 May 2026.
- 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 28 May 2026.
- 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 will be issued on 31 July 2026.
- 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 will be issued on 31 July 2026.
- 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 2026.

Audit tenure

40. 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 University of Mpumalanga for four years.

Rakoma and Associates Inc.

Rakoma and Associates Inc.

Abdur Badat CA (SA)
Engagement Partner
Registered Auditor

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

11 June 2026



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 selected objective 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 the University to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



Communication with those charged with governance

We communicate with the 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:

Legislation	Sections or regulations
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), 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)

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 141 to 181, 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.

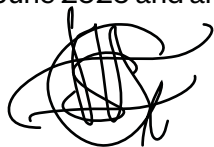
The going concern basis has been adopted in preparing the Annual Financial Statements. The Council has no reason to believe that the University of Mpumalanga will not be a going concern in the foreseeable future, based on funding from DHET, funding of our financially deserving students by NSFAS, forecasts 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 duly appointed 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.

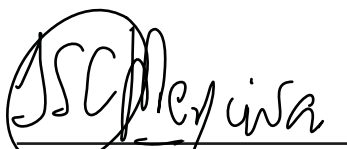
The Council believes that all representations made to the independent auditors during the University of Mpumalanga's audit are valid and appropriate.

APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The Annual Financial Statements for the year ended 31 December 2025 of the University of Mpumalanga on pages 141 to 181 of the Annual Report were approved by the members of Council on 25 June 2026 and are signed on its behalf by



Mr SG Mahlalela
Chairperson of Council



Prof T Meyiwa
Vice-Chancellor



Mr K D Pather
ED: Finance

UNIVERSITY OF MPUMALANGA
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025

	Notes	2025 R	2024 R
ASSETS			
NON-CURRENT ASSETS			
		6 033 833 584	5 306 626 409
Property, plant and equipment	3	4 837 998 838	4 281 772 677
Intangible assets	4	1 224 139	1 272 060
Investments	5	1 194 610 607	1 023 581 672
CURRENT ASSETS			
		1 973 108 251	1 664 684 932
Inventory	6	856 356	945 220
Trade and other receivables	7	126 243 912	36 364 124
Deposits		402 210	402 210
Investments	8	1 805 570 295	1 598 758 000
Cash at bank and cash equivalents	9	40 035 478	28 215 378
TOTAL ASSETS		8 006 941 835	6 971 311 341
FUNDS AND LIABILITIES			
ACCUMULATED FUNDS			
		1 807 408 278	1 473 776 365
Reserves		1 706 333 053	1 398 309 295
Accumulated surplus		64 103 867	56 716 929
Fair value through OCI		36 971 358	18 750 141
LIABILITIES			
NON-CURRENT LIABILITIES			
		5 383 090 976	4 822 105 103
Deferred income	10	4 264 168 050	2 863 548 263
Conditional grants	11	1 118 922 926	1 958 556 840
CURRENT LIABILITIES			
		816 442 581	675 429 873
Current portion of Deferred income	10	68 370 262	50 981 681
Current portion of Conditional grant	11	546 014 083	431 404 335
Trade and other payables	12	116 656 971	120 820 834
Provisions	13	85 401 265	72 223 023
TOTAL FUNDS AND LIABILITIES		8 006 941 835	6 971 311 341

UNIVERSITY OF MPUMALANGA
STATEMENT OF COMPREHENSIVE SURPLUS OR DEFICIT
FOR THE YEAR ENDED 31 DECEMBER 2025

	NOTES	Educational and General Unrestricted 2025 R	Educational and General Restricted 2025 R	Educational and General Total 2025 R	Sub- Total 2025 R	Student Residence 2025 R	Total 2025 R	Total 2024 R
REVENUE		1 144 356 424	-	1 144 356 424		28 509 603	1 172 866 027	1 037 293 906
Revenue from contracts with customers		542 223 100	-	542 223 100		28 509 603	570 732 703	465 832 601
Sales of goods and services	15	29 715 610	-	29 715 610		-	29 715 610	27 872 194
Tuition, accommodation and other fees		512 507 490	-	512 507 490		28 509 603	541 017 093	437 960 407
Other revenue		602 133 324	-	602 133 324			602 133 324	571 461 305
Government grants	14.1	531 370 660	-	531 370 660		-	531 370 660	517 166 037
Government grants - assets	14.2	70 762 629	-	70 762 629		-	70 762 629	54 295 269
Profit on sale of assets		35	-	35		-	35	-
OTHER INCOME		250 347 188	-	250 347 188		-	250 347 188	194 140 864
Donations received	16	250 433	-	250 433		-	250 433	-
Investment income	17.1	249 157 631	-	249 157 631		-	249 157 631	193 264 904
Rental income		939 124	-	939 124		-	939 124	875 960
TOTAL INCOME		1 394 703 612	-	1 394 703 612		28 509 603	1 423 213 215	1 231 434 770
EXPENDITURE								
Cost of employment		598 295 199	-	598 295 199		5 188 916	603 484 115	512 029 121
Academic		258 648 692	-	258 648 692		-	258 648 692	213 716 898
Professional support		339 646 507	-	339 646 507		5 188 916	339 646 507	292 971 942
Residence support		-	-	-		-	-	5 340 282
Other operating expenditure		410 304 724	-	410 304 724		2 886 335	413 191 059	347 910 002
Cost of sales		14 451 012	-	14 451 012		7 611 298	14 451 012	-
Depreciation, amortisation and impairments	3 & 4	69 065 036	-	69 065 036		15 686 548	76 676 333	61 761 007
TOTAL EXPENDITURE		1 092 115 971	-	1 092 115 971		12 823 055	1 107 802 519	921 700 131
CURRENT SURPLUS FOR THE YEAR		302 587 641	-	302 587 641		12 823 055	315 410 696	309 734 639
Fair value movement through other comprehensive income	17.2	18 221 217	-	18 221 217		-	18 221 217	14 643 141
TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR		320 808 858	-	320 808 858		12 823 055	333 631 913	324 377 780

UNIVERSITY OF MPUMALANGA
STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 31 DECEMBER 2025

	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 2024	R 285 000 000	R 58 000 000	R 377 658 675	R 45 000 000	R 86 000 000	R 73 000 000	R 91 399 124	R 80 000 000	R 249 129	R 1 096 306 928	4 107 000	R 48 984 657	R 1 149 398 585
2024 Allocation from Surplus to reserves per Council resolution Fund balances as at 1 January 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
2025 Allocation from Surplus to reserves per Council resolution Fund Balances at 31 December 2025	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	1 473 776 365
	120 000 000	12 000 000	86 023 758	15 000 000	15 000 000	15 000 000	25 000 000	20 000 000	-	308 023 758	18 221 217	7 386 938	333 631 913
	535 000 000	90 000 000	525 276 847	75 000 000	116 000 000	103 000 000	141 399 124	120 000 000	657 082	1 706 333 053	36 971 358	64 103 867	1 807 408 278
See note	20	21	22	23	24	25	26	27	28				

UNIVERSITY OF MPUMALANGA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

		2025	2024
	Notes	R	R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash surplus/(deficit) degenerated from operations	29.1	(21 077 704)	79 167 651
Investment income	29.8	344 764 567	318 280 790
Net cash flows from operating activities		323 686 863	397 448 441
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	29.2	(632 773 249)	(795 860 618)
Purchase of other intangible assets	29.3	(707 250)	(3 543 208)
Proceeds from sale of assets	29.4	14 088	49 936
(Increase) decrease in investments	29.5	(377 841 230)	387 215 453
Net cash flows utilised for investing activities		(1 011 307 641)	(412 138 437)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in Deferred income	29.6	-	-
Increase in Conditional grants	29.7	699 440 878	33 028 401
Net Cash flows from financing activities		699 440 878	33 028 401
Total cash movement for the year		11 820 100	18 338 405
Cash at bank at the beginning of the year		28 215 378	9 876 973
Total cash at bank at the end of the year	9	40 035 478	28 215 378

1. UNIVERSITY INFORMATION

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

2. PRESENTATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and in a manner required by the Minister of the Department of Higher Education and Training (DHET) in terms of Section 41 of the Higher Education Act 101 of 1997 (as amended). The financial statements have been prepared on a going concern and the historical cost basis, except where stated otherwise. They are presented in South African Rand.

2.1. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The presentation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to make its judgements, estimates and assumptions that affect the reported amounts of revenue, assets and liabilities and the disclosure of contingent liabilities at reporting date. Estimates and judgements are continually evaluated and are based on historical experience and other factors including, expectations of future events that are believed to be reasonable under the circumstances. The areas involving a higher degree of judgement or complexity or areas where assumptions and estimates are significant to the financial statements, are disclosed as below:

2.1.1. TRADE RECEIVABLES, HELD TO MATURITY INVESTMENTS AND LOANS AND RECEIVABLES

The University assesses its trade and other receivables for impairment annually. Any impairments are recorded in the Statement of Financial Performance. The impairment for trade receivables is calculated on a portfolio basis based on historical loss ratios, adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual expenditure credit loss ratios are applied to trade and other receivables balances in the portfolio and scaled to the estimated loss emergence period.

2.1.2. STUDENT FEES-IMPAIRMENT

At year-end, management makes an estimate of the amount that it expects to recover from outstanding balances. Students are grouped together on the basis of similar credit risk characteristics that are indicative of their ability to pay according to the contractual terms. A provision for credit losses is raised based on these estimates.

2.1.3. PROPERTY, PLANT AND EQUIPMENT

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

2.1.4. DEPRECIATION

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

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

3.1. PROPERTY, PLANT AND EQUIPMENT

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

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

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

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

applicable. All other Property, Plant and Equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Donated assets are recorded at fair value less accumulated depreciation. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic

benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the profit or loss during the financial period in which they are incurred. Costs include costs incurred initially to acquire or construct an item of Property, Plant and Equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of Property, Plant and Equipment, the carrying amount of the replaced part is derecognised.

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

ASSETS ITEM	USEFUL LIFE
Buildings	10 – 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

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 reassessed 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

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. 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. RESEARCH STRATEGIC INITIATIVE 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 well-being 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 nonmonetary 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.

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 recognized 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.

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 2025

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 Years beginning on or after	EXPECTED
<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	No Impact

2.2 STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

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

STANDARD / INTERPRETATION:	DETAILS OF AMENDMENTS	NEW/ AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT
<i>Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9, Financial Instruments and IFRS 7, Financial Instruments: Disclosure)</i>	These amendments, resulting from a post-implementation review of IFRS 9, clarify the assessment of whether contractual cash flows meet the criteria for classification as amortised cost or FVOCI, including how to treat contingent and ESG-linked features. They also clarify aspects of derecognition and introduce or refine disclosures relating to certain financial instrument classifications.	Amendments to IFRS 9 & IFRS 7 - Classification and Measurement of Financial Instruments	1 January 2026	Instuments measured at FVOCI may be reclassified to FV through P&L
<i>Contracts Referencing Nature-dependent Electricity – Amendments to IFRS 9 & IFRS 7</i>	These targeted amendments provide clarity on when the “own-use” exception applies to contracts for nature-dependent electricity (such as renewable energy PPAs), addressing hedge accounting eligibility and adding relevant disclosures. They aim to better reflect the economics of such arrangements	Amendments to IFRS 9 & IFRS 7	1 January 2026	No Impact

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

STANDARD / INTERPRETATION:	DETAILS OF AMENDMENTS	NEW/ AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT
<i>Annual Improvements to IFRS Accounting Standards — Volume 11</i>	This set of narrow-scope amendments makes minor corrections and clarifications to several IFRS Standards including IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7. The improvements address drafting issues, inconsistencies and references without changing underlying accounting outcomes, improving clarity and consistency in application.	Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	1 January 2026	No Impact
<i>IFRS 19 – Subsidiaries without Public Accountability: Disclosures</i>	IFRS 19 provides an alternative disclosure framework for subsidiaries without public accountability whose parent company prepares full IFRS consolidated financial statements. Eligible entities may apply reduced disclosures compared with full IFRS, making reporting simpler while still meeting necessary transparency objectives. Recent amendments to IFRS 19 have updated the standard to reflect changes in IFRS up to the effective date (including IFRS 18 and other amendments), ensuring the reduced disclosure regime remains aligned with updated IFRS requirements. Early application is permitted subject to local endorsement.	New Standard	1 January 2027	No Impact
<i>Amendments to IAS 21 – Hyperinflationary Presentation Currency</i>	These amendments, issued by the IASB in November 2025, provide guidance when translating financial statements from a functional currency that is not hyperinflationary into a presentation currency that is hyperinflationary, addressing differences in exchange rate treatments and aiming to reduce diversity in practice. The practical relevance varies by jurisdiction	Amendments to IAS 21	1 January 2027	No Impact
<i>IFRS 18 – Presentation and Disclosure in Financial Statements</i>	IFRS 18 replaces IAS 1, which sets out presentation and base disclosure requirements for financial statements. The 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	Change in the Statement of Comprehensive Income or Loss presentation.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

3. PROPERTY, PLANT AND EQUIPMENT

	2025		
	Cost	Accumulated Depreciation	Accumulated Impairment
Land	26 318 829	-	-
Buildings	3 934 150 630	302 544 704	-
Educational equipment	55 477 492	17 673 613	-
Establishment cost	13 962 288	12 566 117	-
Furniture and fixtures	105 932 406	43 356 855	-
Machinery and equipment	122 819 481	22 885 775	-
IT equipment	151 874 307	102 324 205	-
Library source materials	13 492 574	13 492 574	-
Motor Vehicles	14 941 775	4 792 298	-
Infrastructure assets	627 387 444	85 706 991	-
Landscaping	65 511 315	18 777 471	-
Lighting	249 789 311	30 468 120	-
Roads	287 539 729	30 768 386	-
Stadium	24 547 090	5 693 014	-
Capital - Work in progress	376 984 743	-	-
TOTAL	5 443 341 968	605 343 131	4 837 998 838
			Carrying value
			26 318 829
			3 631 605 926
			37 803 879
			1 396 171
			62 575 551
			99 933 706
			49 550 102
			-
			10 149 477
			541 680 454
			46 733 844
			219 321 191
			256 771 343
			18 854 076

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

	2024			
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value
Land	26 318 829	-	-	26 318 829
Buildings	2 554 457 867	271 738 530	-	2 282 719 337
Educational equipment	51 252 776	15 788 255	-	35 464 521
Establishment cost	13 962 288	12 093 491	-	1 868 797
Furniture and fixtures	70 246 290	38 429 424	-	31 816 866
Machinery and equipment	118 713 797	16 325 621	-	102 388 176
IT equipment	136 616 415	97 668 968	-	38 947 446
Library source materials	11 352 728	11 352 728	-	-
Motor Vehicles	14 941 775	4 008 271	-	10 933 504
Infrastructure assets	547 594 321	63 477 249	-	484 117 071
Landscaping	37 530 125	14 909 322	-	22 620 803
Lighting	209 794 536	22 334 207	-	187 460 329
Roads	275 722 569	21 520 962	-	254 201 607
Stadium	24 547 090	4 712 758	-	19 834 332
Capital - Work in progress	1 267 198 129	-	-	1 267 198 129
TOTAL	4 812 655 214	530 882 537	-	4 281 772 677

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

The Land consists of land registered under title deed T000017058/2018 described as The Farm of University of Mpumalanga 1027, Registration Division J.T in extent 242,8862 (Two Hundred and Forty Two comma Eight Six Two) hectares.

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2025

	2025			
	Opening carrying value	Additions	Decommission / Disposal / Transfer	Depreciation / Impairment
Land	26 318 829	-	-	Total 26 318 829
Buildings	2 282 719 337	1 379 692 763	-	30 806 174
Educational equipment	35 464 521	4 224 716	-	1 885 357
Establishment cost	1 868 797		-	472 626
Furniture and fixtures	31 816 866	35 686 116		4 927 430
Machinery and equipment	102 388 176	4 105 683	-	6 560 154
IT equipment	38 947 446	17 359 495	(641 026)	6 115 814
Library source materials	-	2 139 845	-	2 139 845
Motor Vehicles	10 933 504	-		784 027
Infrastructure assets	484 117 071	79 793 124	-	22 229 742
Landscaping	22 620 803	27 981 190	-	3 868 149
Lighting	187 460 329	39 994 775	-	8 133 913
Roads	254 201 607	11 817 159	-	9 247 425
Stadium	19 834 332	-	-	980 256
	3 014 574 547	1 523 001 742	(641 026)	75 921 168
Capital - Work in progress	1 267 198 129	619 863 278	(1 510 076 664)	-
	4 281 772 676	2 142 865 020	(1 510 717 690)	75 921 168
				4 837 998 840

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT

	2024			
	Opening carrying value	Additions	Decommission / Disposal / Transfer	Depreciation / Impairment
Land	26 318 829	-	-	-
Buildings	2 264 619 507	42 736 469	-	24 636 639
Educational equipment	37 442 474	45 816	209 597	1 814 172
Establishment cost	2 617 867	-	-	749 070
Furniture and fixtures	34 852 511	1 082 610	44 397	4 073 858
Machinery and equipment	35 867 246	55 412 011	-	1 638 194
IT equipment	37 902 564	6 168 383	164 075	4 959 425
Library source materials	-	2 363 496	-	2 363 497
Motor Vehicles	10 263 938	1 476 264	21 944	784 755
Infrastructure assets	358 277 089	142 174 292	-	16 334 309
Landscaping	25 127 377	-	-	2 506 574
Lighting	134 625 324	58 142 577	-	5 307 572
Roads	177 707 114	84 031 714	-	7 537 221
Stadium	20 817 274	-	-	982 942
	2 808 162 025	251 459 341	440 013	57 353 918
Capital - Work in progress	735 735 175	785 171 756	253 708 802	-
TOTAL	3 543 897 200	1 036 631 097	254 148 815	57 353 918
				1 267 198 129
				4 281 772 677

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

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	Level 1	Level 2	Level 3
Property, Plant and Equipment			
Land	-	-	-
Buildings	-	5 200 000	-
Educational equipment	3 214 881	96 012 870	-
Furniture and fixtures	863 381	-	-
Machinery and equipment	427 875	-	-
IT equipment	1 126 331	-	-
Motor Vehicles	1 987 088	-	-
	7 619 556	101 212 870	-
Total Property, Plant and Equipment	7 619 556	101 212 870	-

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

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.

Use of Property

In accordance with IAS 40 Investment Property, investment property is defined as property held to earn rentals or for capital appreciation, or both.

Where a property comprises both owner-occupied and income-generating components, the standard requires separate accounting only when the portions can be sold or leased out separately. Where this is not possible, the property is classified as investment property only if the owner-occupied portion is insignificant. Siyabuswa Campus leases out a portion of its property to an external service provider.

Management has assessed the use of the property and determined that:

The leased portion is not separately identifiable for accounting purposes; and
The rental component is insignificant relative to the overall use of the property.

Accordingly, the properties are classified as owner-occupied and accounted for in terms of IAS 16 Property, Plant and Equipment.

4. INTANGIBLE ASSETS

Computer Software	2025		
	Cost	Accumulated Amortisation	Carrying value
	3 601 645	2 377 506	1 224 139
	3 601 645	2 377 506	1 224 139
Computer software	2024		
	Cost	Accumulated Amortisation	Carrying value
	9 406 070	8 134 011	1 272 059
	9 406 070	8 134 011	1 272 059

RECONCILIATION OF INTANGIBLE ASSET - 2025

	Opening Carrying Value	Additions	Transfers / Disposal	Amortisation	Total
Computer Software	1 272 059	707 250	-	755 170	1 224 139
	1 272 059	707 250	-	755 170	1 224 139

RECONCILIATION OF INTANGIBLE ASSETS - 2024

	Opening Carrying Value	Additions	Transfers / Disposal	Amortisation	Total
Computer software	1 944 726	3 543 207	-	4 215 875	1 272 059
	1 944 726	3 543 207	-	4 215 875	1 272 059

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.

Intangible Assets			
Software	68 949	-	-
Total Intangible Assets	68 949	-	-
Total Assets	7 688 505	101 212 870	-

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

5. INVESTMENTS

5.1 Investments at Fair value

	2025 R	2024 R
Balance at the Beginning of the year	111 879 680	24 107 000
Additions	20 000 000	-
Transfer from Investments - Current Assets	-	73 129 539
Fair value movement through other comprehensive income	18 221 217	14 643 141
Balance at the end of the year	150 100 897	111 879 680

5.2 Investments at amortised cost

Balance at the Beginning of the year	911 701 992	184 351 802
Transfer from Investments - Current Assets	-	641 870 461
Fair value movement through profit and loss	132 807 718	85 479 729
Balance at the end of the year	1 044 509 710	911 701 992
Total Investments	1 194 610 607	1 023 581 672

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	856 356	945 220
Write down of stock due to obsolescence	-	-
Inventory	856 356	945 220

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

7. TRADE AND OTHER RECEIVABLES

Student Debtors	70 097 377	27 715 251
Student Debtors	159 661 656	95 160 458
Less: provision for bad debts	(89 564 279)	(67 445 207)
Bursary's receivable	626 444	909 803
Less: provision for bad debts for Bursary receivable	(517 275)	(517 275)
Accrued income	-	-
Less: provision for bad debts for Income accrued	-	-
Prepaid expenses	7 672 914	4 417 832
Other accounts receivables	50 911 041	6 385 104
Less: provision for other accounts receivables	(2 546 589)	(2 546 589)
Trade and other receivables	126 243 912	36 364 124

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 R	2024 R
Student Debtors	70 097 377	27 715 251
120 + days	159 661 656	95 160 458
90 Days	-	-
60 days	-	-
30 Days	-	-
Current	-	-
Less: provision for bad debts	(89 564 279)	(67 445 207)
Bursary receivable	109 169	392 527
120 + days	626 444	909 803
Less: provision for bad debts	(517 275)	(517 275)
Prepaid expenses	7 672 914	4 417 832
Other	48 364 452	3 838 514
120 + days	50 911 041	6 385 103
Less: provision for bad debts	(2 546 589)	(2 546 589)
Total	126 243 912	36 364 124

Other accounts receivables, in the main comprise of amounts due by DHET for Earmarked Subsidy R42.272 (2024 RNilM) Debtors for Facilities Hire R5.743m (2024 - R3.616), and Intellimali R2.324m (2024 -R2.350m)

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 surplus or deficit.

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	70 509 071	68 165 311
Impairment provision raised	31 453 897	20 499 460
Impairment utilised	(9 334 825)	(18 155 700)
Balance 31 December	92 628 143	70 509 071

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

Student receivables impairment allowance	89 564 279	67 445 207
Bursary receivables impairment allowance	517 275	517 275
Other receivables impairment allowance	2 546 589	2 546 589
	92 628 143	70 509 071

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

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

8. INVESTMENTS

8.1 At Amortised cost

	2025 R	2024 R
Balance at the beginning of the year	1 598 758 000	2 801 096 323
Additions	677 700 000	267 500 000
Withdrawals	(657 000 000)	(965 900 000)
Transfers to Investment - Non-Current Asset	-	(715 000 000)
Fair value movement through profit and loss	98 838 625	96 711 379
Less: Annual Fee	(3 374 079)	(6 646 710)
Fair value movement capitalised	90 647 749	120 997 009
Investments Balance at the end of the year	1 805 570 295	1 598 758 000

The Investment is presented as current asset unless management intends to dispose of the investment after twelve months of the reporting period. Currently the Short Term Investments are available to be converted to cash within seventy two hours with no penalties for withdrawals. See note 5 above and note 9 and 30 below.

9. CASH AT BANK AND CASH EQUIVALENTS

Cash on hand	25 483	12 317
Balances with banks	40 009 995	28 203 061
Cash at banks and cash on hand	40 035 478	28 215 378

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

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

10. DEFERRED INCOME

10.1 DHET Infrastructure	3 848 987 713	2 382 566 095
Balance at the beginning of the year	2 425 957 583	2 223 732 270
Assets capitalised during the year	1 484 531 546	245 616 799
Less: current depreciation transferred to income	(61 501 418)	(43 391 488)
Less: Current portion transferred to current liabilities	(61 501 418)	(43 391 488)
10.2 Assets transferred from Lowveld College of Agriculture (LCA)	61 009 998	60 959 061
Balance at the beginning of the year	61 761 078	62 563 095
Less: current depreciation transferred to income	(751 085)	(802 017)
Less: Current portion transferred to current liabilities	(751 085)	(802 017)
10.3 Assets transferred from National Institute of Higher Education (NIHE)	82 613 536	82 595 518
Balance at the beginning of the year	83 594 696	84 593 874
Less: current depreciation transferred to income	(981 160)	(999 178)
Less: Current portion transferred to current liabilities	(981 160)	(999 178)
10.4 Assets transferred from New Universities Project Management Team (NUPMT)	311 428 129	310 755 472
Balance at the beginning of the year	315 035 129	319 314 786
Less: current depreciation transferred to income	(3 607 000)	(4 279 657)
Less: Current portion transferred to current liabilities	(3 607 000)	(4 279 657)
10.5 Lotto funding for sports facilities	19 347 248	19 344 386
Balance at the beginning of the year	20 354 552	21 364 718
Less: current depreciation transferred to income	(1 007 302)	(1 010 166)
Less: Current portion transferred to current liabilities	(1 007 302)	(1 010 166)
10.6 Deferred income - other grants	9 151 688	7 327 731
Balance at the beginning of the year	7 826 906	1 362 341
Assets capitalised during the year	1 847 079	6 963 741
Less: current depreciation transferred to income	(522 297)	(499 175)
Less: Current portion transferred to current liabilities	(522 297)	(499 175)
Total Deferred income	4 264 168 050	2 863 548 263
Total Current Deferred income transferred to Current Liabilities	68 370 262	50 981 681

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 R	2024 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 R1 484.532m (2024 - R245.617m) 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 R61.501m (2024 - R43.391m) 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 R0.751m (2024 R0.802m) 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 R0.981m (2024 -R0.999m) 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 R3.607m (2024 - R4.280m) 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 R1.007m (2024 - R1.010m) was depreciated during the year.		
10.6 Deferred income - other, are designated funds for the construction of assets to the value of R1.847m(2024 - R6.963m). An amount of R0.522m (2024 - R0.499m) was depreciated during the year.		

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

11. CONDITIONAL GRANTS

11.1 DHET Infrastructure Grant

Balance at the beginning of the year
Grants received during the year
Assets capitalised during the year
Bulk infrastructure transferred to local municipality
Amounts expensed during the year

2025 R	2024 R
1 113 891 876	1 953 525 790
1 953 525 790	2 202 955 351
647 290 000	-
(1 484 531 546)	(245 616 799)
(897 984)	(57 270)
(1 494 384)	(3 755 492)

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
Interest capitalised during the year
Less: Current portion transferred to current liabilities

-	-
350 532 115	237 399 750
79 442 087	113 132 365
(429 974 202)	(350 532 115)

11.4 Other Grants

Balance at the beginning of the year
Grants received during the year
Interest capitalised
Expenses
Less: Current portion transferred to current liabilities

-	-
37 472 932	29 212 966
32 876 748	24 699 311
5 619 449	3 797 346
(18 742 436)	(20 236 690)
(57 226 693)	(37 472 932)

11.5 University Capacity Development Grant (UCDP)

Balance at the beginning of the year
Add: Grant received during the year
Add: Interest capitalised
Less: Expenses paid during the year
Less: Current portion transferred to current liabilities

-	-
30 187 285	24 158 556
7 243 769	8 329 090
3 544 265	2 686 807
(5 397 229)	(4 987 168)
(35 578 090)	(30 187 285)

11.6 new Generation of Academic (nGAP) Project Grant

Balance at the beginning of the year
Interest capitalised
Grant received during the year
Less: Expenses paid during the year
Less: Current portion transferred to current liabilities

-	-
13 212 002	22 950 374
2 020 007	1 380 491
12 030 360	-
(4 027 271)	(11 118 863)
(23 235 098)	(13 212 002)

Total Conditional Grant

1 118 922 926 1 958 556 840

Total Current Conditional Grant transferred to Current Liabilities

546 014 083 431 404 335

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 R	2024 R
11.1 DHET Infrastructure Grant		
The DHET provided the UMP with an Infrastructure Grant to construct the infrastructure of the University. An amount of R647.290m (2024 - RNil) was received during the year. Assets to the value of R1 484.532m (2024 - R245.617m) were capitalised during the year, R0.202m (2024 - R.057m) was transferred to the Local municipality as our Bulk Contribution, and R2.385m (2024 - R3.755m) was for expenses incurred during the year.		
11.2 NIHE Siyabuswa grant		
A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5m (2024 - R5m) remains unspent at the end of the year.		
11.3 Capitalised interest on unspent grants		
Interest on unspent DHET New Infrastructure grants are capitalised and can be utilised by the University if prior approval is obtained from the Minister. Interest of R79.442m (2024 - R113.132m) was capitalised during the year.		
11.4 Other grants		
Other grants includes, in the main, an amount of R1.923m (2024-R1.796m) from the National Lotteries Commission for the construction of sport facilities, R20.882m (2024 - R8.380m) from the National Research Fund, R2.121m (2024 - R2.929m) for the DHET fee increase, R1.193m (2024 - R1.088m) for Research, R12.008m (2024 - R10.841m) for Nemisa, and R2.259m (2024 - R2.258m) for Presidential Employment Stimuli .		
11.5 The University Capacity Development grant		
The University Capacity Development Grant is a designated, restricted use fund, established during 2018 by DHET by combining the Research Development Grant and the Teacher Development Grant. DHET has specified that this Grant shall be used to fund Staff and Student Development and Curriculum Renewal and Transformation. The grant is released to income and expenditure as the expense is incurred.		
11.6 The New Generation of Academics grant		
The New Generation of Academics Grant is a designated, restricted use fund. DHET has specified that this Grant shall be used to fund the recruitment of highly capable scholars as new academics, against a set of designed and balanced equity and in light of the disciplinary area of greatest need at UMP.		

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

12. TRADE AND OTHER PAYABLES

	2025	2024
	R	R
Trade payables	44 656 690	34 975 640
Prepayments	23 720 832	32 206 256
Accruals	2 387 782	1 144 018
Retention creditors	45 891 667	52 494 919
Trade and other payables	116 656 971	120 820 834

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

13. PROVISION

Opening balance	72 223 023	62 430 953
Utilised	(33 518 349)	(21 024 027)
Additions	46 696 591	30 816 097
Closing balance of Provisions	85 401 265	72 223 023

The provision is made up of staff bonuses of R39.116m (2024 - R32.287m), leave provision of R42.723m (2024 - R38.599m) and other of R3.562m (2024 - R1.338m).

14. GRANTS

14.1 Government grant	531 370 660	517 166 037
- Earmarked grant from DHET for Educational and general - unrestricted	507 230 000	489 800 000
- Mukwevho CBC	-	32 846
- NEMISA	938 724	1 426 689
- nGAP grant	3 981 685	11 029 272
- NRF grant	7 614 318	6 077 429
- DSI NRF centre grant	495 661	246 366
- University Capacity Development Grant	5 155 036	4 994 352
- NESP	310 077	223 422
- Elephant Project	164 731	-
- Oak Foundation	226 312	260 365
- Other	2 741 580	1 372 719
- SEDA (UMP CFERI)	2 512 536	1 653 829

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

14.2 Government grant - assets	70 762 629	54 295 269
- Deferred income relating to depreciation	68 806 078	50 482 507
- Amount expensed from DHET Infrastructure grant	1 058 567	3 755 492
- Bulk infrastructure contribution	897 984	57 270

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

602 133 289	571 461 305
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15. INCOME FROM STUDENTS

Application fees	5 881 908	5 910 393
Residence fees	28 509 603	25 995 048
Tuition fees	506 625 582	406 054 966
Income from Students	541 017 093	437 960 407

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 R	2024 R
16. DONATIONS RECEIVED		
Donations Received - private	250 433	-
An amount of R0.250m (2024- RNilmm)) was received as a donation from the public at large during the year.		
17. INVESTMENT INCOME		
17.1 Fair value movement through the profit and loss		
Total Investments income	339 805 380	314 261 913
Dividend - Foreign	1 177 411	770 214
Dividend - Local	6 955 398	5 382 328
Interest received - Foreign	1 716 629	3 488 968
Interest received - Local	182 656 592	209 891 755
Market adjustment	146 223 748	92 277 825
REIT - Local	1 075 602	2 450 824
Less: Capitalised interest transferred to Conditional Grants	(90 647 749)	(120 997 009)
	249 157 631	193 264 904
Less: Annual fee	(13 262 030)	(10 624 264)
Fair value movement through the profit and loss	235 895 601	182 640 640
17.2 Fair value movement through Other Comprehensive Income (see note 5.1)	18 221 217	14 643 141
18. OPERATING SURPLUS		
Operating surplus for the year is stated after accounting for the following:		
Auditors remunerations		
For statutory audit	1 728 216	1 670 604
- 2025 audit	699 401	659 812
For other audit services	1 028 815	1 010 792
Internal audit	1 511 256	1 150 550
Advertising and marketing	41 047 272	22 089 492
Depreciation, amortisation and impairments	76 293 194	61 761 007
Employee costs	603 552 115	512 029 121
Insurance	5 287 555	3 665 611
Motor vehicle expenses	3 153 562	4 068 495
Municipal services	90 322 103	67 327 260
Recruitment costs	5 603 662	3 648 872
Residence expenses	2 886 335	1 596 906
Small equipment	652 395	414 320
Travel and accommodation - International	5 516 580	6 372 456
Travel and accommodation - Local	16 468 183	13 144 556
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 2025

	2025 R	2024 R
20. GENERAL RESERVE FUND	535 000 000	415 000 000
Balance at the beginning of the year	415 000 000	285 000 000
Amount provided for during the year	120 000 000	130 000 000

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 (2024 - R130m) was provided for during the year in terms of a Council resolution.

21. SCHOLARSHIP, BURSARIES AND AWARDS FUND	90 000 000	78 000 000
Balance at the beginning of the year	78 000 000	58 000 000
Amount provided for during the year	12 000 000	20 000 000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance scholarship, bursaries and awards of UMP students. Funds to the value of R12m (2024 - R20m) was provided for during the year in terms of a Council resolution.

22. REPLACEMENT FUND FOR PLANT AND EQUIPMENT	525 276 847	439 253 089
Balance at the beginning of the year	439 253 089	377 658 675
Amount provided for during the year	86 023 758	61 594 414

This is a designated, unrestricted use fund. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient resources to fund unforeseen and urgent maintenance costs. Funds to the value of R86.024m (2024 - R61.594m) was provided for during the year in terms of a Council resolution.

23. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND	75 000 000	60 000 000
Balance at the beginning of the year	60 000 000	45 000 000
Amount provided for during the year	15 000 000	15 000 000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to 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 (2024 - R15m) was provided for during the year in terms of a Council resolution.

24. RESEARCH STRATEGIC INITIATIVES FUND	116 000 000	101 000 000
Balance at the beginning of the year	101 000 000	86 000 000
Amount provided for during the year	15 000 000	15 000 000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to 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 (2024 - R15m) was provided for during the year in terms of a Council resolution.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

25. INSTITUTIONAL CONTINGENCY FUND

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

103 000 000	88 000 000
88 000 000	73 000 000
15 000 000	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 institutional resources to fund the cost associated with unforeseen eventualities posing a threat to the safety and wellbeing of students and staff and / or which may result in severe damage to the reputation of the UMP and / or UMP property. Funds to the value of R15m (2024 - R15m) was provided for during the year in terms of a Council resolution.

26. INSTITUTIONAL MAINTENANCE FUND

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

141 399 124	116 399 124
116 399 124	91 399 124
25 000 000	25 000 000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance 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 (2024 - R25m) was provided for during the year in terms of a Council resolution.

27. ACADEMIC SUPPORT FUND

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

120 000 000	100 000 000
100 000 000	80 000 000
20 000 000	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 and ensure that sufficient resources are available to the support of the Academic project of UMP. Funds to the value of R20m (2024 - R20m) was provided for during the year in terms of a Council resolution.

28. STUDENT REPRESENTATIVE COUNCIL RESERVE

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

657 082	657 082
657 082	249 129
-	407 953

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 Rnil (2024 - R0.407m) was provided for during the year in terms of a Council resolution.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

29. STATEMENT OF CASH FLOW NOTES

29.1 Cash generated from operations

	2025	2024
	R	R
Surplus for the year	333 631 913	324 377 780
Surplus on sale of asset	(35)	-
Government grants - assets	(70 372 166)	(54 295 269)
Investment income	(249 157 631)	(193 264 904)
Conditional grant released to income related to expenses	(24 140 658)	(27 366 037)
Fair value movement through comprehensive income	(18 221 217)	(14 643 141)
Depreciation, amortisation and impairment	76 293 194	61 761 007
Investor annual fee	13 262 030	10 624 264
Infrastructure income released relating to expenses	(2 355 616)	(2 512 122)
Loss on decommissioning of assets	759 027	390 080
Provision for doubtful debt	31 453 897	20 499 460
Movement in provisions	13 178 242	9 792 070
Changes in working capital		
Trade and other receivables	(121 333 685)	(6 088 932)
Trade and other payables	(4 163 863)	(49 810 116)
Inventories	88 863	(296 490)
	(21 077 704)	79 167 651

29.2 Purchase of Property, Plant and Equipment

Cost at the end of the year	5 443 341 968	4 812 655 214
Less: cost at the beginning of the year	(4 812 655 214)	(4 018 277 651)
Movement of assets during the year	630 686 754	794 377 563
Add: Disposal / decommissioned during the year	2 086 495	1 483 055
Purchase of Property, Plant and Equipment	632 773 249	795 860 618

29.3 Purchase of intangible assets

Cost at the end of the year	3 601 645	9 406 070
Less: cost at the beginning of the year	(9 406 070)	(7 664 571)
Movement of assets during the year	(5 804 425)	1 741 499
Add: Disposal / decommissioned during the year	6 511 675	1 801 709
Purchase of intangible assets	707 250	3 543 208

29.4 Proceeds from sale of assets

Net book value of assets written off	641 020	440 016
Profit on sale of assets	35	-
(Loss) on sale of asset	(626 967)	(390 080)
Proceeds from sale of assets	14 088	49 936

29.5 Increase in Investments

Closing balance at the end of the year	3 000 180 902	2 622 339 672
Short Term Investments	1 805 570 295	1 598 758 000
Long Term Investments	1 194 610 607	1 023 581 672
Opening balance at the beginning of the year	2 622 339 672	3 009 555 125
Short Term Investments	1 598 758 000	2 801 096 323
Long Term Investments	1 023 581 672	208 458 802
Increase in Investments	377 841 230	(387 215 453)

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025	2024
	R	R
29.6 Increase in Deferred Income		
Closing balance at the end of the year	4 332 538 312	2 914 529 944
Less: Assets capitalised/donated by government treated as deferred income	(1 486 392 238)	(252 580 541)
Add: Depreciation allocated to Deferred income	68 383 870	50 981 681
Less: Opening balance at the beginning of the year	(2 914 529 944)	(2 712 931 084)
Increase in Deferred Income	-	-
29.7 Increase in Conditional grants		
Closing balance at the end of the year	1 664 937 009	2 389 961 174
Add: Assets capitalised transferred to deferred income	1 484 531 546	245 616 799
Bulk infrastructure transferred to local municipality	897 984	57 270
Less: Interest capitalised	(90 625 808)	(120 997 009)
Add: Expenditure transferred to income	29 661 321	40 098 213
Less: Opening balance at the beginning of the year	(2 389 961 174)	(2 521 708 046)
Increase in Conditional grants	699 440 878	33 028 401
29.8 Investment income		
Investment income per statement of performance	249 157 631	193 264 904
Fair value movement through Other Comprehensive Income	18 221 217	14 643 141
Investors annual fee	(13 262 030)	(10 624 264)
Add: Interest received and capitalised during the year	90 647 749	120 997 009
DHET unspent infrastructure grant	79 442 087	113 132 365
Other grants	5 619 449	3 797 346
University capacity development grant	3 544 266	2 686 807
New Generation of Academics grant	2 020 007	1 380 491
Investment income	344 764 567	318 280 790
30. COMMITMENTS		
Capital Contracted Commitments		
30.1 Not yet contracted	243 651 641	84 092 460
30.2 Contracted and not yet spent	499 110 992	619 224 821
Commitments	742 762 633	703 317 281

Projects to the value of R243.651m (2024- R84.092m) were not contracted for, R499.111m (2024 - R619.225m) were contracted for and not yet spent. Work-in-progress at the end of year was R376.984m (2024 - R1 267.198m).

31. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION

EXECUTIVE	2025 R Salary	2025 R Expense Allowance	2025 R Total	2024 R Total
Prof TV Mayekiso (Contract ended 31 October 2025)	5 628 147	43 692	5 671 839	5 779 168
Prof T S C Meyiwa (Appointed 1 October 2025)	1 178 071	13 100	1 191 171	
Prof M Davhana-Maselesele	3 345 404	39 455	3 384 859	2 956 041
Prof Mbewe	3 439 995	39 455	3 479 450	3 187 614
Dr Stroebel	3 439 995	39 455	3 479 450	3 038 581
Mr KD Pather	5 115 843	23 004	5 138 847	3 613 308
Mr JSM Legodi (Contracted ended 30 September 2025)	1 823 104	13 419	1 836 523	2 628 363
Dr PM Maminza	2 438 370	20 820	2 459 190	2 204 898
Dr L Govender	3 349 751	23 004	3 372 755	2 556 178
Mr RP Flame	3 043 173	23 004	3 066 177	2 676 954
	32 801 853	278 408	33 080 261	28 641 104
	-	-	-	-

NON-EXECUTIVE COUNCIL MEMBERS

	Honorarium	Expense Allowance	Total	Total
Mr SG Mahlalela	328 244	72 012	400 256	251 246
Ms N Nobongoza-Ravele (Deputy Chairperson)	186 103	12 664	198 767	88 152
Prof RTG Nhlapho (Resigned 30 September 2024)			-	50 955
Mr JN Aling	93 211	33 302	126 513	124 302
Prof. M Kanyane	118 135	30 164	148 299	68 187
Ms N.Z.N Madlakana (Resigned 19 June 2024)	-	-	-	12 459
Mr T Ndebele (Resigned 21 August 2024)	-	-	-	29 288
Mr TR Tshabalala (Appointed 25 June 2024)	36 951	-	36 951	18 813
Mr P Ganesan (Appointed 25 June 2024)	9 716	-	9 716	19 557
Mrs MZ Lushaba (Resigned 30 November 2025)	9 925	-	9 925	15 465
Ms L Ngcwabe (Resigned 30 November 2025)	40 538	-	40 538	6 338
Mr MMC Khoza	70 314	33 249	103 563	164 574
Dr PH Maduna	57 219	7 581	64 800	64 235
Mrs NP Madliwa	-	-	-	1 968
Mr M Schormann	79 841	14 228	94 069	101 039
Mrs NB Mfihlo	110 433	9 138	119 572	68 918
Mr BJ Mthembu	215 509	8 433	223 942	93 340
Prof J Lebakeng	46 667	25 576	72 243	84 851
Mr SSS Ntshebe (appointed 01 April 2024)	116 962	5 970	122 932	62 595
Ms L Mohlala (appointed 01 October 2024)	50 463	6 748	57 211	9 846
Mrs B Kubheka (appointed 02 August 2024)	70 314	9 465	79 779	12 676
Dr MM Makhura (appointed 04 June 2024)	116 980	26 865	143 845	37 797
	1 757 525	295 396	2 052 921	1 386 602

	2025 R	2024 R
32. RELATED PARTIES		
Relationships		
The university is ultimately accountable to the Department of Higher Education and Training (DHET) in terms of the Higher Education Act, 1997(Act 101 of 1997). Transactions with the DHET are also disclosed in note 10 and 11.		
UMP is the successor in title to the National Institute of Higher Education (NIHE) of Mpumalanga, which activities ceased at the end of 2014.		
Qualifying students registered at the UMP receive bursaries from both NSFAS and Funza Lushaka. These are student funding entities formed by government.		
Related party transactions		
Earmarked grant received from DHET	507 230 000	489 800 000
Conditional grant received from the DHET - Other	24 140 660	27 366 037
Conditional grant received from the DHET - Infrastructure	647 290 000	-
Funza Lushaka bursaries received for qualifying students	10 824 856	5 770 595
NSFAS bursaries received for qualifying students	364 331 752	330 966 509
	1 553 817 268	853 903 141
Related party balances		
Deferred income from DHET	3 848 987 713	2 382 566 095
Current portion of Deferred income	61 501 418	43 391 488
Conditional grants	1 113 891 876	1 953 525 790
NSFAS (Credit) balance	(17 118 001)	(5 492 995)
Funza Lushaka Debit balance	53 673	-
	5 007 316 678	4 373 990 378
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 optimal capital structure to reduce the cost of capital.		
The capital structure of the UMP consists of cash and cash equivalents disclosed in note 5 & 8, 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. Cash flow forecasts are prepared to ensure adequate management of liquidity risk.		
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	116 656 971	120 820 834

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 2025, 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 R21.334m (2024- R16.38m) higher/lower.

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The UMP only deposits cash with major banks with high quality credit and limits exposure to any one counterparty. The University has placed its cash and cash equivalents with reputable financial institutions and fund managers have been given a mandate to ensure capital preservation to limit investment risk. The University is exposed to credit risk arising from student receivables related to outstanding fees. This risk is mitigated by requiring students to pay an initial amount towards their tuition and accommodation fees at registration. Additionally, international students are required to have paid 100% of their 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	126 243 912	36 364 124
Deposits	402 210	402 210
Cash at bank and cash equivalents	40 035 478	28 215 378
	166 681 599	64 981 712

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 2025 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

Mr. Kabini, a student at UMP, instituted action against the University and Fidelity Security Services, claiming damages of R60,000,000. He alleges that during the November/December 2020 student protests, Fidelity security officers, who had been contracted by UMP to provide crowd control, shot him with rubber bullets. As a result, he sustained a severe injury that required the surgical removal of his right eye. His claim covers past and future medical expenses, loss of earnings, and general damages. The contract between UMP and Fidelity contains indemnity and liability clauses, which limit Fidelity's liability to R50,000 per incident and R200,000 per year. However, since Fidelity was acting on UMP's behalf in controlling student unrest, the University faces potential vicarious liability for Fidelity's conduct. The plaintiff's legal team argues that UMP cannot escape liability through contractual limitations imposed on Fidelity, as the duty of care extended to students arises from the University's legal and constitutional obligations.

35.2 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 an a Rule 21 Notice for further particulars.

UNIVERSITY OF MPUMALANGA
DETAILED INCOME STATEMENT (Unaudited Supplementary Schedules)
FOR THE YEAR ENDED 31 DECEMBER 2025

		2025	2024
	Notes	R	R
INCOME FROM STUDENTS	15	541 017 093	437 960 407
Application fees		5 881 908	5 910 393
Residence fees		28 509 603	25 995 048
Tuition fees		506 625 582	406 054 966
OTHER INCOME		900 417 339	808 117 504
Government grants - subsidy	14.1	531 370 660	517 166 037
Government grants - assets	14.2	70 762 629	54 295 269
Donations received	16	250 433	-
Investment income	17.1	249 157 631	193 264 904
Other Comprehensive Income	17.2	18 221 217	14 643 141
Rental income - staff housing		939 124	875 960
Sales of goods and other services		29 715 610	27 872 194
Profit on sale of asset		35	-
TOTAL INCOME		1 441 434 432	1 246 077 911

UNIVERSITY OF MPUMALANGA
DETAILED INCOME STATEMENT (Unaudited Supplementary Schedules)
FOR THE YEAR ENDED 31 DECEMBER 2025

	2025 R	2024 R
OPERATING EXPENSES	1 107 802 519	921 700 131
Advertising and marketing	41 047 272	22 089 492
Auditors remunerations - external	1 728 216	1 670 604
Auditors remunerations - internal	1 511 256	1 150 550
Bank charges	728 456	685 760
Catering and refreshment expenses	18 800 290	15 590 014
Cleaning	5 095 743	5 168 148
Conferences and workshops	2 504 458	1 971 415
Conditional grant expenses	24 108 176	26 588 688
Depreciation, amortisation and impairments	76 676 333	61 761 007
Employee costs	603 484 115	512 029 121
Information Communication and Technology cost	28 840 486	23 543 389
Insurance	5 287 555	3 665 611
Investors annual fee	17.1 13 262 030	10 624 264
Legal fees	7 090 664	7 582 575
Loss on decommissioning of assets	759 027	390 080
Motor vehicle expenses	3 153 562	4 068 495
Municipal services	95 452 276	67 327 260
New infrastructure expenses	2 392 368	3 867 554
Office supplies	305 438	304 694
Other expenses	313 374	1 774
Printing and stationery	2 207 044	2 734 731
Professional services	3 575 078	3 958 364
Provision for bad debts	31 453 897	20 499 460
Programme costs	817 923	822 514
Recruitment costs	5 603 662	3 648 872
Rental of equipment	2 032 132	1 726 508
Repairs and maintenance	29 453 623	32 774 383
Research cost	2 995 051	4 666 607
Residence expenses	2 886 335	1 596 906
Security and safety	17 726 439	18 348 312
Small equipment	652 395	414 320
Staff development	839 003	530 365
Student accounts write-off	207	-
Student support services	43 776 819	33 462 530
Subscriptions	9 266 621	6 918 747
Travel and accommodation - international	5 516 580	6 372 456
Travel and accommodation - local	16 458 613	13 144 556

15. ANNEXURE 1

LIST OF POLICIES APPROVED BY COUNCIL

1. Language Policy
 2. POPI Policy
 3. Clear Desk Policy
 4. Privacy Policy
-

REVISED POLICIES

1. User Access Management Policy
 2. Council Code of Conduct
-

16. ANNEXURE 2

2025 ANNUAL PERFORMANCE PLAN CONSOLIDATED REPORT

ANNEXURE 2

2025 ANNUAL PERFORMANCE PLAN CONSOLIDATED REPORT

ACTIVITY AREA 1: GOVERNANCE AND STRATEGIC LEADERSHIP AND MANAGEMENT

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
Goal 1: Establish and maintain effective and efficient governance, strategic leadership and management				
1.1 Implement an effective and efficient Multi-Campus Management Model.	31 December	Monitor the implementation of the Multi-Campus Management Model through the meetings of the Siyabuswa Campus Management Committee.	Achieved The meetings of the Siyabuswa Campus Management Committee were held on 19 March 2025, 13 June 2025, 22 August 2025, and 07 November 2025.	Nil
1.2 Develop and implement academic governance structures, systems, and processes in support of UMP's academic mandate	31 December	Review academic governance structures at Faculty level.	Achieved The following faculty governance structures were reviewed: - Faculty Management Committee - Faculty Teaching & Learning Committee - Faculty Postgraduate Studies Committee - Faculty Academic Integrity Committee - Faculty Research & Innovation Committee - Faculty Research Ethics Sub-Committee - Library Information Services Sub-Committee - Faculty Examinations Committee - Faculty Timetable Committee - Faculty Engagement Committee	Nil
1.3 Implement an effective framework for ethical and transformational governance, leadership, and management.	30 November	Provide two workshops on management and leadership for EMANCO.	Achieved Three workshops on management and leadership for EMANCO were held on 23 May 2025, 23 and 24 June 2025.	Nil
1.4 Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	30 September	Review the Risk Register	Achieved The Risk Register was reviewed on 11 September 2025.	Nil
	30 November	Monitor the implementation of the Risk Register through the quarterly meetings of the Risk Management Committee.	Achieved The implementation of the Risk Register was monitored during the meetings of the Risk Management Committee on 18 February 2025, 24 April 2025, 14 August 2025, and 16 October 2025.	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 implement the framework for information governance and management	Achieved Policies, SOP's developed in line with approved framework. List of policies documented and approved by Council on and shared with MANCO	Nil
1.6 To develop and implement systems and processes to access information in line with various legislative, regulatory requirements/frameworks and	31 December	To update the checklist for regulatory compliance	Achieved The checklist was updated quarterly for all departments /divisions with approval by the Council on 6 March, 2 June, 4 September, and 4 November 2025.	Nil

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
organisational needs.				
1.7 To develop and implement systems and processes in support of data management and cybersecurity.	31 December	To implement data management and cybersecurity systems and processes.	Achieved Implemented the Data Loss Prevention (DLP) and cybersecurity controls.	Nil

ACTIVITY AREA 2: RESEARCH AND INNOVATION

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
Goal 1: Create and support an environment that fosters research quality, impact and productivity.				
2.1 Provide an enabling policy environment and funding framework for research to improve research quality, impact and productivity.	31 December	Implement approved Research Policies.	Achieved - All applicable policies were continuously implemented. - Workshops on Research Policies and Procedures were held on 22 May 2025 at the Mbombela Campus and on 23 July 2025 at the Siyabuswa Campus. - The UMP Research and Innovation Strategy was approved by Senate on 28 May 2025. - The UMP Innovation Framework was approved by MANCO on 19 November 2025.	Nil
	15 May	Submission of 2024 UMP Research Output Report to DHET.	Achieved The 2024 Audited Research Output report was successfully submitted to DHET on 15 May 2025. UMP increased its research output by 45% during the 2024/25 cycle.	Nil
2.2 Provide appropriate research and innovation infrastructure and support.	31 October	Monitor research -related needs of all researchers to ensure an appropriate and enabling research environment.	Achieved Research -related needs of all researchers were actively monitored. The Library User Satisfaction Survey was concluded on 6 October 2025.	Nil
	31 December	1 Library exhibition to promote and advance staff ownership for new title acquisitions. 1 Awareness campaign to research staff on Research Impact. 1 Awareness campaign on innovation.	Achieved LIS successfully hosted the Library Book Exhibition during 1 -2 September 2025. A Research Impact Awareness Workshop was held on 1 August 2025; and LIS conducted a Research Impact Awareness Campaign during 30 September to 3 October 2025, focusing on visibility tools, citation impact strategies, research profiling, and responsible metrics. The innovation awareness campaign was held on 23 October 2025.	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
2.3	Promote, recognise and reward research and innovation excellence.	31 December	Recognise research excellence as part of the Excellence Awards Ceremony of the University.	Achieved Research excellence was recognised at the Excellence Awards Ceremony held on 24 November 2025.	Nil
			4 research staff members receive public recognition in the form of awards and honors.	Five research staff members received public recognition: - Dr M Bhuda has been awarded the 2025 AFRIAK Fellowship by CODESRIA. - Ms NC Madlala won the 2025 SAWISA DSTI-Dr Ivy Matsepe -Casaburri Fellowship Award. - Dr M Bhuda was recognised as one of the annual '200 Young South Africans' by the Mail and Guardian. - Dr M Dalu was inaugurated as a new member for the SA Young Academy of Science (SAYAS). - Dr T Ndhlovu has been nominated as a member of the Society for Medicinal Plant and Natural Product Research/GA. - Dr B Mcata secured second place in the EDHE Learning and Teaching Excellence Awards, and won the Emerging Young Women Leaders Award (HEWLA).	
			Host 4 Professorial Inaugural Ceremonies on behalf of the VC.	Achieved Four Professorial Inaugurations were hosted: - Prof Funso Kutu, 10 June 2025. - Prof Taro Mwabvu, 11 August 2025. - Prof Victor Mlambo, 20 August 2025. - Prof Daniel Parker, 7 October 2025.	Nil
2.4	Increase and diversify external and internal financial resources available to support research -related activities.	31 December	Increase external funding by 15%. 40% Research funding applications successful.	Achieved Research funding applications were continuously monitored and facilitated. External funding (NRF) has increased by 15%. 40% of all research funding applications were successful.	Nil
Goal 2: Develop and sustain the research capacity of staff and students					
2.5	Attract, nurture and develop research potential and talent.	31 December	1 Report on staff registered for Masters' and Doctoral degrees. Facilitate applications for NRF Rating.	Achieved A report on progress of Masters' and Doctoral registered staff has been compiled during Q3. Academics have been identified and were assisted to apply for rating. Two NRF Rating workshop were held on 12 September and on 6 October 2025. Ten applications for NRF rating have been submitted to the NRF for	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			Increase the number of externally funded Postdoctoral Research Fellows.	the 2025 Rating Call; the outcome is awaited. The number of externally funded PDRFs increased from five in 2024 to nine in 2025.	
2.6	Provide support to emerging researchers, postgraduate students and postdoctoral fellows to become research active.	31 December	Mentoring and Training, Workshops and Seminars: Hold 12 Research Seminars and Colloquia.	Achieved 18 Research Seminars and Colloquia were held: - UMP hosted the 6th National Global Change Conference during 1st - 4th December 2025, with 5 dedicated workshops for emerging researchers and postgraduate students. - An Entrepreneurship workshop focused on A Catalyst in Agri -Natural Sciences, 30 September 2025. - Postgraduate Turn It In session, 3 September 2025. - Postgraduate ORCID session, 21 August 2025. - European Commission Workshop on Horizon Europe "Africa Initiative III session for emerging researchers, 15 August 2025. - NRF Postgraduate Student Funding Opportunities and Emerging Researchers Grants Information session, 30 July 2025. - National Sociological Association (SASA) Conference, 23rd -26 June 2025. - UMP hosted a roundtable discussion with a high -level delegation, led by the WITS NRF Chair in Spatial Analysis and City Planning, 13 June 2025. - UMP hosted the SASUF induction training for new student network members, 5 June 2025. - UMP in collaboration with the Department of Science, Technology and Innovation (DSTI) and other partners hosted the G20 RIWG and associated engagements during 25th -29 May 2025. - A roundtable discussion with the eminent Prof Pumla Gobodo - Madikizela, 25 May 2025. - DVC Research Forum hosted at UMP, 3-4 April 2025. - The G20 Science Perspective, and the Role of Universities, with Mr Daan du Toit, DSTI, 1 April 2025. - DHET International Scholarship Information Session for postgraduate	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				students, 24 February 2025. Two Research Methods, Methodology and Data Analysis capacity advancement sessions were held on 2 April 2025 and on 20 –21 May 2025. A Research Ethics Workshop for ethics committee members was held on 17 October 2025. Scholarly Writing for Publications workshop was held during 23 –25 September 2025. The Writing Retreat was held during 23 –27 June 2025. The Research and Innovation Day was held on 25 November 2025.	
2.7	Create a culture of research in undergraduate and postgraduate students.	31 December	Hold 2 Research Methodology Training and Capacity Advancement sessions for staff and postgraduate students. Host 1 Research Ethics Workshop for ethics committees. Host 1 Scholarly Writing for Publications for emerging researchers. Host 1 Writing Retreat for UMP researchers to increase research outputs. Host 1 Research and Innovation Day.	Achieved 15 undergraduate students participated in research internship opportunities from Senior Academics. 70% of postgraduate students attended and participated in research training workshops, and the LIS annual programme of research and information literacy workshops. During Q3, a platform to operationalise the Undergraduate Research Hub was established.	Nil
Goal 3: Conduct research and innovation that contributes to local, national, regional, and global sustainability.					
2.8	Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.	31 December	Partnerships with signed MoUs: 3 National and 2 International partners.	Achieved Five national and two international agreements were concluded: - UMP and the SASOL Foundation, 3	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				September 2025. - The Mpumalanga Tourism and Parks Agency (MTPA) and UMP (biodiversity conservation), 10 September 2025. - UMP -Oppenheimer Chair in Biodiversity Conservation, 10 April 2025. - Consortium agreement between the DSTI, ARC, CSIR, UL and WITS, 26 March 2025. - An MoU between UWC, UMP, and other partners on the African -German CoE (UKUDLA), 3 March 2025. - The University of Hohenheim and UMP, 16 September 2025. - Charles Sturt University, Australia and UMP, 2 September 2025.	
2.9	Identify and develop Institutional Research Themes.	31 December	All Institutional Research Themes being executed.	Achieved Institutional Research Themes are implemented and continuously monitored. A strategic planning session to revise the IRTs was held on 17 November 2025.	Nil
2.10	Promote the commercialisation of research outcomes in the form of products, processes and services.	31 December	Host a workshop on commercialisation of research outcomes.	Achieved The commercialisation of research outcomes workshop was held on 23 October 2025.	Nil
			Establishment and operationalisation of a Technology Transfer Office.	Achieved The TTO has been established and is being operationalised. The recruitment process for the head of the TTO was initiated during Q4.	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. Host a workshop on entrepreneurship and creative problem solving skills.	Achieved UMP under - and postgraduate students participated in the final round of the SDSN Youth Innovation Challenge held on 15 October 2025. Two workshops on entrepreneurship and creative problem -solving skills enhancement were held on 17 September 2025 and 13 November 2025.	Nil
		30 November	Conduct entrepreneurship research at the University with funding from NIPMO.	Achieved An entrepreneurship research session with funding from NIPMO was held on 23 October 2025.	Nil

ACTIVITY AREA 3: TEACHING AND LEARNING

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
Goal 1: Develop and implement PQM and enrolment plans that are relevant and responsive to UMP's context.				
3.1 To develop an Academic Plan that will inform, underpin, and support all academic activity.	31 December	Implement the Academic Plan that is aligned to the approved Strategic Plan.	Achieved The implementation of the Academic Plan was carried out according to the planned activities.	Nil
	31 October	Develop enrolment targets for 2026.	Achieved The 2026 targets were reviewed and finalised.	Nil
	31 December	Submit to DHET enrolment planning for 2026 -2030	Achieved The draft enrolment plan for 2026 -2030 was reviewed by DHET on 22 April 2025, and DHET's inputs were incorporated. The final Council -approved enrolment plan was submitted to DHET on 30 June 2025.	Nil
3.2 To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP.	31 December	Submit five new applications to DHET.	Achieved Six new applications were submitted to DHET: - Bachelor of Commerce in Accountancy. - Bachelor of Accountancy in Chartered Accountancy. - Bachelor of Science in Mathematical Sciences - Master of Science in Nature Conservation - Diploma in Supply Chain and Logistics Management - Postgraduate Diploma in Higher Education.	Nil
	31 December	Submit to CHE: Three new programmes for accreditation.	Achieved Instead of three, four applications were submitted to the CHE for accreditation: - Bachelor of Commerce in Accountancy - Bachelor of Accountancy in Chartered Accountancy - Bachelor of Statistics and Data Science - Bachelor of Science in Agricultural Economics and Agribusiness Management	Nil
	31 December	Conduct a Situational Analysis in the province to inform the Development of Health Sciences Programmes.	Achieved Consultants were appointed in preparation for the engagement with the Provincial Department of Health. A meeting with the Provincial Department of Health was held on 24 June 2025 in preparation for a Situational Analysis. Situational Analysis completed with the following hospitals: - Rob Ferreira, - Witbank, - Embhuleni	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
		31 December	Implement the Academic Programme Tracking System (APTS).	Achieved Programmes for submission to the service provider in consultation with the Deans were prepared. A list of programmes developed was submitted to the service provider. The latest version of the APTS module has been uploaded to HEDA, and preliminary testing has been completed. University PQM uploaded to the APTS Module. Data capturing of the programmes has commenced.	Nil
		31 December	Conduct one workshop on Programme Development and Review.	Achieved A two -day workshop was conducted on 04 and 05 August 2025.	Nil
3.3	To support the use of diverse modes of programme delivery both within and between campuses.	30 September	Conduct four workshops on technology integration in teaching and learning.	Achieved The following workshops were conducted: - Digital Tools for Oral Presentation on 30 January 2025 - Designing an E -Portfolio on 02 February 2025 - Pedagogical shift to practice on 04 September 2025 - Transform learning using Moodle Tools workshop, on 05 September 2025	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 the work environment for students in the identified three non -WIL programmes.	Achieved More non -WIL programmes were identified to provide formal exposure to the work environment, namely; - Honours in Industrial Psychology. - Bachelor of Arts (Archaeology) - Bachelor of Commerce Economics - Bachelor of Science in Agriculture. - Bachelor of Science in Environmental Sciences	Nil
		30 September	Conduct one Capacity development workshop for staff on WIL.	Achieved The following five WIL coordinators were identified to attend the WIL workshop: - Dr Lindiwe Jiyane - Dr Manganyi - Dr Linton Munyai - Mr Petros Montoeli - Mr John Seema The workshops were attended as follows: - THENSA Entrepreneurship Educators Programme (TEEP) 27 -31 January 2025 - USAf Learning and Teaching Collaborative (LIPCoP) WIL Policy Workshop on 9 -11 April 2025.	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				The WIL coordinators, after training they conducted the following workshops: - 29 July 2025 at Siyabuswa Campus - 01 August 2025 at Mbombela Campus. - 25 September 2025 at Mbombela Campus.	
Goal 2: Develop and recognise teaching excellence pursuant to graduate attributes.					
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.	30 September	Provide support through facilitating two workshops on Teaching Methods.	Achieved The following workshops were conducted: - Curriculum Design and Development Workshop on 03 September 2025. - Teaching and Learning in Higher Education, focusing on alternative methods of assessment, was conducted at the Siyabuswa Campus on 09 April 2025.	Nil
		30 September	Conduct two workshops on the assessment of teaching and learning.	Achieved Road show was conducted as follows: - Operationalising the UMP Teaching & Learning Policy, - Assessment of Student Learning and Moderation Policy and - Quality Management System for the Academic Project on 28 January 2025. The following workshops were conducted: - Interpretation of Module Credits and Notional Hours on 12 February 2025. - Active learning and alternative assessment methods were held on 19 February 2025. - Translanguaging Strategies, Assessment, and Research in Multilingual Academic Settings on 20 August 2025 .	Nil
		30 September	Conduct two advocacy sessions on the Curriculum Transformation Framework.	Achieved Two advocacy sessions on Curriculum Transformation were conducted as follows: - Advocacy Session on the Role of African Languages in Curriculum Transformation on 21 August 2025. - The curriculum transformation workshop was on 04 September 2025.	Nil
3.6	To promote, recognise and reward excellence in teaching.	31 December	Host two SOTL workshops /webinars	Achieved Two SOTL Champions were identified working with the Director: ASSD A response to the SOTL call led to four proposals. Proposals were reviewed both internally and externally. SOTL community of practice meetings were held on the following dates: - The first meeting was on 07 May	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				2025. - The second meeting was on 27 May 2025 - The "Scholarship on Teaching and Learning" launch workshop took place on 31 July 2025. - Scholarship of Teaching and Learning Webinar on 8 October 2025	
		31 August	Revise the document for the Teaching Excellence Awards	Achieved The teaching award document was revised on 03 August 2025 and sent to the DVC T&L for approval on 11 August 2025.	Nil
		31 December	Teaching Excellence Awards ceremony held.	Achieved In preparation for the Teaching Excellence Award, the following Workshops were conducted: - How to develop a Teaching Portfolio at the Mbombela Campus on 14 May 2025, - How to develop a Teaching Portfolio at the Siyabuswa Campus on 28 May 2025 The Teaching Excellence Award call was sent to all academics on 14 August 2025, with a follow up on 01 September 2025, closing on 25 September 2025. The Annual Teaching Excellence Award was held on 24 November 2025	Nil
3.7	To nurture and develop academics as reflective practitioners.	30 November	Present two workshops to academics on peer evaluation of teaching (PEOT) and student evaluation of teaching (SEOT).	Achieved The PEOT workshop was held virtually on 15 October 2025 The SEOT workshop was held on 28 October 2025.	Nil
		30 April	Develop and implement an Academic Programme Review Implementation Plan for 2026.	Achieved Briefing meetings in preparation for the review of the following programme were held as follows: - Bachelor of Development Studies on 03 June 2025. - Bachelor of Agriculture in Agricultural Extension and Rural Resource Management on 27 June 2025.	Nil
		30 April	Revise the Quality Management system for the Academic Project	Achieved The QMS document for the Academic project was reviewed and approved by MANCO on 12 March 2025. The QMS document for the Academic project was reviewed and approved by the Senate on 28 May 2025.	Nil
3.8	To provide support for the use of multimedia and ICTs in teaching &	31 October	Three workshops are offered annually on LMS Integration for	Achieved The following workshops were conducted:	

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
	learning.		Content and Assessments in T&L for staff	- Intermediate Moodle Training (new staff) on 14 January 2025 - Assessment Design for Online Learning on 27 January 2025 & 14 March 2025. - Bulk upload of marks from Moodle to ITS on 04 April 2025. - Bulk upload of marks on Moodle on 10 October 2025 - Basic Moodle training workshop held on 20 October 2025. - Intermediate Moodle training workshop on 27 October 2025. - An advanced Moodle training workshop is held on 28 October 2025. - Digital POE development workshop held on 11 November 2025.	Nil
		31 August	One Orientation session for Academic staff on online T&L platforms.	Achieved Basic Moodle Training conducted on the following dates: - 14 January 2025 - 23 January 2025, and - 13 March 2025 Basic Moodle Training for new staff members in April 2025. The Basics Moodle workshop was held for new academics on 29 August 2025.	Nil
		31 October	Two workshops will be conducted for staff and students on ethical use of Generative AI per semester.	Achieved The following workshops were conducted: - AI Literacy was conducted on 17 March 2025. - AI in Education on 15 April 2025. - AI in Hospitality & Tourism (Postgrad) on 25 April 2025. - AI in School of Computing and Mathematical Sciences (Postgrad) on 30 May 2025. - The Ethical Use of AI workshop was conducted on 19 September 2025.	Nil
Goal 3: Broaden access to UMP and facilitate student					
3.9	To facilitate articulation to UMP.	31 December	Pilot articulation of Diploma in ICT from Ehlanzeni TVET to UMP.	Achieved The Working Committee was established, and a feedback meeting on articulation was held on 14 May 2025.	Nil
3.10	To provide a scaffolded programme of student support and mentorship.	31 March	Hold orientation week on both campuses as per the almanac.	Achieved Orientation week: 10 -14 February 2025	Nil
		31 October	Provide 6 Information literacy sessions to first -year students.	Achieved Information literacy sessions were conducted: - Study Skills on 27 February 2025 - Time Management on 6 March 2025 - Navigating the Moodle Platform on 27 February 2025 - Navigating Moodle Features on 13 March 2025 - Ethical Use of AI for the Advanced	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				Diploma in Agriculture conducted on 05 March 2025 - Basic Computer Skills on 10 April 2025 - Cybersecurity training on 24 April 2025 - Academic Integrity: The Dos and Don'ts 31 July 2025 - Responsible Citizenship 7 August 2025 - CV Writing and Interview Skills.	
		31 December	Implement the Mentorship programme	Achieved 93 mentors were appointed Mentors conducted sessions on the following topics: - Academic Writing - Navigating Moodle - Financial literacy - Balancing social life and academic studies Mentor Training was done on 19 and 20 September 2025.	Nil
3.11	1. To provide structured tutorials to promote success.	31 December	Implement Tutorship programme	Achieved 165 tutors were appointed. The following training for tutors was conducted: - 09 April 2025 at the Siyabuswa Campus - 12 April and 16 April 2025 at Mbombela Campus. Tutor training focused on the following topics: - facilitation skills, - communication skills, - planning and questioning techniques, and - online claim system. Tutor training for newly appointed tutors was done on 20 August 2025 Training for the appointed SI Leaders was conducted on 23 August 2025. The training focused on: - Specifics of Supplemental Instruction - Planning - Facilitation skills	Nil
3.12	To improve completion rates and undergraduate throughput.	30 June	Identify at -risk modules and provide support.	Achieved Modules at risk are identified by lecturers and discussed at the FMC and the Faculty Board Reports to the TLCS, ECS & Senate provide details of interventions for these modules.	Nil
		30 September	Two Capacity Development of Academics on Data Analytics (HEDA)	Achieved Two workshops were conducted: - Introductory Workshop to PowerHEDA: Unlocking Higher Education Data Analytics on 01 September 2025. - PowerHEDA & APTS Introduction Training Workshop for Academics on 30 September 2025.	Nil
		31 December	Monitor annual pass rates through the end -of -the -year reports.	Achieved Reports were presented at the first Senate meeting.	Nil

ACTIVITY AREA 4: INSTITUTIONAL SUPPORT

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
Goal 1: Promote the development of iconic infrastructure.				
4.1 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.	Achieved The online Project Progress Documentation and Reporting Management System has been updated for all projects.	Nil
4.2 Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional, original, and creative.	31 March	Achieve 100% completion including correction of defects, commissioning and fine -tuning, training of end users and beneficial occupation of NBP0024: Academic Building 01 Law Building.	Achieved 100% completion has been achieved including correction of defects, commissioning and fine -tuning, training of end users and beneficial occupation of NBP0024: Academic Building 01 Law Building.	Nil
		Achieve 100% completion including correction of defects, commissioning and fine -tuning, training of end users and beneficial occupation of NBP0025: Academic Building 02 Nature Conservation Building.	Achieved 100% completion has been achieved including correction of defects, commissioning and fine -tuning, training of end users and beneficial occupation of NBP0025: Academic Building 02 Nature Conservation Building.	Nil
	31 December	Achieve 100% completion including correction of defects, commissioning and fine -tuning, training of end users and beneficial occupation of NBP0028: Media, Communications and Languages Building.	Achieved 100% completion has been achieved including correction of defects, commissioning and fine -tuning, training of end users and beneficial occupation of NBP0028: Media, Communications and Languages Building.	Nil
	31 December	Achieve 100% completion on the construction of NBP0026: The Great Hall.	Achieved 100% completion has been achieved on the construction of NBP0026: The Great Hall.	Nil
4.3 Create social spaces for crucial conversations.	31 March	Social spaces for crucial conversations are created during the Construction of Law Building and Nature Conservation Building	Achieved Social spaces for crucial conversations have been created during the Construction of Law Building and Nature Conversation Building.	Nil
	31 December	Social spaces for crucial conversations are created during the construction of The Great Hall and Media, Communications and Languages Building.	Achieved Social spaces for crucial conversations are being created during the Construction of The Great Hall and Media, Communications and Languages Building.	Nil
4.4 Create opportunities for socioeconomic development locally.	31 December	Create Work Integrated Learning opportunities for Built Environment Students and Graduates Graduates/ Internships -4 Apprenticeships -8 Inservice training for UOT students - 6	Achieved Work Integrated Learning Opportunities at the Mbombela Campus have been Created as follows: Graduates/Internships - 6 Apprenticeships - 12 Inservice Training for UOT students - 6	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			Contributing to job creation for local unskilled workers - 550 Youth -65 Women - 35 People with disabilities - 4	Achieved Job Opportunities that have been created at the Construction sites for General Workers in the following categories: Unskilled workers - 580 Youth - 343 Women - 69 People with disabilities - 5	Nil
Goal 2: Promote the maintenance of infrastructure, facilities, and estate.					
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 and planned maintenance as per the Maintenance Plan through monthly reports.	Achieved The implementation of the Maintenance Plan 2025 was monitored through the monthly reports. Conducted and monitored 2815 preventative tasks and 4214 on -demand maintenance tasks through monthly reports.	Nil
		31 December	Conduct 4 Maintenance Awareness Campaigns for students and 4 for staff per campus.	Achieved Maintenance Awareness Campaigns were conducted for students and staff on each Campus: Conducted 9 student maintenance awareness Campaigns and 11 for staff in both campuses. A total of 20 Maintenance Awareness Campaigns were conducted at UMP.	Nil
		31 December	Monitor the implementation of the Integrated Renovation Plan through monthly reports.	Achieved Monitored the implementation of the following upgrades, and the monthly reports were submitted: Installed monkey -proof dustbins at the hotel and tuck shops on 14 February 2025. Conducted electrical adjustment and alignment in 6 buildings, and the COCs were issued for the East campus by the end of May 2025. Installed 10 concrete benches at the swimming pool and other shaded areas on 21 August 2025. Conducted electrical adjustment and alignment in 10 buildings, and the COCs were issued for the West Campus by 13 March 2025. Replaced a portion of the wooden deck on the walkway between residences, which was a safety risk for users on 5 March 2025. Conducted electrical adjustment and alignment in 6 buildings, and the COCs were issued for Storage workers changing in Stationery Store, Farm Store, and Storage	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				Office in July 2025. Updated design of Building 1, Block B for issue to Local Authority - Student Self-Catering unit on 8 October 2025. Re-certificate services for 75 ESCO fume hood cabinets and 14 ESCO laminar flow units in various labs at the Faculty of Agricultural and Natural Sciences on 27 November 2025.	
4.6	Implement measures for effective maintenance of the University estate.	31 December	Monitor the implementation of phase IV of the Siyabuswa Beautification through monthly Project reports.	Achieved The following beautification projects were implemented and monitored, and monthly reports were submitted: Installed pavement at the staff apartment on 17 October 2025. Painted the exterior part of the Academic Building 11 on 31 November 2025. Partitioning and refurbishing the psychology room were completed on 18 October 2025.	Nil
		31 December	Implement and monitor continuous quality management of the University estate through monthly reports.	Achieved The following landscaping tasks were undertaken at the Mbombela and Siyabuswa Campuses, and monthly reports were submitted. The list of landscaping activities included chemical treatment of weeds and plant growth, cleaning of flower and garden beds, management of alien invasive species, sweeping and cleaning of hard surfaces, clearing of weeds, silt, debris, litter picking, and plant removal.	Nil
Goal 3: Provide and enhance quality institutional support services.					
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.	Achieved Identified and conducted 3 trainings at the Siyabuswa campus and appointed the SHE first aider at the Thoko Mayekiso Library on 25 July 2025 at the Mbombela campus, and monthly reports were submitted. SHE Representative training was conducted on 23 -24 April 2025; Basic Firefighting on 25 April 2025; and First Aid Level on 28 -29 May 2025 at Siyabuswa Campus. The SHE training session was held in Mbombela on 12 November 2026.	Nil
		31 December	Monitor contractors and other mandatories performing maintenance & renovation related tasks to sign section 37(2) agreements through monthly reports.	Achieved Monitored 8 Section 37(2) agreements signed by the contractors and other mandatories performing maintenance & renovation -related tasks, and monthly reports were submitted.	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
		31 December	Conduct 4 SHE Awareness Campaigns for students and staff on both campuses.	Achieved Conducted 16 SHE awareness campaigns for staff and students. The awareness campaigns included Safety awareness on snake handling, evacuation procedures, fire emergency preparedness, and first aid - boxes. Toolbox talk on handling of unsafe conditions on campus, reporting incidents and accidents, office safety hygiene, handling of hand tools, heat stress, importance of using Personal Protective Equipment/Clothing (PPE)	Nil
4.8	To promote and foster an environment that is conducive to the protection of staff, students and property.	31 December	Conduct 4 security awareness campaigns per campus, 3 for students and 1 for staff.	Achieved Conducted 16 security awareness campaigns for staff and students. The security awareness campaigns included inductions on security and safety, access control, information security, key management, and malicious damage to the University property.	Nil
		31 December	Install and monitor CCTV surveillance cameras along the perimeter fence.	Achieved Installed and monitored CCTV cameras along the perimeter fence at Siyabuswa and Mbombela Campuses: The CCTV Cameras were installed and monitored along the perimeter fence on 04 December 2025 at Siyabuswa Campus and on 17 December 2025 at Mbombela Campus.	Nil
		31 December	Implement the security access control procedures in the students' residences at both Mbombela and Siyabuswa Campuses.	Achieved Implemented the security access control procedures in the students' residences at the Mbombela and Siyabuswa Campuses. Access control for visitors was implemented and monitored through security registers at Siyabuswa and Mbombela Campuses.	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	Achieved Implemented and monitored the UMP Integrated Management Model for the 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.	Achieved 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 2025.	Nil
		31 December	Monitor the implementation of quality cleaning of the university facilities at both campuses through monthly reports.	Achieved Monitored the implementation of quality cleaning of the university facilities at Siyabuswa and Mbombela campuses, and monthly reports were submitted.	Nil
			Monitor the provision of transport services to support the academic programme and performance practicals through monthly	Achieved Monitored the provision of transport services to support the academic	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			reports.	programme, and the performance of practicals, and monthly reports were submitted.	
Goal 4: Provide and enhance quality ICT institutional support services.					
4.10	To provide ICT support to advance the academic project.	31 December	Install smart boards in two (2) lecturing venues at Siyabuswa Campus.	Achieved Installation of two Smartboards in two (2) lecturing venues was completed on 20 November 2025.	Nil
		31 December	Monitor the usage of AV equipment at Siyabuswa through monthly reports.	Achieved Usage and condition of AV equipment were monitored through monthly reports.	Nil
		31 December	Conduct four training sessions to academics on the Learning Management System	Achieved Basic Moodle Training: 14 January 2025, 09 April 2025, Intermediate Design for Online Learning: 27 January 2025 and 27 October 2025. Assessment Design for Online Learning: 27 January 2025, Bulk Upload of Marks from Moodle to ITS 04 April 2025 and 10 October 2025 Advanced Moodle Training: 28 October 2025	Nil
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 95%	Achieved Wi -Fi coverage at Mbombela Campus was increased to 95%	Nil
			Increase Wi -Fi coverage at Siyabuswa Campus to 90%	Achieved Wi -Fi coverage at Siyabuswa Campus was increased to 90%	Nil
			Upgrade the Server Infrastructure at Siyabuswa Campus	Achieved The server was upgraded on 15 September 2025	Nil
			Conduct one independent external vulnerability assessment and penetration testing on the ICT infrastructure.	Achieved An Independent vulnerability assessment and penetration test was completed on 21 March 2025	Nil
			Conduct 12 (monthly) internal vulnerability assessments and testing on the ICT infrastructure	Achieved Monthly scans were conducted on the ICT infrastructure using Qualys software	Nil
			Conduct four cybersecurity awareness campaigns to staff	Achieved Monthly Cybersecurity training for all staff was conducted as follows: 16 January 2025, 21 February 2025, 12 March 2025, 23 April 2025, 08 August 2025, 15 September 2025, 10 October 2025, 13 November 2025 and 01 December 2025. Cybersecurity Awareness Induction training for new staff conducted in -person on: 03 March 2025, 01 April 2025 Anti -phishing tests were conducted on: 28 February 2025, 30 April 2025, 29 May 2025, 26 June 2025, 28 August 2025, 26 September 2025, 28 October 2025, 28 November 2025, and 18 December 2025. Cybersecurity 101 online induction conducted every month.	Nil

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			Council Executive Cybersecurity Awareness conducted on 23 April 2025. Cybersecurity Hints and Tips were communicated to staff weekly every Friday.	
		Conduct four cybersecurity awareness campaigns to students	Achieved Cybersecurity Awareness: Student Edition conducted on: 16 January 2025, 21 February 2025, 12 March 2025, 23 April 2025, 08 August 2025, 15 September 2025, 10 October 2025, 13 November 2025, and 01 December 2025. Cybersecurity Awareness Talk was held during the orientation week on 11 February 2025. Anti-phishing tests were performed on: 31 January 2025, 28 February 2025, 30 April 2025, 29 May 2025, 25 June 2025, 28 October 2025, 28 November 2025, and 18 December 2025. Cybersecurity Awareness Talk on FYE seminar: 24 April 2025. Cybersecurity Hints and Tips were communicated to students every Friday.	Nil
		Conduct information sharing campaigns on ICT policies (2 for staff and 1 for students)	Achieved Information on approved ICT policies for new staff was shared through a cybersecurity induction course on the KnowBe4 platform at the beginning of every month. Policy awareness campaigns for staff were conducted by using the KnowBe4 platform on: 16 January 2025, 23 February 2025, 13 March 2025 Policy awareness campaigns for students were conducted by using the KnowBe4 platform on: 16 January 2025, 23 February 2025, 13 March 2025	Nil
		Monitor software usage through engagements with Divisions and Schools.	Achieved Software usage was monitored through the Qualys system. Engagements regarding software usage and license renewal were held with Divisions and Schools	Nil
		Monitor the status of the Firewalls, monthly, through logs and analysis of traffic.	Achieved All logs collected by the FortiAnalyzer were analysed by the ICT technical staff to monitor the status of the firewall	Nil

ACTIVITY AREA 5: QUALITY STUDENT EXPERIENCE

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
Goal 1: Create an effective and progressive student leadership					
5.1	Ensure the existence of functional student leadership structures.	31 December	Elections of the 2026 CRCs and SRC held in line with the UMP SRC Constitution	Achieved The SRC/CRC elections were successfully held on 5 September 2025.	Nil
5.2	Provide development programmes for the student leadership structures.	31 December	5 Training programmes provided for the student leadership during the year	Achieved Members of the 2025 SRC and CRCs received leadership development training from 8 to 10 February 2025. An induction session was arranged and attended by the members of the SRC and CRCs on 6 March 2025. A session on Student Leaders' psychological well-being was held on 14 May 2025 for the CRC in Siyabuswa Campus. An SRC-CRC leadership development workshop took place from 27 to 29 June 2025. A policy engagement session focusing on academic performance and exclusion regulations was held for the Student Leadership at the Siyabuswa Campus on 21 May 2025. An SRC-CRC leadership development workshop took place from 27 to 29 June 2025. Political Tolerance Training for all Student Political Formations was held on 8 August 2025. The Managers: Student Governance and Development conducted a training for all members of the newly elected 2026 SRC and CRCs on 19 September 2025 at the Mbombela Campus.	Nil
5.3	Promote accountable and responsible student leadership structures.	30 November	8 SRC monthly meetings held during the year	Achieved The SRC held 9 monthly meetings on 19 February 2025 and 17 March 2025; 12 April 2025; 16 May 2025; 28 June 2025; 28 July 2025; 28 August 2025; 17 September 2025 and 25 October 2025.	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	Achieved UMP student related policies, Rules and other regulatory documents were shared with the members of the SRC/CRCs on 15 January 2025. On 28 January 2025, the Mbombela Campus conducted RSA Training and the	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				Student Housing Policy was discussed and shared with the RSAs. A policy engagement session focusing on academic performance and exclusion regulations was held for the Student Leadership at the Siyabuswa Campus on 21 May 2025. The Managers: Student Governance and Development, discussed the SRC Constitution with members of the CRC during the meetings held on 11 and 24 July 2025 in preparation for the September elections. The Managers: Student Governance & Development shared the SRC Constitution with the newly elected members of the SRC and CRCs on 31 October 2025.	
5.5	Create effective communication strategies between student leadership and University Management.	30 November	MANCO/SRC meetings held quarterly	Achieved MANCO held its MANCO SRC meetings on 25 March 2025; 5 May 2025; 13 August 2025; and 22 October 2025.	Nil
		30 November	Student Affairs Management (SAM) - SRC meetings held monthly	Achieved Student Affairs Management held meetings with the SRC on 31 March 2025; 25 April 2025; 30 May 2025; 31 July 2025; 30 September 2025; and 31 October 2025 discussing the 2026 fees.	Nil
		30 November	Managers/CRCs meetings held monthly	Achieved The Manager: Student Governance and Development held meetings with the CRC on 31 January 2025 and 25 February 2025; 24 April 2025 and 22 May 2025; 22 July 2025; 2 September 2025; 1 and 23 October 2025 at the Siyabuswa Campus, and on 27 February 2025; 9 and 30 May 2025; 24 July 2025; 11 September 2025; and 24 November 2025 at the Mbombela Campus.	Nil
		30 November	Meetings between the Campus Director and the Siyabuswa CRC held monthly	Achieved The Campus Director held a meet and greet meeting with the CRC on 10 February 2025 and meetings on 10 March 2025; 11 April 2025; 22 May 2025; 22 July 2025; 01 September 2025; and 1 and 14 October 2025.	Nil
Goal 2: A vibrant and active student life					
5.6	Ensure the promotion of a sporting culture amongst students in the University.	31 December	UMP Sports Teams participating in local leagues, regional/provincial events and USSA	Achieved 20 Mbombela Campus athletes participated in the Mpumalanga Athletics Championships on 8 March 2025 in White River. Siyabuswa Campus Volleyball teams (Males and Females) took part in the Mpumalanga Volleyball Tournament in	Nil

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			Middelburg on 1 March 2025. On 26 April 2025 the Mbombela Ladies Rugby Team played against Ehlanzeni and won 20:5. Seven players from the team were selected to be part of the Pumas Women's Team which will participate in the National inter -provincial league during the 2025 rugby season. The Mbombela Basketball Teams participated in the Sasol development league on 12 April 2025 in Secunda. Three UMP athletes participated in the USSA Athletics Championships which were held at the Tshwane University of Technology in Pretoria from 30 April 2025 to 3 May 2025. On 17 May 2025 UMP held its Sports Day at Siyabuswa Campus. The UMP Netball team participated in the USSA Championships, which were hosted by Nelson Mandela University from 1 to 4 July 2025. The UMP Volleyball team participated in the USSA Indoor Volleyball National Championship, hosted by the University of Cape Town from 30 June 2025 to 4 July 2025. Two UMP outstanding students, Mr Phuti Aubrey Kgomo and Ms Luyanda Shinavhane, were selected to be part of the National Volleyball Team. On 27 July 2025, the UMP Cricket Teams (males and females), participated in the T20 match, held at the University of Limpopo. Both the UMP Teams won by three wickets each. On 30 and 31 August 2025 the Siyabuswa campus male soccer team hosted a Top 8 Tournament and won all its matches by 3:1 and 4:3 and went on to win the finals against KK Stars by 4:1. On 6 September 2025, the Mbombela Campus ladies Basketball team participated in the Ehlanzeni Basketball league fixture in Nkomazi and won by 44:23 against Zwide Queens. On 4 October 2025, the Mbombela Campus Basketball team participated in the Ermelo Mpumalanga Basketball League fixtures. UMP Cricket played two games, one with a score of 49:48. On the same day, the team faced Valencia, winning by 7 wickets, and then White River, winning by 79 runs. On 11 October 2025, UMP cricket team played against White River again and	

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				secured a 4 -wicket victory. The UMP Siyabuswa Netball team continued to grow stronger. On 11 October 2025, they participated in the final league games of 2025, winning both matches 20 -0 and 15 -12. The Mbombela Campus cricket team continued to participate in the league on the 18 October 2025, defeating Malelane by 9 wickets. Four sports codes: Tennis, Cricket, Chess, and Soccer, participated in the USSA Summer Tournament from 25 November to 6 December 2025.	
5.7	Promote coherent and active student societies.	31 October	Support the activities of functional student societies	Achieved The Student Development Officers (SDOs) introduced the concept of Student Societies at UMP to first year and new students during the Orientation Week. The UMP Student Entrepreneurs Society participated in an Entrepreneurship Bootcamp on 5 -6 March 2025, facilitated by Prof. Kanayo Ogujuba, to equip students with essential entrepreneurial skills. The Student Women Economic Empowerment Programme (SWEEMP), affiliated with UMP's Centre for Entrepreneurship Rapid Incubator, hosted an information -sharing session on 7 March 2025 at Siyabuswa Campus. The End Times Student Society facilitated a Bible reading session on 4 April 2025 and organised a pre -examination prayer gathering for students on 23 May 2025. Thrive Student Society hosted a fun day on 9 April 2025 at Mbombela Campus. Silulu Sebantfwana Student Society participated in five UNICEF -led virtual training sessions between 4 April and 18 May 2025, focusing on child rights, prevention of sexual harassment and exploitation, ethical leadership, and advocacy. The Enactus Siyabuswa Student Society hosted a team -building session on 12 April 2025 and held its Annual General Meeting on 25 April 2025. Public Admin Student Society hosted a careers day on 15 April 2025. The Drama Student Society hosted a workshop for the new members on 16 April 2025. The Book Club launched a student -authored publication, Surviving 2023 by Ms. Kgodiso Mamolatji, during a book	Nil

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			launch event held on 23 April 2025. The Disability Ambassadors hosted a movie afternoon on 24 April 2025. The Proto Advocates Student Society held a Legalese Virtual talk on 15 May 2025. The Multicultural Student Society facilitated a cultural promotion camp from 24 to 25 May 2025, showcasing indigenous traditions and promoting cultural heritage awareness. The Teachers of Transformation Student Society conducted a charitable clothing donation drive at Kwa Thando Care Centre in KwaMhlanga on 28 May 2025. The Choir performed at the Dr S.J. Khoza choral music competitions held at Malamulele on 12 July 2025 in the large section for the first time and obtained position 2 (own choice song); position 4 (prescribed song) and position 3 (overall). The Choir also performed in the Battle of Municipalities (BOM) in East London on 6 September 2025, and obtained position 4 (Western song); position 6 (African song); position 4 (Male voices); position 6 (Female voices) and position 4 (overall). The UMP ENACTUS Team competed in the ENACTUS South Africa Competition held in Johannesburg on 17 July 2025 and came position 1 and brought home a total of 5 awards. The UMP Agricultural Extension Student Society participated in the Science Week expo, hosted at Penryn College from 28 July 2025 to 1 August 2025. Voices of Change Student Society led a community outreach at Vukuzame Secondary School, Tweefontein, on 20 August 2025. The Zulu Cultural Group under Inkanyezi Student Society hosted the gender swipe in celebrating the women's month on 28 August 2025 and also celebrated Heritage Day through Cultural fusion on 3 September 2025. The Drama Student Society hosted a Drama Tuesday on 16 September 2025. The Inkanyezi Student Society participated and won the best performing University of the Year during the Ndebele Association excellence Awards hosted at the SABC Headquarters on 11 October 2025.	

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				The Student Development Officer and the Proto Advocates Student Society hosted a Professional Grooming Seminar for the LLB final year students on 20 October 2025. The Debate Student Society hosted the “Battle of the minds session” on 23 October 2025. The Silulu Sebantfwana Student Society convened a team debriefing session on 29 October 2025 facilitated by UNICEF.	
5.8	Provide personal development programmes for students.	31 October	5 personal development programmes to be provided to students	Achieved On 12 February 2025, first-year students attended and participated in a discussion session on common challenges faced by new students, accompanied by a Financial Literacy Training session at the Siyabuswa Campus. The Siyabuswa Campus SDO organised a session for Senior students to engage with first years on 13 February 2025, offering insights into their experiences as UMP Siyabuswa Campus students. Student Mentors facilitated a Basic Computer Literacy session on 17 -18 February 2025 at the Siyabuswa Campus. On 26 February 2025, first year students at the Siyabuswa Campus attended an Assignment Writing Workshop aimed at strengthening their academic writing skills. On 27 February 2025, secretaries and deputy secretaries of student organizations attended a Soft Skills Workshop on Minutes and Report Writing, facilitated by Ms. Sphelelisiwe Magwaza. On 9 April 2025, student mentors completed a session on Effective Facilitation Skills to enhance peer mentoring. The Student Development Officer (SDO) and Social Workers from the National Association for People with Disabilities facilitated a workshop for the Disability Ambassadors on 11 April 2025. The SDO facilitated a CV writing and mock interview workshop on 23 April 2025. On 6 May 2025, 15 students from Siyabuswa campus commenced a 9 -week FNB Coding Course aimed at strengthening digital and programming competencies. On 6 May 2025, student members of the UMP Entrepreneurs Society participated in an EDHE Pitching Masterclass.	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				The SDO facilitated an Academic Writing Skills workshop on 14 May 2025. The SDO organised a financial literacy workshop that was facilitated by ABSA on 22 May 2025. On 24 May 2025, student society and club leaders took part in a Leadership Bootcamp hosted at the Siyabuswa Campus. The Student Development Officer (SDO) facilitated a Conflict Resolution session for members of Inkanyezi Student Society on 11 August 2025 at the Mbombela Campus. The Financial Sector Conduct Authority (FSCA) presented a Financial Wellness workshop for Siyabuswa Campus on 30 to 31 July 2025 and Mbombela Campus on 14 and 15 August 2025. A Wikipedia Writing and Editing Workshop was held on 8 August 2025, equipping students with digital knowledge -sharing skills. Student Mentors facilitated a Presentation Skills Workshop on 6 October 2025 at the Siyabuswa Campus. On 14 October 2025 an information-sharing session focused on the policies and implications of academic exclusion, providing crucial guidance on maintaining satisfactory academic performance, was facilitated by the Student Mentors. On 23 October 2025 a FYE Exam Survival Seminar was held for first year students.	
5.9	Promote the wellbeing of students.	30 November	Conduct group and individual counselling sessions for students	Achieved The Student Counsellor presented counselling services during the first -year orientation sessions at both the Mbombela and Siyabuswa Campuses on 14 February 2025. The Registered Counsellor co-facilitated training for Mental Health Ambassadors and Peer Educators Siyabuswa and Mbombela Campuses on 13 -14 February and 18 -19 February 2025, respectively. On 22 February 2025, Student Counselling at the Siyabuswa Campus hosted an information session during the floor representatives' training and provided information on how to deal with various psychosocial issues affecting students. On 05 March 2025, Student Counselling and Peer Educators at the Mbombela Campus hosted a first year student adjustment event facilitating a dialogue	Nil

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			on social ill topics affecting new entering students. On 30 March 2025, the Student Counsellor facilitated a debriefing for students after their residence had a break-in at night. On 9 April 2025, Student Counselling and Mental Health Ambassadors at the Siyabuswa campus hosted an event for first-year students to help them adjust to UMP. On 14 May 2025, Student Counselling and Peer Educators at the Mbombela campus visited Chief Charles Secondary School to provide career guidance and engage with Grade 12 learners regarding their career choices. On 14 May 2025, Student Counselling and Mental Health Ambassadors hosted a mental health awareness talk for male students at the Siyabuswa campus. Student Counselling and Mental Health Ambassadors held exam preparation sessions for students on 28 and 29 May 2025 at Siyabuswa and Mbombela Campuses, respectively. The Student Counselling Unit at the Mbombela Campus provided a number of activities and interventions, namely, an Addiction Awareness Campaign held on 30 July 2025; psychoeducation on depression and mental illness from 28 to 31 July 2025; a refresher workshop for Peer Educators on 23 July 2025; and a happy hour session to help students de-stress between classes and socialise through a talent on 20 August 2025. The Student Counselling Unit also provided a number of services to students at the Siyabuswa Campus, such as a session for Mental Health Ambassadors on 1 August 2025; a dialogue session focusing on mental and physical health held on 5 August 2025; a Substance Abuse Awareness campaign held on 13 August 2025. The Registered Counsellor facilitated a debriefing on 2 October 2025 for students at Siyabuswa following the car accident that occurred on Campus. On 8 October 2025, Counselling in collaboration with Mental Health	

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				Ambassadors held an academic support workshop was facilitated at the Siyabuswa Campus. The following are other services that were provided by Counselling at the Siyabuswa Campus: On 9 October 2025, they hosted a Mental Health Support for Off -Campus students; On 10 October 2025, they participated in the Leadership Forum hosted by Campus Representative Council. The Mbombela and Siyabuswa campuses hosted year-end appreciation functions for Peer Educators and Mental Health Ambassadors on 29 and 31 October 2025, respectively.	
		30 November	Quarterly reports on counselling services submitted to the DoS	Achieved Quarterly reports were submitted to the Dean of Students on each quarter.	Nil
		30 November	Provide primary healthcare services and awareness for students	Achieved The Clinics continued during the year to provide primary health care services to our students in both campuses. The Campus Nurses introduced clinic services and access procedures to new students on 12 February 2025 during the Orientation Week. The Siyabuswa Campus held a Peer Educators & Mental Health Ambassadors Training on 13 and 14 February 2025. The First Things First, a Higher Health Campaign, was held on 20 February 2025 at the Siyabuswa Campus and on 19 March 2025 at the Mbombela Campus. On 23 April 2025 a primary health information session was held with a group of female students at the Mbombela Campus. An HIV Awareness Campaign was conducted on 15 May 2025 at Siyabuswa Campus. Peer Educators conducted a sanitary pad drive for female students on 17 May 2025 in support of female reproductive health at Siyabuswa Campus. The Campus Nurse initiated a new partnership with HIV -TB Care Company to strengthen HIV screening and management services on 19 May 2025. First Things First Activation Campaign, a Higher Health initiative - was conducted on 24 April 2025 at the Mbombela	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	Deviation
				Campus and on 21 May 2025 at the Siyabuswa Campus. A condom distribution & replenishment activity continued to be carried out by Peer Educators at Mbombela Campus during the quarter and distribution to student residences and ablution facilities conducted by Peer educators took place at Siyabuswa Campus on 5 May 2025. The First Things First Campaigns, which are Higher Health Projects, were held at the Mbombela Campus on 5 and 20 August 2025 and also on 4 September 2025. The Siyabuswa Campus Clinic hosted the First Things First Activation Campaign on 29 July 2025 where family planning, TB, HIV, STI, cancer screening, etc. were presented to students. On 1 August 2025 the Mbombela Campus Nurse held a health awareness campaign focusing on stem cell donation. The Campus Nurse at Siyabuswa Campus participated in the DOH Sub-District Clinic Open Day on 28 August 2025, reinforcing partnerships and mobilizing resources. A Women's Month Reproductive Health Session was held on 28 August 2025 at the Siyabuswa Campus. The Cancer Awareness Campaign was successfully held on 24 October 2025 to raise awareness on cancer prevention, early detection, and regular health check-ups. The Peer Educators' Recognition Function was held on 29 October 2025 to acknowledge and appreciate the contributions of Peer Educators in supporting health awareness activities throughout the year.	
		30 November	Monthly reports and statistics of services provided by the Campus Clinics	Achieved Monthly reports and statistics were submitted to the Dean of Students every month.	Nil
5.10	Support students staying in accredited private accommodation to experience a conducive living and learning environment.	31 December	Assist students who experience challenges about the availability of appropriate facilities to provide a conducive learning environment.	Achieved NSFAS Accredited Private Accommodation Students' Orientation was conducted on 25 February 2025 at the Multi-purpose Hall. NSFAS representatives, Xiquel group representatives, UMP Student Housing, and SRC were the presenters in this meeting. Two students were assisted by Student Housing on 6 September 2025 to relocate	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				from a residence where they were locked in by a landlord who scammed them to an unaccredited accommodation. Three cases were reported, one in October and 2 in November. The cases were handled in Student Housing in conjunction the Legal Office.	
5.11	Recognise and reward excellent performance in co-curricular activities.	31 December	Co-curricular Excellence Awards Ceremony held annually	Achieved The University hosted the 2025 Co-curricular Excellence Awards Gala Dinner on 20 September 2025. A total of 15 winners, 9 individuals and 6 groups.	Nil
Goal 3: Promotion of an inclusive culture					
5.12	Provide support for students with disabilities.	30 November	Provide 5 activities/programmes to support students with special needs.	Achieved First year students with disabilities were identified during registrations on 3 -7 February 2025 and a list was compiled. In April 2025 one student received an NSFAS allowance for a hearing aid device. The SDO facilitated an exam preparation session for students with disabilities on 21 May 2025 at the Mbombela Campus. The Siyabuswa Campus held a Disability Awareness Dialogue on 28 August 2025, sensitizing students on diversity and inclusion. The Mbombela Campus held a Disability Awareness Campaign on 24 July and also held a Deaf Awareness Campaign on 17 September 2025. The Student Development Officer and the Academic Staff Development Professional facilitated the exam readiness and examination special arrangements for students with disabilities on 9 October 2025. On 23 October 2025 the Siyabuswa Campus held a Disability Awareness Seminar to educate the student body and foster a more inclusive and accessible campus culture.	Nil
5.13	Provide a safe environment for students.	31 December	Conduct 2 campaigns against gender-based violence and femicide (GBVF) per year	Achieved On 21 February 2025, the Siyabuswa Campus held a Girls' Talk at the Main Hall. The Girl Talk provided an open communication platform for female students and to enhance their survival skills in this new environment. On 26 February 2025, the Registered Counsellor and chairperson for Mental	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				Health Ambassadors attended a meeting with Siyabuswa GBV Student Society. A Men's Talk was held on 13 March 2025 at the Siyabuswa Campus where GBV issues were discussed. The Mbombela Campus held a GBV Awareness Campaign on 10 April 2025. The Voice for Change Society led a comprehensive Gender -Based Violence (GBV) Awareness Campaign, including a Justice for Cwecwe march and a candlelight memorial on 10 April 2025. On 11 April 2025, Student Counselling and Mental Health Ambassadors at the Siyabuswa campus hosted a Gender -Based Violence (GBV) awareness event in collaboration with government departments. On 14 August 2025, a GBV Awareness initiative, "Paint the Pain," was held, sparking dialogue on gender justice and resilience. Male students attended a Men's Indaba on 17 September 2025, a platform that promoted responsible masculinity, dialogue, and empowerment. On 17 November 2025 the University of Mpumalanga Management issued a Communique to the UMP Community on the UMP Stance against Gender-based Violence and Femicide (GBVF). On 21 November 2025, Student Societies on GBVF held a "Moment of Silence" event at the Mbombela Campus.	
		31 December	Conduct 2 awareness campaigns on LGBTQIA+ per year	Achieved The activities of the Rainbow Alliance Student Society were shared with students during the CRC recruitment drive for Student Societies held on 11 March 2025 at the Mbombela Campus. The Rainbow Alliance hosted a film festival on 5 September 2025 at the Mbombela Campus. The films were on LGBTQIA+ awareness. On 30 October 2025 the Rainbow Alliance Student Society organized a Pride and Power awareness campaign, promoting visibility and inclusion for the LGBTQIA+ community at Siyabuswa Campus.	Nil
Goal 4: Promote the holistic development of students					
5.14	Promote academic engagement.	30 June	Students' attendance and participation in the Africa Day lecture	Achieved Students attended and actively participated in the Africa Day Celebration held on 19 and 20 May 2025 in Siyabuswa	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				and Mbombela Campuses, respectively. Six African Countries, namely: Somalia, Benin, eSwatini, Rwanda, Tunisia, and Zambia were selected for this year's celebration.	
		30 November	Students' attendance and participation in the Archbishop Thabo Makgoba Development Trust (ATMDT) annual lecture	Achieved The 2025 Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecture was held on 17 September 2025. Final year students participated in the Essay Competition which was won by Ms Mbali Mahlane, 4 th Year BEd Degree in Foundation Phase Teaching from Siyabuswa Campus.	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 per Campus	Achieved Student Housing held the Girls Talk and Men's Talk on 21 February 2025 and 13 March 2025, respectively at the Siyabuswa Campus. The Siyabuswa campus held its annual residence general knowledge quiz at the Main Hall on 14 March 2025. On 22, 23 and 24 May 2025, 2 House Wardens and 15 RSAs went for a benchmarking visit to the University of Free State to explore best practices in on Living and Learning Programmes; residence leadership developments and other related support activities. RSAs conducted a 'Love my Res' activity as part of the 'I Love my Campus' campaign from 18 to 27 April 2025. Members of the Siyabuswa CRC organised a student bash for all students, which took place on 3 May 2025. On 21 May 2025, the Mbombela campus residence leadership conducted the Debate and Spelling Bee event at Building 7 seminar room. On 3 June 2025, Student Housing held its Quarter 2 (Q2) planning meeting in Building 13 Boardroom, where the Launch of the Green Campus Initiative was discussed. On 15 August 2025, the Siyabuswa Campus Residences staged a Legendary Role Play and Dance commemorating South African heroines and cultural icons. On 22 August 2025, Mbombela Campus residences launched the Green Campus Initiative (GCI) programme under the auspices of the 'Love My Campus Campaign'. On 29 August 2025, the Siyabuswa	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				Campus Student Housing collaborated with the CRC to host the Women's Day Celebration under the theme "Women Ignite Your Light" at the Main Hall. On 11 October 2025, the Mbombela campus residence students organised the Vintage Heritage Event, which was a successful fusion of the postponed Heritage Celebration and the Vintage Night Experience. On 24 October 2025, the Siyabuswa campus staged the Men's Gala Dinner, an elegant and empowering event dedicated to celebrating and uplifting men within the university community.	
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	Achieved On 22 February 2025, at the Multi-purpose Hall, Student Housing conducted an On-Campus Residence Orientation for new and returning students staying in the university residences for the first time to provide an overview of residence life. Green Campus Masquerade Ball, New Beginnings'. A themed social event promoting sustainability and environmental awareness within the residences was held on 7 March 2025 at the Great Hall, Mbombela Campus. On 8 August 2025, Mbombela Campus residences organised a Movie Night in Building 7 Residence seminar room. On 9 August 2025, RSAs celebrated Students' Women's Day with Mbombela Campus students. Mbombela campus RSAs hosted a Heritage Day celebration on 24 September 2025. On 10 October 2025, Mbombela Residences staged Poetry Night at Building 7 Seminar Room. The event was to empower students with the culture of words and diversity while fostering creativity and self-expression. On 31 October 2025, the Mbombela campus hosted its own certificate award ceremony for Floor Representatives, Resident Student Assistants, and Senior Resident Student Assistants, held at the old Great Hall.	Nil

ACTIVITY AREA 6: ENGAGEMENT AND PARTNERSHIPS

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
Goal1: Promote Engagement for the public good					
6.1.	Promote opportunities for engagement with external stakeholders	30 November	Schedule 4 meetings/workshops with external strategic stakeholders	Achieved Engage with PANSALB Officials to discuss possible partnerships on 5 February 2025 Engaged with MDE officials on 31 January 2025 to discuss subject combination choices for admission. Engaged with the Portuguese Embassy to discuss possible renewal of a Protocol of Agreement and partnerships regarding the Portuguese Language and Culture at UMP on 26 May 2025. Engaged with the Commissioner Provincial Public Service (PSA) and South African National Defense Force (SANDF) On 14 April 2025, to explore possible areas of collaboration. UMP hosted a delegation from the University of Teacher Education St. Gallen, Switzerland, to renew the partnership on 26 May 2025 Engagement with H.E. H.the Jamaican High Commissioner to discuss possible areas of collaboration on 15 August 2025 Engagement with CEO and leadership team of the Human Science Research Council (HSRC) to prepare for the Signing of the MoU on 19 September 2025	Nil
6.2.	Promote social awareness and responsible citizenship among staff and students.	31 December	Implement four strategic initiatives (Africa Day, Mandela Day, Heritage Day and GBVi Prevention Workshop) promoting social awareness and responsible citizenship	Achieved 4 Project Implementation, that promotes social awareness as follows: GBV Awareness Campaign candle lighting Prayer (Cyberbullying and Human Trafficking), on 10 April 2025. Africa Day “celebrating Diversity: Showcasing our Africanness” Speaker was Prof Joseph Diescho, on 19 and 20 May 2025. G20 Summit by the Department of Science and Technology on 26 -29 May 2025. UMP hosted the Higher Education Information Technology South Africa (HEITSA) Autumn General Institutional Meeting and Conference from 1 - 3 April 2025 The Mandela Day was held for both campuses,	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				Mbombela and Siyabuswa, on 18 July 2025 Mbombela Campus visited three Community Centers: Verulam Drop-in Centre, Knowledge of Success Sinqobile Youth Information Centre and Sandla Semusa Multipurpose Centre Siyabuswa Campus also visited three: Sizanani Multipurpose Centre, Mareleng Multipurpose Centre and Valsfontein Clinic Heritage Day Celebration was held at the Siyabuswa Campus, where various cultural attire and dancing were done on 26 September 2025 Held the 7th Annual Creating Safe and Inclusive Spaces in collaboration with the UMP Gender Forum, with the theme "Unity in Diversity", GBV and Pride March at Mbombela Campus, on 30 September 2025	
6.3	Promote and advance public intellectual engagement.	31 December	Update database of experts	Achieved The updating of the database of experts has been done in every quarter.	Nil
			Host two public lectures	Achieved Three public lectures were delivered: The Dr Enos Mabuza Annual Lecture on Education was delivered by the Hon Dr Reginah Mhaule, on 26 March 2025 Public Lecturer on "The Ghost of Settler-Colonialism upon us," delivered by Prof Joseph Diescho on, 22 May 2025. Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecturer on Ethical and Moral Leadership delivered by Prof Pumla Gobodo - Madikizela on 17 September 2025	Nil
Goal 2: Develop and sustain beneficial local, regional, national and international partnership that contribute to a sustainable future.					
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 national strategic partners	Achieved The UMP signed 3 MoUs with ETDG-SETA on: 1) Student bursaries on 31 March 2025 2) Students with historical debts assistance on 28 March 2025 3) for staff development (short courses) on 28 March 2025 With SANPARKS MoU has been signed on the 4th of April 2025 With University of Johannesburg (UJ) on the 7th of May 2025	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				with Mpumalanga Tourism and Parks Agency (MTPA) on 10 September 2025 And MoU with Department of Social Development on 7 October 2025	
		31 December	Monitor the implementation of the existing engagement partnerships	Achieved Existing partnerships were monitored through the template of MoU monitoring form, tracking activity.	Nil
6.5	Promote and sustain the participation of staff and students in internationalisation and international partnership activities.	31 December	Sign 2 MoUs with international higher education institutions	Achieved An MoU was signed with National University of KAOHSUNG, Taiwan, on 13 February 2025. An MoU was signed with The University Incubator Consortium of 11 Partner Universities from Asia (UNIIC) on 12 February 2025 MoU was signed with the National University of Kaohsiung, Taiwan, on student exchange on 30 July 2025 Renewal of the MoU on the Strategic Partnership between UMP and Charles Sturt University in Perth, Australia, was signed on 1 September 2025. UMP CFERI MoU with Evolut was signed on 16 November 2025	Nil
			Monitor the implementation of the international existing partnerships	Achieved The implementation of existing partnerships was monitored using the partnership activity template	Nil
6.6	Foster and sustain partnerships with alumni.	30 November	Schedule one event with alumni	Achieved 3 Alumni events were delivered: Elections for the Eastern Cape UMP Alumni Chapter Executive were held, on 8 March 2025, in East London The Gauteng Alumni Chapter Executive Committee Elections were held on 5 July 2025. The UMP Alumni Chapter Executive Committees' Training Workshop was held at the Protea Hotel OR Tambo Airport, facilitated by Professor J Mphahlele, DVC: RII from North-West University, on 26 July 2025.	Nil
Goal 3: Promote and sustain the recognition of engagement as one of the core missions of the UMP.					
6.7	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	Achieved Projects at the Faculty of Agriculture and Natural Sciences (FANS), were used for Teaching: Diploma in Animal Production (DIPANP201) Students who visited two communal farmers to	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
				do research on dipping, deworming and dehorning on 1 – 4 April 2025. Extension Practice (FMAN201) in a piggery farm equipped with high -tech equipment on, 7 May 2025. Student practical and research in Farm Management and Extension Practice (ABM102) in a piggery farm equipped with high -tech equipment on, 7 May 2025.	
6.8	Recognise and reward engagement at all levels of the institution.	31 December	Engagement Excellence Awards at the Excellence Award Ceremony to be held	Achieved Engagement Excellence Awards were held on 24 November 2025 with the following winners: Dr B Dube- Engagement Award Ms C Ndlovu- Emerging Engagement Excellence Award CFERlas a Group winner.	Nil

ACTIVITY AREA 7: FINANCE

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
Goal 1: Develop and implement an integrated long term financial sustainability framework.					
7.1	Develop a three -year rolling budget.	31 December	Submit to DHET a three (3) year rolling budget (2026 – 2028)	Achieved The three -year rolling budget was submitted to DHET on 5 August 2025.	Nil
		31 December	Submit a 2026 budget to GFIC, ARIGC and EXCO and Council.	Achieved The 2026 budget was submitted to GFIC, EXCO and Council during the fourth quarter of 2025.	Nil
7.2	Allocate resources to support the institutional strategic priorities and goals in a sustainable manner.	31 December	Implement criteria for the allocation of resources to strategic projects	Achieved Strategic and CAPEX budget committees have met to establish the criteria and allocation of resources for strategic projects. The CAPEX and strategic budget were uploaded in December 2025.	Nil
7.3	Increase third -stream income	31 December	Increase the third -stream income by 10%	Achieved The third -stream income increased from R23 130 394 to R26 551 941 in the fourth quarter of 2025 as compared to same period last year. This is an increase of R3 421 546 which translates to a 15% increase.	Nil
Goal 2: Have a diverse range of income sources.					
7.4	Tuition and residence fees	31 March	Implement the Council approved 2025 tuition and residence fee on ITS.	Achieved The Council approved Tuition and Accommodation Fees were implemented and activated on ITS for the 2025 registration period.	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.	Achieved The workshop to create awareness on the costing and cost recovery of tuition fees with the Deans of Faculties and Heads of Schools was held on 9 June 2025.	Nil
		30 September	Conduct one (1) workshop with Operations and Student Affairs to create awareness of the costing and cost recovery of residence fees	Achieved The workshop to create awareness on the costing and cost recovery of residence fees was held on 10 June 2025.	Nil

7.5	Students have access to funding	31 December	Diversify and increase the number of new funders for undergraduate and postgraduate students	Achieved There are 19 additional funders for 2025 for undergraduates and 3 for postgraduate students.	Nil
Goal 3: Ensure effective and efficient expenditure management processes.					
7.6	Effective and efficient finance functions	31 December	Monitor the implementation of funders' MoA and terms and conditions	Achieved Finance has complied with all MoAs and terms and conditions when processing student bursaries.	Nil
		31 December	Submit quarterly Management Accounts for presentation to ARIGC, GFIC, EXCO and Council at the scheduled meetings for 2025.	Achieved Quarterly Management Accounts were presented to ARIGC, GFIC, EXCO and Council during the quarterly meetings of 2025.	Nil
		30 November	Develop or revise two (2) finance policies or Standard Operating Procedure Manuals.	Achieved Council approved the revised Petty Cash Card Policy on 27 March 2025. The draft Student Financial Aid SoP was submitted to MANCO on 10 September 2025.	Nil
7.7	Implement an effective and efficient supply chain management process	31 December	Ensure tenders are awarded within 120 days from the date of the advert	Achieved The security tender has been finalised. The tender was finalised once all procurement risks were mitigated. It was completed within the extended validity period. The Bakery Fresh Produce Tender was advertised as a closed tender. There were no bidders that responded to the tender.	Nil
7.8	Implement budget guidelines	30 November	Compile the 2026 budget directives based on the Budget Guidelines	Achieved The 2026 budget directives based on the Budget Guidelines were compiled and submitted to Council on 27 November 2025.	Nil
		31 December	Allocate 2026 strategic, capital, and operational budget on ITS	Achieved The allocation of the 2026 strategic, capital, and operational budget was implemented on ITS during the fourth quarter of 2025.	Nil
Goal 4: Develop and implement sound financial systems for asset management					
7.9	Capitalise constructed assets.	31 December	Constructed assets are capitalised within one (1) month of receipt of the Certificate of Occupation.	Achieved The following projects were capitalised during the year within one	Nil

				month of receipt of Certificate of Occupation: -NBP0023B-Infrastructure and operation building -NBP0024-Law Building -NBP0025 and -SIP2006 -NBP0023b Ablutions -NBP0026 Great hall -NBP0028 Communications Building -AO4e Siyabuswa civil infrastructure	
7.10	Timely recording and classification of acquired assets.	31 December	Barcode, record and classify assets within ten (10) working days after it has been acquired.	Achieved 7063 assets acquired were barcoded during 2025 within a month of acquisition.	Nil
7.11	Effective and efficient disposal of assets.	31 December	Assets are to be disposed of within one year of receipt of MANCO approval to dispose of assets.	Achieved A list of all assets to be auctioned was prepared. Meetings of DMAC were held during the year, on: - 31 March 2025 for the progress of assets to be disposed through auction, - 9 June 2025 for the planning of the auction, - 12 September 2025 for the planning of the garage sale for 2025 for the Siyabuswa & Mbombela campuses, and - 20 November 2025 for the review of DMAC TOR. There were no Assets approved for disposal.	Nil

ACTIVITY AREA 8: HUMAN RESOURCES

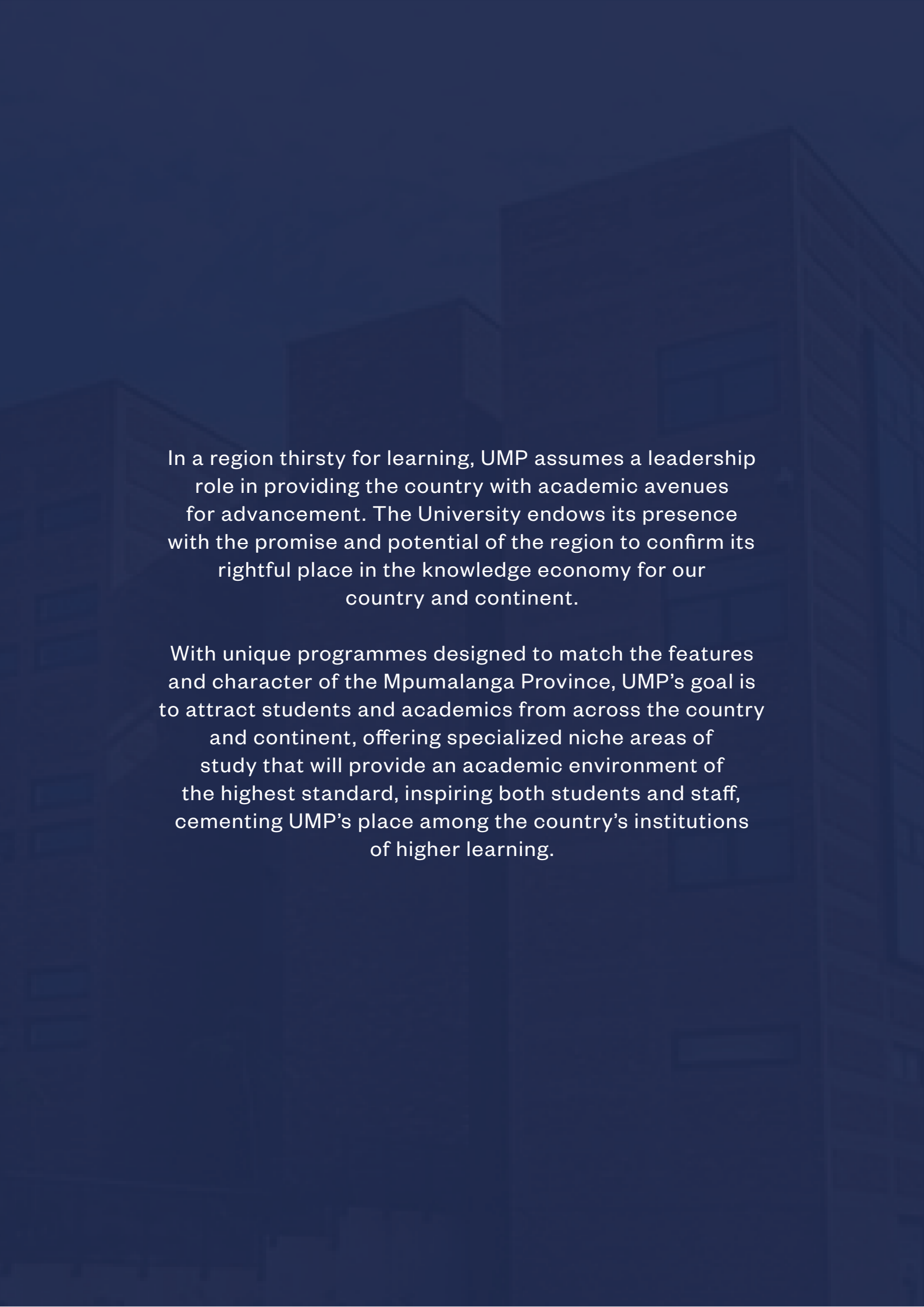
Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
Goal 1: Promote a values -driven institutional culture				

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
8.1	Facilitate measures to inculcate values -driven institutional culture	31 December	Provision of a Values Acculturation workshops to Faculties and Divisions	Achieved Values Acculturation workshop was held with Finance Division on 6 November 2025.	Nil
		31 December	Promote Values awareness through ongoing blended modalities	Achieved Review of Values Handbook completed	Nil
		31 December	Identification of Values champions in each Faculty and Division	Achieved Values Champions were identified in October 2025.	Nil
8.2	Develop and implement visual icons to visually represent the Values	30 September	Highlight and create awareness of the Values of the University through communication and discussions sessions using blended modalities	Achieved Values Inculcation Workshop for MANCO was held on 27 June 2025.	Nil
		30 September	Develop a range a tools and material to be used for promoting identification and adherence to the Values	Achieved Training material has been developed for Leaders at all Levels, with a focus on Values Inculcation.	Nil
8.3	Facilitate the development of associated behaviours and acculturation programmes	31 December	Monthly Values Workshops to be included with New Employee Orientation Workshops	Achieved Monthly Values Workshop was held with new employees in 2025.	Nil
		31 December	Schedule workshops with Faculties and Divisions to develop internal associated behaviours aligned to the Values.	Achieved Workshop for new staff was held on 22 August 2025.	Nil
Goal 2: Attract, develop and retain high calibre and talented UMP staff					
8.4	Implement recruitment systems and procedures to attract talent and potential to the institution	31 March	Review recruitment systems and processes for efficiency and effectiveness	Achieved Recruitment systems were reviewed, and changes were made to the HR Smart System in Quarter 1.	Nil
		31 December	Implement certification standards to enhance recruitment practices	Achieved APSO subscription was completed.	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			Implement capacity development initiatives based on legislative amendments Enhance practitioner to assess skills, knowledge and ability of candidates.	POPI Training for HR Practitioners was held on 12 June 2025. POPI Training for Shop Stewards was held on 22 October 2025. Training programmes were held for Senior HR Officers as follows: - In-house ITS training on 5 August 2025 - Employment Equity training on 4 August 2025 - Management of Ill - Health Procedures on 5&6 August 2025.	
8.5	Provide academic and skills development opportunities for staff to enhance their work performance	30 June	Develop and implement the Workplace Skills Plan and Annual Training Report	Achieved Workplace Skills Plan approved and funded by ETDP SETA. A total amount of R2075802.70 was spent on training.	Nil
8.6	Implement a retention strategy to retain exceptional performing staff	30 June	Participation in RemChannel remuneration study	Achieved RemChannel data was uploaded. This serves as a monitoring mechanism in respect to remuneration as a retention factor.	Nil
		31 December	Develop Employee Value Proposition (EVP) with Stakeholder Liaison and Communications Utilise media strategy to promote the EVP for employees	Achieved An Employee Value Proposition strategy was developed and communicated to MANCO.	Nil
Goal 3: Develop an effective and efficient HR function					
8.7	Provide effective and efficient HR systems and processes	30 September	Undertake a review of structure for relevant skills requirements and enhancements	Achieved A review of the structure was undertaken and the gaps on the structure for additional staff was communicated.	Nil
		30 June	Implement an electronic records management system for both campuses	Achieved The request was submitted to the DD Archives and Records	Nil
8.8	Standard Operating Procedures for all critical HR functions to ensure effective and efficient service delivery	31 December	Develop a Standard Operating Procedure for Employee Records Management for Siyabuswa Campus	Achieved A SOP was developed.	Nil
		31 December	POPI Training for HR Management	POPI Workshop for Human Resource was held on 12 June 2025.	Nil
8.9	Provide a quality and professional HR service	31 December	Review and monitor the implementation of Service Level Agreements with MANCO	Achieved Service Level Agreements	Nil

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
			Members	were reviewed and signed with MANCO members: - 3 July 2025-DVC: PSEP - 9 July 2025- DVC T&L - 10 July 2025- Finance - 15 July 2025-Dean of Students - 23 July 2025-DVC RII - 29 July 2025Dean - FANS - 18 August -Registrar - 12 -December 2025-Dean of Education - 12 December 2025 -Operations	
8.10	Promote positive engagement with Organised Labour	31 December	Quarterly meetings with Organised Labour	Achieved MANCO Engagement with NEHAWU meetings were held as follows: - 19 March 2025 - 20 June 2025 - 19 September 2025 - 20 November 2025 MANCO Engagement with NTEU meeting was held as follows: - 18 November 2025 Bargaining Forum Meetings: - 3 April 2025 - 15 May 2025 - 28 July 2025 - 22 September 2025 - 21 November 2025 - 11 December 2025	Nil
		31 December	Workshop on POPI for union BEC members	Achieved Workshop on POPI for union BEC members was held on 22 October 2025.	Nil
		31 December	1 Breakaway session with each union with an external facilitator	Not Achieved The Breakaway session planned for December 2025 was moved to Quarter 1, 2026, on a combined basis.	While the necessary preparatory work for a breakaway session was undertaken, the scheduling of the session in December 2025 was not possible. A joint session was planned for January 2026.

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation	
Goal 4: Position UMP as a high performing institution					
8.11	Facilitate the implementation of the Promotion, Development and Reward of Excellence at all levels of the institution	31 March	Communicate timelines in respect of PDRE reviews, final evaluations and contracting phases	Achieved MANCO approved PDRE timelines on 29 January which was communicated.	Nil
		31 December	Provision of training Workshops on PDRE processes and phases	Achieved - PDRE Workshops were held as follows: - 10 February 2025- Research Management - 18 February 2025 -Hotel & Catering Services - 9 April 2025-CFERI - 2 July 2025- Operations (Maintenance) - 3 July 2025-ICT - 4 September 2025- School of Biology & Environmental Sciences - 30 September 2025- School of Agriculture - 10 October 2025- School of Hotel & Tourism Management - 4 November 2025- Academic Support Services - 12 December 2025 - Siyabuswa	Nil
		30 June	Finalisation of 2024 PDRE Evaluation Cycle	Achieved 2024 PDRE Evaluation Cycle was finalized, and bonuses were paid with June 2025 salary run.	Nil
8.12	Performance measures and related performance standards are identified	31 December	Development of a Job Description Repository Schedule Job Description workshops for Divisions & Faculties.	Achieved A Job Description Repository has been developed. Job Description Workshops were held with Operations Division, Finance and Office of DVC T&L	Nil



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