

Success

MUT maintained its student Success Rate at 81% in 2017, although this fell slightly short of the target of 82%.

The University produced 2,338 graduates at undergraduate level in 2017, an increase of 42 on the 2016 total of 2,296. In addition to the latter, MUT in 2017 also graduated its first cohort of postgraduate students, a total of 20.

Efficiency

MUT's target for permanent Instruction/Research Staff in 2017 was 239. The total was 14% short at 205.

The proportion of permanent I/R staff with a Doctoral qualification was 14%, against a target of 18%. The University achieved its target for I/R staff with at least a Masters degree, at 65%.

Research Output

MUT is steadily building its research capacity from a low base. The University achieved its target for research outputs in 2017, with 24,44 submitted publication units against a target of 23. This represents an average of 0,11 publication units per permanent I/R staff member.

As part of its strategy to build its research capacity, the University appointed three Research Professors during 2017, one in each of the three faculties. These appointments are expected to have a positive impact on the research outputs of the faculties in future.

Non-Achievement of Strategic Goals

MUT has succeeded in meeting and, in many instances, exceeding its targets for 2017. The University has fallen substantially short of its set targets in the following cases:

- **Objective 9.2: Ensure efficient infrastructure and asset utilisation**

An amount of R32,67-million was spent on new infrastructure projects during 2017, against a target of R90-million. Some major projects, including the Engineering laboratories and offices project and phase 1 of the Student Residences project, have been held up by legal wrangles since 2016.

Expenditure on improvements and maintenance (Objective 9.1) improved in 2017, with the total of R13,6-million meeting the target of R11,6-million. However, the preventative maintenance master plan is not yet fully developed. The position of Works Manager was filled during the year.

- **Objective 10.1: Develop and implement a strategy for third stream income generation**

Third-stream income of R1,35-million was generated, against a target of R3-million. Delay in the approval of a policy on third-stream income may have contributed to uncertainty in this area.

- **Objective 11.1: Create opportunities for innovation at MUT**

The target here was to develop 12 industry-based projects, but only three were achieved.

- **Objective 11.4: Develop workforce capabilities in technology solutions**

There was little progress during 2017 in the development of short courses. The target of offering three short courses and enrolling 120 students in short courses were not achieved.

8. REPORT ON INTERNAL ADMINISTRATIVE AND OPERATIONAL STRUCTURES AND CONTROLS

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

The university is in the process of documenting the organisational structures, setting out the division of responsibilities as well as established policies and procedures. A Code of Ethics that is communicated throughout the organisation, and the careful selection, training and development of employees, foster a strong ethical climate.

Information systems utilising modern information technology are in use throughout the organisation.

Systems have been developed and implemented according to defined and documented standards. Accepted standards are applied to protect privacy and to ensure control over all data, including disaster recovery and backup procedures.

Password controls are strictly maintained, with users required to change passwords on a monthly basis. There are monthly reviews to ensure that there are no clashes in user access rights and that the basic internal control concept of division of duties is maintained.

MUT assessed its internal control systems in the 2017 financial year in relation to the criteria for effective internal control over financial reporting described in the Internal Control Manual.

Internal Auditors monitor the operation of internal control systems and report findings and recommendations to management and the Audit, Risk and Compliance Committee. Corrective actions are taken to address control deficiencies and other opportunities for improving systems are adopted when identified.