



## Mid-Year Performance Review Report: 2022

Compiled by the Office for Institutional Strategy  
10 November 2022

# NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REVIEW REPORT 2022

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# NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REVIEW REPORT 2022

## FOREWORD BY CHAIRPERSON OF COUNCIL

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The Vision 2030 strategy is an articulation of Nelson Mandela University's strategic intentions and aspirations as we seek to embody the soul of our iconic namesake through living our core values and pursuing our academic missions in the service of society. As we continue to cascade Vision 2030, Council has mandated several game-changing strategic trajectories to ensure that Mandela University differentiates itself as a higher education institution of distinction within a diverse national and global post-school education and training system, namely:

- Consolidating excellence in our strategic trajectories including the medical school, ocean sciences, revitalising humanities, and repositioning engagement in the service of society.
- Pursuing inclusive student access for success through vibrant student life experiences and humanising pedagogical approaches that release the full potential of our graduates.
- Positioning Mandela University globally, by ramping up research outputs and postgraduate studies, while also expanding our internationalisation footprint especially in Africa and the global South.
- Advancing social embeddedness through transformative engagement to co-create socially just and sustainable futures with our communities.
- Deepening a values-driven, transformative institutional culture and empowering high-performing, socially diverse employees.
- Accelerating digital transformation in pursuit of improved efficiencies, agile systems and processes, and adaptive institutional operating models that facilitate innovation and continuous improvement.
- Promoting the long-term sustainability of the University through innovative resource mobilisation, strategy-aligned budgeting, and responsible resource stewardship.

As a comprehensive university, we continue to invest in student access for success, with a specific focus on providing life-changing educational opportunities from certificate to doctoral levels across a wide range of disciplines and fields of study. Through our humanising pedagogies and student-centric approaches, Mandela University cultivates graduates who are responsible, innovative global citizens. Over the past five years, Mandela University has been systematically increasing access to higher education for first generation students from socio-economically deprived backgrounds, particularly those from quintiles one to three schools. More than half of new first-time entering students enrolling at Mandela University are from schools in poorer areas and this has significant implications as it relates to the need for expanded financial and academic support to ensure that these students are given every opportunity to achieve their full potential. To this end, the

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University continues to invest in holistic, wraparound student support services to ensure that all students have an equal chance of success irrespective of their socio-economic status.

Under the auspices of the institutional Enrolment Management Committee, the University is implementing various cross-cutting interventions to enhance the efficiency and responsiveness of the student access and enrolment value chain. This is a critical precondition for achieving the University's enrolment targets at under- and postgraduate levels thereby enhancing long-term sustainability.

The University adjusted its enrolment projections for 2023 to 2025 as part of the mid-term enrolment planning review in 2022, especially considering the gradual decline in postgraduate and international student enrolments. Limited financial support for postgraduate students, restricted postgraduate supervisory capacity due to a decline in the proportion of academic staff with doctoral qualifications, as well as declines in international postgraduate student enrolments remain the most significant impediments to increasing postgraduate enrolments and graduate outputs.

The intention is to reverse these trends through investing in developing the next generation of academics, supporting early career academic staff to obtain their Doctoral qualifications so that they are equipped to supervise Master's and Doctoral candidates, and producing quality research publications, as well as prioritising the filling of academic vacancies across all faculties. On a positive note, concerted efforts to diversify the demographic profile of academic employees at all levels, accompanied by significant investments in research capacity development interventions, have resulted in an improvement in the proportion of academic staff with Doctoral qualifications.

Council wishes to express its appreciation to the Vice-Chancellor, senior management, employees, and students for their extraordinary efforts to enhance student access and success through humanising pedagogical practices and support services, while simultaneously positioning Nelson Mandela University as a higher education institution that promotes the public good through its pioneering learning, teaching, research, innovation, internationalisation, and transformative engagement.

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## COMPLIANCE WITH REPORTING REGULATIONS

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In accordance with the Regulations for Reporting by Public Higher Education Institutions, Section 41, read with Section 69 of the Higher Education Act, 1997 (Act. No. 101 of 1997), Nelson Mandela University's Mid-Year Performance Report (MYPR) provides an overview of the progress that had been made up to 30 June 2022 against targets set out in the 2022 Annual Performance Plan (APP) regarding the following:

- Enrolment performance against Ministerial approved targets;
- Progress and expenditure with respect to earmarked funding allocations; and
- Financial performance up to 30 June for the year under review, detailing income and expenditure for the six-month period, as well as a comparison between the actual and budgeted revenue and expenditure for the period.

According to the Reporting Regulations, the MYPR must be approved by Council and submitted during the fourth quarter for the year under review.

## OFFICIAL SIGN-OFF

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It is hereby certified that the Nelson Mandela University Mid-Year Performance Review (MYPR) Report for 2022 accurately reflects the mid-year performance of the University relative to the 2021/22 targets submitted to the Department of Higher Education and Training in its annual performance plan.

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**AMBASSADOR NOZIPHO JANUARY-BARDILL**  
CHAIRPERSON OF COUNCIL

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**PROFESSOR SIBONGILE MUTHWA**  
VICE-CHANCELLOR

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## PERFORMANCE AGAINST MINISTERIAL APPROVED TARGETS FOR 2022

The table below provides an overview of the 2022 key performance indicators (as submitted in the Annual Performance Plan for 2022) and progress made in relation to student access and success, staff efficiency and research outputs. Where targets were not fully achieved, reasons are provided for the variances.

**Important note:** The data in the shaded section of the table is being reported against the APP 2021 targets, because the 2022 data is either unavailable due to the timing of the submission of the report and/or is too provisional in view of the HEMIS auditing timeframes, relative to the approved 2022 targets.

Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
<b>A. STUDENT ACCESS</b>				
<i>Headcount totals (2022)</i>				
First-time entering undergraduate	6 580	6 580	8 706	8 706 first-time entering students registered in 2022, which was 2 126 more than the target of 6 580. The actual first-time entering undergraduate student enrolments were 32% higher than the target. In recent years, the University did not achieve the first-time entering undergraduate enrolment targets. In 2021, only 5 910 first-time entering students registered which was below the APP 2021 target of 6 320. In view of these historical trends, the University set a target of 6 580 for 2022. The University also initiated a comprehensive study to assess the reasons why a significant proportion of applicants who were admitted to the University did not actually register. Based on the findings of this study, the University worked progressively towards more integrated, digitalised, and responsive enrolment management systems and processes to ensure that the large number of offers

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
				made to applicants translated into actual enrolments. This contributed to the significant increase in first-time entering undergraduate enrolments in 2022. The uptake rates were, however, much higher than what was envisaged and the sharp increase in the number of first-time entering students that enrolled has placed a strain on the available resources of the University, such as lecturing venues and the student transport system. In addition, the overall student: staff FTE ratio increased from 27:1 in 2021 to 32:1 in 2022. Considering these factors, the University has set lower first-time entering undergraduate enrolment targets in the revised Mid-Term Review Enrolment Plan for 2023 to 2025 to ensure that the quality of learning and teaching is not adversely affected by enrolment growth.
Headcount enrolments	30 736	30 334	32 801	The University exceeded the total APP 2022 headcount enrolment target of 30 736 by enrolling 32 801 students in 2022. This was 6.7% above the target and the main contributing factor was the large intake of first-time entering undergraduate students. The University exceeded its enrolment target at undergraduate level but has experienced a decline in postgraduate enrolments in recent years.
Headcount enrolments (Foundation Provisioning)	2 698	2 698	3 071	As part of its mandate as a comprehensive university, Mandela University enrolls high proportions of students from quintiles 1 to 3 schools. Drawing a higher percentage of students from more disadvantaged schooling backgrounds has led to a rapid increase in extended programme enrolments. The higher intake in first-time entering undergraduate students therefore also led to a higher-than-expected enrolment in extended programmes. The

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
				actual enrolment of 3 071 in extended programmes was 373 more than the target of 2 698 and was 13.8% above the target.
Headcount enrolments - Total UG	26 908	26 580	29 109	The University exceeded the undergraduate enrolment target for the year by 2 689. This was largely due to exceeding the first-time entering undergraduate enrolment target. Another contributing factor to the high growth at undergraduate level, is the introduction of several Advanced Diplomas which are experiencing strong growth. The 2022 enrolment of 29 109 represents an 11.4% increase in the undergraduate headcount enrolment of 26 134 in 2021.
Headcount enrolments - Total PG	3 668	3 594	3 413	The University did not achieve its APP 2022 postgraduate enrolment target, with 3 413 postgraduate enrolments compared to the target of 3 668. The postgraduate enrolments will not increase further because registrations have closed for the year. Funding for postgraduate studies and restricted supervisory capacity remain the most important impediments to increasing enrolments at postgraduate level. Declines in international student enrolments also contributed to the decline in postgraduate enrolments. Postgraduate enrolments declined from 3 731 in 2020 to 3 441 in 2021 and 3 431 in 2022. The declines are mainly at Master's and Doctoral level.
Occasional	160	160	279	Occasional student enrolments are erratic, and it is therefore difficult to set targets in this regard. In 2022, 279 occasional students enrolled compared to the target of 160. This was a 74% increase, but it is not significant due to the low numbers.



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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
<i>Enrolments by major field of study (2022)</i>				
Science, Engineering, Technology	10 998	10 855	11 136	The University exceeded its targets in SET, Business/Management and Other Humanities because of the high first-time entering undergraduate intake. The University currently has 11 136 enrolments in SET, which is 138 more than the total target of 10 998. The increase in SET enrolments can mainly be attributed to high growth in the following qualifications: Higher Certificates in IT and Engineering; the B Eng Tech degrees; the undergraduate Nursing degree; and the MBChB degree.
Business/Management	9 713	9 586	11 061	Current enrolments in Business and Management Sciences are 11 061, which exceeded the target of 9 713. The high growth is mostly due to increased enrolments in the undergraduate diploma programmes. These programmes experienced a decline in enrolments for several years because of increased admission criteria, which were introduced to improve student success rates. This has now turned around with higher-than-expected growth rates.
Education	2 297	2 267	2 221	The University is 76 enrolments short of the target for Education with 2 221 enrolments compared to the target of 2 297 for the year. The enrolments in Education have been declining for the last number of years from 2 314 in 2020, to 2 254 in 2021, and 2 221 in 2022. The decline was mostly experienced in the B Ed Foundation programme enrolments. However, it is encouraging that the University is showing improvements in the graduate outputs for initial teacher training, as discussed below under the scarce skills outputs.

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
Other humanities	7 728	7 626	8 383	Growth in enrolments in the Humanities remains strong. In 2022, the University had 8 383 enrolments compared to the target of 7 728, which is 8.5% above the target. High growth in the LLB Extended programme and the undergraduate Higher Certificate and Diploma programmes in Law contributed to this high growth. The BA programmes in the Faculty of Humanities also experienced high growth rates.
Distance education enrolments	17	17	16	The University only has one distance programme (Master's in Nanoscience) with low enrolments.
<b>B. STUDENT SUCCESS (2021 graduate outputs compared to APP 2021 Targets)</b>				
Graduates UG	5 743	5 743	6 024	The total graduates for undergraduate programmes increased by 1.8% from 5 920 in 2020 to 6 024 in 2021. The 6 024 graduates in 2021 were 281 (4.9%) higher than the target set in the APP 2021. The number of graduates at undergraduate level has shown a good growth rate in line with the growth in enrolments at undergraduate level. Undergraduate enrolments continue to grow at a high rate and increased from 26 134 in 2021 to 29 109 in 2022, which was a 11.4% increase. Graduate output at undergraduate level is thus expected to continue to grow at a high rate.
Graduates PG	1 490	1 490	1 242	The graduates at postgraduate level declined from 1 421 in 2020 to 1 242 in 2021, which is a direct result of the decline in postgraduate enrolments in recent years. Declines in international postgraduate enrolments also contributed to the decline in graduates at postgraduate level. The 2021 postgraduate graduates were 1 242, or 248 below the APP 2021 target of 1 490. While Council has invested significantly in postgraduate bursaries

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
				and scholarships, funding for postgraduate studies remains a barrier for those students who received NSFAS funding at undergraduate level and for those who qualify for the postgraduate scholarships but cannot take them up due to historic debt. Restricted postgraduate supervisory capacity as a result of the retirement of senior academics with doctoral qualifications is a further challenge impeding the number of enrolments and graduates at postgraduate level.
Success rate	80%	80%	84%	The success rate increased from 79% in 2019 to 85% in 2020 but decreased slightly to 84% in 2021. This is quite a remarkable achievement within the context of the complex learning and teaching challenges posed by the COVID-19 pandemic in 2020 and 2021. The reasons for this can potentially be attributed to the fact that continuous assessment was widely implemented, and students were given multiple opportunities for assessment due to the difficulties emerging from the transition to emergency remote learning. At this stage, it is uncertain whether the University will be able to maintain this high success rate.
<b><i>Undergraduate output by scarce skills (2021 graduate outputs against APP 2021 Targets)</i></b>				
Engineering	452	452	381	In 2021, the University had 381 engineering graduates which is 71 below the target of 452. The University continues to find it difficult to substantially increase enrolments in engineering due to the poor mathematics and physical science results of applicants, especially those coming from Quintile 1 to 3 schools in the Eastern Cape. Competition for high-performing school-leaving students with Mathematics and Physical Science has intensified within the higher education sector with the introduction of the NSFAS fee-free bursary scheme since these students can opt to study at any

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
				university in the country. The enrolments in the B Eng Tech degrees have been improving and increases in the number of graduates will be seen in coming years.
Life and physical sciences	225	225	256	The number of graduates in life and physical sciences has been increasing. In 2021, there were 256 graduates which was 31 more or 13.8% higher than the target of 225. This is a pleasing trend, which the University wishes to maintain.
Animal and human health	535	535	406	For several years, the discontinuation of programmes in Pharmacy with historically high enrolments due to accreditation challenges led to a sharp decline in graduates in the human health sciences. Enrolments in Nursing also declined for several years but have now begun to increase from 101 in 2021 to 157 in 2022. In 2021, there were only 406 graduates compared to the target of 535, which is 24.1% below the target. The new MBChB programme will only produce the first graduates in 2026, which will also increase the human health sciences graduates.
Teacher education	432	432	493	The University had 9 fewer PGCE graduates (98) than the 2021 target of 107, and 70 more B Ed graduates (395) in 2021 than the target of 325. In total, the University produced 493 graduates in initial teacher training, which was 14.1% above the target of 432.
Success rate	87%	87%	88%	The University achieved a higher-than-expected increase in the success rate in 2020 and 2021. The reasons for this can potentially be attributed to the fact that continuous assessment was widely implemented as part of the transition to flexible learning and teaching during the pandemic. Students were given multiple opportunities for assessment due to the challenges emerging from the rapid transition to emergency remote learning. Students in the scarce skills fields also attain a higher success rate than

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
				students in other fields of study due the higher admission criteria in these programmes.
<b>C. EFFICIENCY</b>				
<i>Instructional/Research Professional Staff (2021)</i>				
% Staff with doctoral degrees	46%	46%	46%	The percentage of staff with doctoral qualifications decreased from 46% in 2018 to 45% in 2019 and remained at 45% for 2020 (2% below the target of 47%). However, it improved again to 46% in 2021. The previous declines were largely due to retirements and resignations of highly qualified, senior academic staff members, as well as challenges in filling vacancies that arose in faculties, particularly in scarce skills fields of study. The intention is to reverse these trends through investing in developing the next generation of academics, supporting staff to obtain their Doctoral qualifications so that they are equipped to supervise Master's and Doctoral candidates and produce quality research publication outputs, and prioritising the filling of academic vacancies across all faculties.
Number of NGAP staff	16	16	17	Performance is in line with funding allocated by DHET for NGAP appointments and on target.
Ratio of FTE students to FTE instructional/research staff	27:1	27:1	30:1	The FTE student: instructional/research staff increased from 27:1 in 2021 to 30:1 in 2022 due to the significant increase in first-time entering undergraduate students from 2021 to 2022. The University will have to reconsider the budget available for academic staff appointments to enable faculties to fill more vacancies and recruit additional academic staff to mitigate an ever-increasing student: staff ratio that could impact negatively on

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
				the quality of learning and teaching, as well as student success rates.
<b>D. RESEARCH OUTPUT (2021 research outputs against APP 2021 Targets)</b>				
Publication units per FTE staff	0.8	0.8	*0.7	This is provisional data and final figures will only be available by the end of 2022, once the DHET has approved the final publication unit allocations. The preliminary ratio is the same as in 2019 and 2020, but slightly below the target of 0.8. Despite this, there were 495 articles produced compared to 472 in 2020. This is an increase of 4.9%. The total publication units (including books, chapters in books and conference proceedings) increased from 576 in 2020 to 592 in 2021, which is a 2.8% increase. The ratio stayed the same, because the academic staff FTEs increased from 833 in 2020 to 854 in 2021.
Research Master's graduates	275	275	224	The University had 224 Research Master's graduates which was 275 (or 18.5%) below the target. Funding for postgraduate studies and restricted supervisory capacity remain the most important impediment to increase graduates at postgraduate level. Declines in international postgraduate enrolments also contributed to the decline in graduates in the postgraduate programmes. The sharp decline in Master's programme enrolments is now being reflected in declines in graduates. The University needs to devote specific attention to improving the Master's research outputs back to former levels by reversing the trend of declining Master's enrolments.
Doctoral graduates	102	102	96	The doctoral graduates were 5.9% below the target as a result declining enrolments at a doctoral level.

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2022	Actual mid-year performance 2022	Reason for variance
Publication units	480	480	*592	These are the preliminary publication units. The final publication units for conferences, books and chapters in books will be finally allocated by the DHET towards the end of 2022. In 2021, there were 495 articles compared to 472 in 2020. This is an increase of 4.9%. The University produced more publication units than the target of 480, which is a positive indicator of staff research productivity. The total publication units (including books, chapters in books and conference proceedings) increased from 576 in 2020 to 592 in 2021, which constitutes a 2.8% increase.

\*This data is preliminary. Final data will only be available by the end of 2022 once DHET has reviewed the publication output units for books, chapters in books and conference proceedings.

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## EARMARKED GRANTS

Nelson Mandela University received allocations from DHET associated with the following grants:

- University Capacity Development Grant
- Foundation Provision Grant
- Clinical Training Grant
- Infrastructure and Efficiency Grant
- COVID 19 Responsiveness Grant

### EARMARKED GRANTS FOR 2022 (FUNDING ENVELOPES AND INFRASTRUCTURE PROJECTS)

Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
<b>Clinical Training Grant</b>  Awaiting DHET award letter for 2021/2022 allocation	Awaiting allocation letter from DHET	Awaiting allocation letter from DHET	Pharmacy	Project plan already submitted to DHET - History shows 100% performance on projects.		R5 108 497
			Nursing Sciences			R10 570 157
			Biomedical technology			R 1 100 396
			Emergency Medical Care			R915 184
			Radiography			R929 433



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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
			Dietetics			R445 110
			Biokinetics			R375 223
						100% spent as of 31 March 2022 - Audit finalised.
<b>Infrastructure &amp; Efficiency Grants (2017/2018)</b>	<b>R61 801 582</b> Efficiency 4	R6 736 365	University Projects - ICT	Increased / upgraded university infrastructure	Complete	Not applicable. Complete.
		R29 565 217	Maintenance CSIR	Increased / upgraded university infrastructure	100% of budget to be spent by June 2022	67% of budget spent. Balance R9 768 538
		R25 500 000	Ocean Sciences Building	Increased / upgraded university infrastructure	50% of budget to be spent by June 2022	99% of Budget spent. Balance R128 590.
	<b>R50 000 000</b> Efficiency 6	R50 000 000	Student Housing	Increased / upgraded university infrastructure	Complete	Not applicable. Complete.

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
Infrastructure & Efficiency Grants (2018/2019)	R155 550 561 <i>Efficiency 7</i>	R155 550 561	Various	Increased / upgraded university infrastructure	50% of budget to be spent by June 2022	65% of Budget Spent. Balance R53 839 372
Infrastructure & Efficiency Grants (2019/2020)	R53 130 179 <i>Efficiency 7</i>	R 53 130 179	Various	Increased / upgraded university infrastructure	50% of budget to be spent by June 2022	76% of Budget Spent. Balance R12 729 108
Infrastructure & Efficiency Grants (2020/2021)	R37 744 345 <i>Efficiency 7</i>	R37 744 345	Various	Increased / upgraded university infrastructure	50% of budget to be spent by June 2022	73% of Budget Spent. Balance R10 250 000
	R35 855 925 <i>Interest utilised</i>	R4 855 925	Felsted building re-purposes - Bird Street	Increased / upgraded university infrastructure	100% of budget to be spent by June 2022	100% of Budget Spent. Balance R0
		R6 000 000	Water reservoir - George	Increased / upgraded university infrastructure	Complete	Not applicable. Complete.

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
		R8 000 000	Furntech building - George	Increased / upgraded university infrastructure	Complete	Not applicable. Complete.
		R10 000 000	Law faculty additions - Embizweni		100% of budget to be spent by June 2022	100% of Budget Spent. Balance R0
		R7 000 000	Reclaimed water scheme - South		Project to be completed by June 2022	99% of Budget Spent. Balance R54 710
<b>Infrastructure &amp; Efficiency Grants (2018/2019)</b>	<b>R11 000 000</b> <i>Efficiency 7</i>	R11 000 000	University Projects - ICT	Increased / upgraded university infrastructure	N/A - 100% of budget spend by 30 June 2021	Not applicable. Complete.
<b>Infrastructure &amp; Efficiency Grants (2019/2020)</b>	<b>R6 600 000</b> <i>Efficiency 7</i>	R6 600 000	University Projects - ICT	Increased / upgraded university infrastructure	N/A 100% of budget spend by 30 June 2021	Not applicable. Complete.
<b>Infrastructure &amp; Efficiency Grants (2020/2021)</b>	<b>R4 750 000</b> <i>Efficiency 7</i>	R4 750 000	University Projects - ICT	Increased / upgraded university infrastructure	52% of budget spend by 30 June 2022 48% spend by end of 2022	80% of budget spent by 30 June 2022.

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
Budget Facility for Infrastructure (BFI Funding) for Student Housing 2018/19	R33 500 000 <i>Efficiency 8</i>	R33 500 000	Student Housing	Increased / upgraded university infrastructure	N/A - 100% of budget already spent in 2020	Not applicable. Complete.
Budget Facility for Infrastructure (BFI Funding) for Student Housing 2019/20	R33 500 000 <i>Efficiency 9</i>	R33 500 000	Student Housing	Increased / upgraded university infrastructure	N/A - 100% of budget already spent in 2021	Not applicable. Complete.
University Capacity Development Grant	R20 049 897	R4 045 389	Project 1: Learning Development to enhance Student Success	To improve students' academic performance	50% spend by June 2021	No variance R3 437 879.85, or 92%, spent by 31 March 2022.
		R762 178	Project 2: Student Employability and Entrepreneurship Development (SEED)	To equip Nelson Mandela University students with the necessary skills to develop an entrepreneurial mindset.	50% spend by June 2021	No variance, R741 605.82, or 97%, spent by 31 March 2022.
		R1 594 310	Project 3: Enhancing Postgraduate	To increase postgraduate	50% spend by June 2021	No variance,

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
			Student Research Development	students' research skills		R1 380 357.39, or 87%, spent by 31 March 2022.
		R2 406 035	Project 4: Teaching development for transformative teaching practices and learning experiences	To enhance the quality of teaching and learning and advance reflective teaching practice	50% spend by June 2021	No variance, R1 722 037.83, or 72%, spent by 31 March 2022.
		R4 284 855	Project 5: Digital transformation of Learning and Teaching	To capacitate staff and students to effectively utilize online technology platforms	50% spend by June 2021	No variance, R3 568 964.94, or 83%, spent by 31 March 2022.
		R4 529 937	Project 6: Supporting and Strengthening Staff Research Development	To improve the effectiveness of research endeavours of currently employed staff	50% spend by June 2021	No variance, R3 350 946.67, or 74%, spent by 31 March 2022.
		R1 768 500	Project 7: Curriculum	To ensure that the teaching programmes of the university are	50% spend by June 2021	No variance, R1 085 635.53, or 61%, spent by 31 March 2022.

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
			Development and Mapping	of high quality and relevance to meet the needs and expectations of its students		
		R955 730	Project 8: UCDG programme management, monitoring and evaluation	To efficiently and effectively implement, monitor and evaluate the Nelson Mandela University UCDG plan	50% spend by June 2021	No variance, R878 973.46, or 92%, spent by 31 March 2022.
<b>Foundation Provision Grant</b>	Earmarked Grant  Comprises NMU Allocation & DHET Allocation  (Please note this is an estimated amount based on the	R762 960	Humanities	75% success rate	50% of budget spent by 30 June 2022	Total Foundation provision grant for 2022 is R16 514 000  Of this, R8 257 000 or 50% was spent by 30 June 2022.  Humanities was allocated R1 077 656.65 and 50% was spent by 30 June 2022

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
	2021/22 grant amount as the allocation is announced annually)  Total allocation estimate R11 698 720					
		R4 704 920	Business & Economic Sciences	75% success rate	50% of budget spent by 30 June 2022	Business & Economic Sciences was allocated R7 469 746.25 and 50% was spent by 30 June 2022
		R890 120	Engineering, Built Environment & IT	75% success rate	50% of budget spent by 30 June 2022	Engineering, Built Environment, and IT was allocated R978 407.54 and 50% was spent by 30 June 2022
		R1 398 760	Law	75% success rate	50% of budget spent by 30 June 2022	Law was allocated R1 344 982.43 and 50% was spent by 30 June 2022

## NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REVIEW REPORT 2022

Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
		R3 941 960	Science	75% success rate	50% of budget spent by 30 June 2022	Science was allocated R4 271 878.67 and 50% was spent by 30 June 2022
			Learning and Teaching Collab	75% success rate	50% of budget spent by 30 June 2022	Learning & Teaching Collab was allocated R1 371 328.46 and 50% was spent by 30 June 2022
<b>COVID - 19 Responsiveness Grant (CRG1)</b>  (Existing interest approved by DHET for use)	<b>R9 312 257</b>	R9 312 257	Academic Recovery and Campus Readiness Plans	To recover and complete the 2020 Academic year and ensure readiness of campus considering COVID-19	N/A - 100% of budget already spent in 2020	Not applicable. Complete.
<b>COVID - 19 Responsiveness Grant (CRG2)</b>	<b>R15 431 000</b>	R15 431 000	Academic Recovery and Campus Readiness Plans	To recover and complete the 2020 Academic year and ensure readiness of campus taking into consideration the COVID-19 pandemic.	100% of budget spent by June 2022	DHET allowed expenditure up until the end of March on this grant. All funds were spent.



# NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REVIEW REPORT 2022

## FINANCIAL PERFORMANCE NOTES: BUDGET VS REVENUE AND EXPENDITURE AS AT 30 JUNE 2022

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### **EXECUTIVE SUMMARY**

The financial performance takes in to account the comparison between the actual and budgeted revenue and expenditure for the period. The revised budget indicates any mid-year budget adjustments to the original Council approved budget, while forecasts are done against revised budgets to consider projected savings in expenditure or shortfalls in revenue. A benchmark of 50% (6/12) for the period to date is used to compare the financial position of the Nelson Mandela University as of 30 June 2022. A year-to-date budget is included, however, due to the cyclical nature of revenue and certain categories of expenditure at a Tertiary Institution, the financial results on a month-to-month basis must consider material timing differences and therefore should be examined per line item where mid-year expectations will be indicated.

There will be continued pressure on the budget, so a reprioritisation process continues in 2022 for the virement of budgets to assist in addressing new and reprioritised needs and hybrid way of work as we transition into an adjusted operating model. This will be a continuous process for 2022 as future savings and additional costs become known. MANCO has identified savings for the period up to end May that were transferred to a Water Contingency Fund as a provision to cater for the various risk response levels as planned for the water crisis. As the resourcing envelope is largely dependent on subsidy and fees, any material variances on the current assumptions will have a significant impact on the financial projections.

### **INCOME**

Subsidy for operations is accounted for when received. The first subsidy payment is received in April. This is in respect of the period January to March. During May, subsidy is received for the period April to June. Payments for July to November are received monthly, one month in advance. The benchmark is therefore 58%. We are in line with the benchmark. The block allocation for operations in 2022 is forecasted at 0.91% up on 2021 block grant subsidy. This amounts to R 11.7 million more than the budgeted amount, while the Foundation Grant is R 3.79 million more than budgeted for. The only Interest & Redemption subsidy applicable is on state guaranteed loans where the state pays the loan repayments, nets off the subsidy and recouped in the final subsidy payment. Foundation Programme subsidy is earmarked funding for extended programmes which are sub vented with Council funds.

Tuition fees have exceeded mid-year expectations because of growth in first time entering students. A bad debt provision of 8% is budgeted and is in line with mid-year expectations. Recoverability is being monitored carefully following concessions given around access for 2022 together with the impact of the economy on family household incomes.

## NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REVIEW REPORT 2022

Residence fees are below mid-year expectations. As a self-funding entity, budgets will be reviewed after second semester registrations. A bad debt provision of 3% has been budgeted. Off-campus accommodation is treated as an agency fund. The net surplus / (deficit) is disclosed in the income statement.

Other income includes Facilities, Trust contributions, Office for International Education etc. and are in line with mid-year expectations.

### **EXPENDITURE**

Strategic allocations are non-recurrent in nature and are allocated to specific projects in line with the strategy of the institution. Spend to date is lower than mid-year expectations and will be monitored accordingly.

Salary forecasts are done monthly, reviewing vacant positions and fixed commitments. The current austerity measures on vacant Professional and Academic Support Staff (PASS) and resultant savings will be returned to central funds.

The forecast assumes that funds as requested & approved for operations will be fully utilized and spent by year end. Management will continue to review operational budgets during the year for possible underspend and savings. Budgets will be adjusted and transferred back to the general reserve.

Depreciation & accumulative leave provisions, as budgeted for, is expensed pro rata on a monthly basis to the income statement.

The finance costs as budgeted for, are for reporting purposes, expensed monthly to the income statement.

### **INVESTMENT INCOME**

The investment income is based on the latest cash flow forecast.

### **SPECIFIC PROVISIONS**

Estimated post-retirement benefits provision as budgeted for is expensed monthly on a pro rata basis to the income statement. Interest earned on unutilized Efficiency Project Funds is earmarked to build up reserves to accommodate infrastructure inflation costs as prescribed by the DHET.

### **ON RECURRENT INCOME & EXPENDITURE**

Non-recurrent income and expenditure represent non-recurrent / once off projects that are not funded by the operational budget. Sources of funds include DHET, reserves, donor, and long-term borrowings.

### **FORECASTED STATUS**

As at the end of June, the forecasted surplus of R77 million after investment income.

# NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REVIEW REPORT 2022

## FINANCIAL PERFORMANCE: BUDGET VS REVENUE AND EXPENDITURE AS AT 30 JUNE 2022

### NELSON MANDELA UNIVERSITY MID YEAR PERFORMANCE REVIEW 2022 - BUDGET VS REVENUE AND EXPENDITURE

	YTD Actual	YTD Budget	Approved Budget	Revised Budget	Forecast	Notes
<b>INCOME</b>	1 897 214 657	1 199 235 082	2 392 751 634	2 398 470 163	2 444 530 023	
<b>SUBSIDY</b>	764 153 000	649 844 420	1 299 688 839	1 299 688 839	1 315 206 839	
Operations	757 547 000	643 476 500	1 286 953 000	1 286 953 000	1 298 673 000	In line with mid year expectation
Interest & Redemption	-	9 920	19 839	19 839	19 839	To be received in final subsidy reconciliation payment
Foundation Programme	6 606 000	6 358 000	12 716 000	12 716 000	16 514 000	Earmarked funding revised per original subsidy allocation
	-	-	-	-	-	
<b>FEES</b>	1 107 420 310	518 053 509	1 036 267 202	1 036 107 018	1 066 648 878	
Teaching	949 927 226	442 105 452	884 210 905	884 210 904	914 752 764	
Tuition fees	926 301 681	450 249 975	900 499 950	900 499 950	926 301 681	In line with adjusted mid year expectation
Medical School	9 869 702	5 093 399	10 186 798	10 186 797	10 186 797	In line with adjusted mid year expectation
Registration & application fees	49 247 400	22 253 636	44 507 271	44 507 271	49 247 400	In line with adjusted mid year expectation
Less: provision for bad debt	(35 491 557)	(35 491 557)	(70 983 114)	(70 983 114)	(70 983 114)	Pro rata of provision. Adjusted forecast up due to COVID-19
Residences	157 493 083	75 948 057	152 056 297	151 896 114	151 896 114	
Residence fees	121 599 974	73 524 892	147 049 785	147 049 783	147 049 783	In line with mid year expectation
Off campus Accommodation (net surplus / (deficit))	38 046 573	3 101 830	6 363 841	6 203 659	6 203 659	Agency fund
Vacation accommodation/ rentals	25 200	1 500 000	3 000 000	3 000 000	3 000 000	In line with adjusted mid year expectation
Less: provision for bad debt	(2 178 664)	(2 178 664)	(4 357 329)	(4 357 328)	(4 357 328)	Pro rata of provision. Adjusted forecast up due to COVID-19
	-	-	-	-	-	
<b>OTHER INCOME</b>	25 641 347	31 337 153	56 795 592	62 674 306	62 674 306	In line with adjusted mid year expectation

# NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REVIEW REPORT 2022

## NELSON MANDELA UNIVERSITY MID YEAR PERFORMANCE REVIEW 2022 - BUDGET VS REVENUE AND EXPENDITURE

	YTD Actual	YTD Budget	Approved Budget	Revised Budget	Forecast	Notes
<b>EXPENDITURE</b>	1 058 751 174	1 214 992 079	2 415 753 763	2 429 984 158	2 429 984 158	
<b>STRATEGIC ALLOCATIONS</b>	30 831 850	35 345 516	70 901 030	70 691 031	70 691 031	In line with adjusted mid year expectation
<b>SALARIES</b>	682 127 162	765 238 005	1 536 407 316	1 530 476 009	1 530 476 009	
	628 230 046	685 039 895	1 332 211 871	1 370 079 789	1 370 079 789	
Academic	299 649 372	333 126 840	652 349 479	666 253 680	666 253 680	In line with mid year expectation
Admin and Academic Support	328 580 674	351 913 055	679 862 392	703 826 109	703 826 109	In line with mid year expectation
Remuneration Contingency	-	15 868 499	78 751 432	31 736 998	31 736 998	Annual salary adjustment provision allocated
Other	53 897 115	64 329 611	125 444 013	128 659 222	128 659 222	Includes residences, facilities etc.
	-	-	-	-	-	
<b>SUPPLIES AND SERVICES</b>	270 711 207	339 327 604	658 283 508	678 655 209	678 655 209	In line with mid year expectation
<b>PROVISIONS</b>	53 729 567	53 729 567	107 459 133	107 459 133	107 459 133	
Depreciation	48 427 852	48 427 852	96 855 704	96 855 704	96 855 704	In line with mid year expectation
Accumulative Leave	5 301 715	5 301 715	10 603 429	10 603 429	10 603 429	In line with mid year expectation
<b>FINANCE COSTS</b>	13 164 263	13 164 263	26 328 526	26 328 526	26 328 526	In line with mid year expectation
	-	-	-	-	-	
<b>OTHER OPERATIONS</b>	8 187 125	8 187 125	16 374 250	16 374 250	16 374 250	
Post-retirement benefits	8 187 125	8 187 125	16 374 250	16 374 250	16 374 250	Pro rata of provision
	-	-	-	-	-	
<b>SURPLUS/(DEFICIT) from OPERATIONS</b>	838 463 484	(15 756 997)	(23 002 129)	(31 513 995)	14 545 865	

# NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REVIEW REPORT 2022

## NELSON MANDELA UNIVERSITY MID YEAR PERFORMANCE REVIEW 2022 - BUDGET VS REVENUE AND EXPENDITURE

	YTD Actual	YTD Budget	Approved Budget	Revised Budget	Forecast	Notes
<b>SURPLUS/(DEFICIT) from OPERATIONS C/F</b>	838 463 484	(15 756 997)	(23 002 129)	(31 513 995)	14 545 865	
<b>INVESTMENT INCOME</b>	69 219 499	69 219 499	138 438 998	138 438 998	138 438 998	In line with mid year expectation
<b>LESS : SPECIFIC PROVISIONS</b>	4 476 705	36 459 646	72 919 292	72 919 292	75 919 292	
Escalation - Efficiency Funded Projects	4 476 705	3 959 646	7 919 292	7 919 292	10 919 292	In line with mid year expectation
Transfer to reserves	-	32 500 000	65 000 000	65 000 000	65 000 000	Transfer to be done at year end
<b>SURPLUS/(DEFICIT) from OPERATIONS &amp; INVESTMENT INCOME</b>	903 206 277	17 002 856	42 517 577	34 005 711	77 065 571	
<b>NON RECURRENT INCOME</b>	4 075 231	-	-	-	-	
DHET / Donor Grants - Efficiency funding	4 075 231	-	-	-	-	Deferred revenue adjustment on IEG Grant funding
<b>NON RECURRENT EXPENDITURE</b>	135 434 435	206 473 406	347 713 699	412 946 812	412 946 812	
Council Projects	13 925 609	61 307 944	151 213 699	122 615 888	122 615 888	Spend to accelerate in second semester
Efficiency Funding	121 508 826	145 165 462	196 500 000	290 330 925	290 330 925	In line with project plans
<b>TRANSFER FROM EFFICIENCY FUNDED RESERVES</b>	117 433 595	145 165 462	196 500 000	290 330 925	290 330 925	
<b>TRANSFER FROM RESERVES</b>	13 925 609	61 307 944	151 213 699	122 615 888	122 615 888	
<b>SURPLUS/(DEFICIT) (COUNCIL FUNDS)</b>	903 206 277	17 002 856	42 517 577	34 005 711	77 065 571	
<b>NON COUNCIL FUNDED SURPLUS / (DEFICIT)</b>	50 405 680	-	-	-	-	
Income	573 476 532	225 038 210	450 076 420	450 076 420	450 076 420	Institutional budgets not set for these activities
Expenditure	523 070 852	225 038 210	450 076 420	450 076 420	450 076 420	and funding group i.e. restricted research funds
<b>SURPLUS/(DEFICIT) (ALL FUNDS)</b>	953 611 957	17 002 856	42 517 577	34 005 711	77 065 571	