



Mangosuthu
University of Technology



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Extract from an Address by L N Sisulu, MP,
 Minister for the Public Service and Administration
 at her Inauguration as the Chancellor for
 Mangosuthu University of Technology

“ It is a great honour to have been invited to be part of this university. It is with a great sense of service and responsibility that I have accepted this nomination. Having spent many years in various universities myself, this feels like a home-coming. I am a product of many histories that continue to form and influence me and it would remiss of me not to state right from the start that the struggle for freedom is the major part of these histories that has shaped my development and thinking. I accepted the nomination as Chancellor of the Mangosuthu University of Technology because we here represent

the most disadvantaged, even of those in tertiary education and that we here, under the inspired leadership of our current administration, have taken upon ourselves the noble core values that I hold dear, and I found that this is a place where it is possible to inspire the youth, support them that they may be the leading light to create a society that lives and believes in acting with integrity, that committed themselves to strive to excellence in all they do, that in all they do, they respect others, and strive to be at the forefront of technology. My faith in you has been restored.”



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MUT Chancellor, Lindiwe Sisulu, MP

CHANCELLOR WITH A MISSION

Minister Lindiwe Sisulu's position as MUT Chancellor has been one of an enabling agent. The Minister of Human Settlements has worked tirelessly to ensure that MUT's research agenda is augmented through supporting the establishment of a Research Chair in Human Settlement.

This enabled MUT to subsequently plan the 2nd National Conference on Human Settlements in collaboration with the national and provincial Human Settlement departments and Nelson Mandela University.

Ms Sisulu, MP, has also established a bursary fund to enable students to access tertiary education. In recognition of her contribution, the beneficiaries invited her to an appreciation meeting.

Minister Sisulu's position as MUT Chancellor has added value to the University, and the MUT Council has approved the recommendation to extend her term. The University community wishes her well in her continued role as MUT Chancellor.

FROM ACTING VICE-CHANCELLOR & PRINCIPAL



Prof Marcus Ramogale

Looking back and looking forward

The year 2017 was a remarkable year, both for MUT and for me personally. What started off as a brief acting appointment as Vice-Chancellor and Principal in 2016, unexpectedly spilled over to 2017. It was a challenge I accepted with great humility, and I am glad to have been able to add value to the Institution in line with the aspirations of the Founding Father, Prince Mangosuthu Buthelezi, and the late benefactor of MUT, Mr Harry Oppenheimer.

Despite being under-resourced, MUT has made substantial gains over the past year that should be applauded. Our eighth consecutive clean audit was one of our most significant achievements. It is a great honour for me to have led an organisation whose audit yielded no adverse findings by external auditors. I wish to express my sincere appreciation to all staff members for all their hard work for this successful outcome.

On the academic front, the development of new programmes by all faculties deserves applause. Seven new programmes were approved for launch in 2018. These are outlined in more detail in the Quality Management Directorate's report. The accreditation of existing MUT programmes was also a success. Visits by professional bodies to assess our programme offerings yielded positive results, and no academic programme lost its accreditation.

Here are selected results of these stakeholder visits, particularly from the Faculty of Engineering:

- The Engineering Council of South Africa (ECSA) visited the University on 15-17 May 2017 and gave full accreditation to the Diploma in Chemical Engineering and the Diploma in Mechanical Engineering. It gave conditional accreditation to the Diploma in Electrical Engineering and the Diploma in Civil Engineering. The Diploma in Chemical Engineering has been accredited by ECSA until May 2021.
- The Diploma in Mechanical Engineering has been accredited by the Engineering Council of South Africa (ECSA) until May 2021.
- The South African Council for the Project and Construction Management Professions (SACPCMP) visited the Department of Construction Management and Quantity Surveying on 20-21 July 2017 and issued conditional accreditation (SACPCMP) until December 2020.
- The South African Council for the Quantity Surveying Profession (SACQSP) visited the Department of Construction Management and Quantity Surveying on 20-21 July 2017 and issued conditional accreditation (SACPCMP) until December 2020.

It would be remiss of me not to acknowledge the appointment of a new Council in mid-2017, chaired by Mr Morilane Morilane and his deputy, Dr Zethu Qunta. The new Council has expressed its commitment to non-interference with University business operations. The new Council has also said that it would not want to be prescriptive on how the University should be run.

We applaud our new Council members for the willingness they have shown collectively to contribute to a better future for MUT.



Mr Gona Govender

TEACHING & LEARNING MATTERS

From the Office of the Acting Deputy Vice-Chancellor: Teaching & Learning - Mr Gona Govender

The scholarship of teaching and learning is at the centre of our being at MUT. Goal Number 1 in our Strategic Plan 2015-2019 is to "enhance the quality of teaching and learning, and educational inputs". The year 2017 saw a great deal of effort being invested by departments assigned to drive the realisation of this and other pertinent goals as outlined in the audited section of this publication. This report features selected projects from:

- the Teaching & Learning Development Centre (TLDC);
- Library Services; and
- the Quality Management Directorate (QMD).

Notwithstanding the challenges in human, financial and infrastructural resources, leaders in these departments have been instrumental in supporting the academic agenda and enabling the deans to meet their strategic objectives to improve the pass rate with skills relevant to the country and across the globe.

Some of the heart-warming stories that have resulted from this behind-the-scenes support are best reflected during graduation. For example, Noxolo Mdunde from Lamontville, and her colleague Nombuso Mokoena from KwaMashu, are two female students who graduated in Electrical Engineering and are flying the MUT flag high at Sapref in a very male-dominated field. There is also the story of Phumzile Ngwane, a 42-year-old widow who graduated with a diploma in Human Resource Management, which also testifies to the priceless support of the scholarship of teaching and learning at MUT. Phumzile first registered with MUT in 1997 but had to leave the University because she ran out of funds. Phumzile obtained 80% in Labour Law, and 75% in HR Management.



Dr Manyane Makua

THE TEACHING & LEARNING DEVELOPMENT CENTRE (TLDC)

Dr Manyane Makua, Senior Director

The Teaching & Learning Development Centre (TLDC) continues to be at the forefront of dynamic teaching and learning developments at MUT. Over and above leading the installation of cutting-edge technologies in some of our classrooms, the TLDC is also on the cusp of establishing two Interactive Teaching and Learning Classrooms/Labs to cater for the increasing demand for technology-facilitated teaching and learning at the institution. We are not yet 'there' but we are certainly making strides and we thank the Department of Higher Education and Training for its continued support.

In 2017, the Centre facilitated various professional development interventions for academic staff. Central to these was the registration of academic staff in the Postgraduate Diploma in Higher Education (PGDHE) offered by Rhodes University and UKZN. Our academic staff members are highly appreciative of these opportunities.



The 2017 Colloquium attracted some international academics

TLDC'S FLAGSHIP PROJECT

TLDC hosts Teaching & Learning Colloquium, Vice-Chancellor's awards

MUT hosted its fifth annual Teaching & Learning Colloquium on 5-7 April 2017, culminating in the Vice-Chancellor's Teaching Excellence Awards on the final evening. What started off in 2013 as a small gathering of MUT staff to begin unpacking the concepts of teaching and learning in order to improve delivery, has become a fully-fledged academic conference where 35 papers and three posters were presented in 2017. Nine of these papers were presented by MUT staff, on the themes of E-learning, Graduate Attributes of a 21st Century Student, Integrated Interventions for Student Academic Support, and Student Success.

The general theme was "Re-imagining the 21st Century curriculum and learning environments: the quest for student success". Having extended beyond just MUT, the colloquium brings together academics and researchers from all over South Africa and beyond. It seeks to showcase innovations, generate debate, theorise policy and practice, and explore opportunities and challenges associated with teaching and learning in higher education. In doing so, it serves as a platform for disseminating higher education and institutional research findings from national and international guest speakers.

The last five years "have been busy and productive," said Dr Manyane Makua, Senior Director of the TLDC, which is responsible for organising the colloquium. Dr Makua said the colloquium is a "representation of the power of a vision".

The TLDC was able to attract several influential guest lecturers to the 2017 event, among them Prof Mark Hay from the Tshwane University of Technology (TUT), who has vast international experience; Prof Dr Helen Bond from Howard University in Washington, DC; and Prof Mahlapalapana Themane from the University of Limpopo.

The 2017 Vice-Chancellor's Teaching Excellence Awards winners were: Prof Logan Naidoo, from the Human Resource Management Department; Kevin Ramsarghey, from the Accounting Department; Dr Nkululeko Damoyi, from the Chemistry Department; and Adesoji Jaiyeola, from the Civil Engineering Department. All four won silver trophies, cash and other prizes. Vukile Mjijima, from the Communication Department, won a bronze trophy and, like others, received cash, a tablet and other prizes. All winners attended the 2017 Higher Education Learning and Teaching Association of Southern Africa (HELTASA) conference held in November, with all expenses paid by the TLDC.

Students included in Vice-Chancellor's Teaching Excellence Awards

The fifth annual Vice-Chancellor's Teaching Excellence Awards on 7 April 2017 had a new item: the Recognition of Student Academic Excellence Awards. Dr Manyane Makua, Senior Director: TLDC, said the reason for deciding to include the students in the awards was that students are a reflection of the excellent work done by lecturers. The two are a mirror image of each other.

Three students from the University's three faculties won cash and other prizes for their efforts. The inaugural winners were Phakamani Thwala, a second-year Building & Construction Management student; Fisanu Shandu, a second-year Marketing student; and Mbongeni Khoza, a second-year ICT student.



Executive management with award recipients and guest speakers



Ms Bongwiwe Nyide

LIBRARY SERVICES

Ms Bongwiwe Nyide, Acting Senior Director

1 000 e-books now accessible from the MUT Library

MUT students and staff can now access more than 1 000 electronic books at a time, thanks to a gadget called an e-reader, by Kobo. Students can loan these gadgets from the library, just like the books, and can download the e-books and journal articles from anywhere. E-readers are expected to play a key role in facilitating the delivery of academic programmes via e-learning. Through them, students can access study materials of any size, without the need to make copies or print out materials. E-readers are portable, have a long battery life, and also have a dictionary.

The MUT Library had a number of other notable achievements in 2017. For instance:

- The MUT Library actively supported the Faculty of Natural Sciences' first Master's class and provided extensive training on library resources and referencing tools such as Mendeley and EndNote. This resulted in improved usage of library resources.
- The purchasing of and training on Turnitin by the TLDC and the Library was a major highlight. Turnitin is a software programme that aims to discourage plagiarism and encourage proper referencing. The Library ran a very successful introductory workshop which was attended by both students and staff. Some academic departments started using it actively soon afterwards.
- Online e-book ordering by lecturers has been effectively used since training was conducted during faculty board meetings. With this service, the Library has seen growth both in resources and e-book usage by students and staff. Library resources can now be more rapidly improved since e-books become available a day after processing the order.
- One-on-one training for students, lecturers and support staff has worked well as a marketing strategy for the Library in 2017. The Library continues to receive referrals, showing that it is being recognised as the hub of information and a first stop for research at MUT.



Nedbank Eyethu Foundation makes a donation to MUT Library

THE CROWN JEWEL FOR THE LIBRARY SERVICES DEPARTMENT

Nedbank Eyethu Foundation launches MUT's digital environment

It was at a sectoral meeting that the Marcomms team's Mbali Mkhize, Senior Director: Marketing & Communication, and Zama Sishi, Director: Stakeholder Relations, met Tshego Bokaba, the Portfolio Manager for the Eyethu Community Trust at the Nedbank Foundation. "We have so many needs for our university, but the main focus is to ensure that our students move with the times and can sit behind the desk and make magic on the computer," they impressed on Ms Bokaba. "Just send me a proposal and the Board will decide," the latter replied.

An email to the now retired Library Services senior director, Lindiwe Ndaki, sealed the collaboration. Marcomms developed the project rationale and PR aspect while Library Services provided technical details for each of the MUT libraries. The Library's main aim was to create a digital environment for students, ensuring that students are able to undertake research in order to improve the MUT pass rate, and at a personal level to improve their technical expertise and social skills.

That proposal generated a R2.231 million grant from Nedbank. The grant helped MUT to replace computers purchased in 2007 and resulted in MUT acquiring 110 PCs, 140 laptops, six printers and a smart board. Over and above that, the grant resulted in MUT being able to offer two library vacancies to financially needy students. These students are being paid for out of this grant.

"As Nedbank Foundation, we need to ensure that we are a part of the development agenda across SA. Having taken a tour of all the library laboratories, I am happy that Nedbank has again made an impact on our people. It is heartening to see that within a year, Nedbank was able to deliver a superior digital environment for two MUT libraries. We are thus honoured to be associated with Nedbank and our relationship will grow from strength to strength," said Ms Bokaba.



Fundiswa Nofemela

CO-OPERATIVE EDUCATION

Ms Fundiswa Nofemela, Director

First MUT interns in China

The year 2017 saw significant developments and achievements in Work-Integrated Learning (WIL).

The capstone WIL achievement was the placement of the first MUT interns in China for a 12-month WIL programme. This opportunity was made possible through a partnership between merSETA and the Chinese Culture and International Education Exchange Centre.

The internship involved a six-month period spent in a university and a further six months in a company in China. MUT students Siphephelo Ndlovu, an IT graduate, and Mthobisi Disane, an electrical engineering WIL student, were at universities in Shanghai and Beijing respectively.

WIL Imbizo 2017

A Work Integrated Learning (WIL) Imbizo was hosted by the Directorate of Co-operative Education to provide an opportunity for employers to engage with MUT staff on all matters relating to WIL. The speaker for the day, Dr Thabo Mashongoane of the National Skills Authority (NSA), shared with the delegates his insights on the importance of university-industry partnerships.

The Imbizo was attended by 95 host employers, heads of academic departments, directors from strategic support units at MUT, and all WIL staff. All areas of WIL were debated and improvements suggested in areas such as student WIL orientation, preparation, monitoring and so on. As a result of this engagement, the Co-operative Education Directorate has included activities in its improvement plan that will address some of the employer concerns.

QUALITY MANAGEMENT DIRECTORATE

Dr Mogasuri Moodley, Director

Full steam ahead for new qualifications at MUT

MUT added another feather to its cap with the accreditation of seven new academic programmes in 2017:

Faculty of Natural Sciences

Advanced Diploma in Agriculture Extension & Community Development
Advanced Diploma in Agriculture Crop Production
Bachelor of Science in Medical Laboratory Sciences

Faculty of Management Sciences

Postgraduate Diploma in Human Resource Management
Diploma in Local Governance & Finance
Advanced Diploma in Cost & Management Accounting

Faculty of Engineering

Advanced Diploma in Chemical Engineering

In addition, a number of programmes were submitted to the Department of Higher Education and Training (DHET) for Programme and Qualification Mix (PQM) Clearance. (This takes place in preparation for the final submission phase to the Council for Higher Education (CHE) for accreditation.) All programmes received PQM clearance from the DHET, with the following positive feedback:

Faculty of Natural Sciences

Advanced Diploma in Analytical Chemistry - Granted 30/01/2017
Postgraduate Diploma in Chemistry - Granted 30/01/2017
Doctor of Nature Conservation - Granted 29/05/2017 and submitted to CHE for accreditation.

Faculty of Management Sciences

Advanced Diploma in Accounting - Granted 30/01/2017
Postgraduate Diploma in Marketing - Granted 30/01/2017
Diploma in Municipal Financial Management - Granted 6/09/2017
Advanced Diploma in Public Finance and Accounting - Granted 30/05/2017
Advanced Diploma in Public Management - Granted 29/05/2017

The quality assurance and submission of MUT's first doctoral degree - the PhD in Nature Conservation - is a major coup for the institution and for the Quality Management Directorate (QMD). Throughout all this activity, the QMD has been involved in communication with external regulatory bodies regarding programmes for accreditation, PQM clearance and SAQA registration. As part of Phase 1 of the CHE's Quality Enhancement Project (QEP), MUT engaged with other public universities in developing a single resource called the Code of Good Practice for the higher education sector.



Dr Mogasuri Moodley



Professor Zodwa Dlamini seated in the middle with national and international delegates during the 2017 RIE Week

RESEARCH, INNOVATION AND ENGAGEMENTS

Professor Zodwa Dlamini, Deputy Vice-Chancellor:RIE

The Research, Innovation and Engagements (RIE) portfolio appointed three research professors. These researchers are housed in each faculty in order that each faculty have its own research leader to drive the strategic research direction at a faculty level. The appointees are professors Theodore Conrad Haupt (Engineering), Karabo Shale (Natural Sciences) and Kedibone Phago (Management Sciences).

In addition, the University's first Research Chair was appointed in August. Professor Babatunde Agbola, the Research Chair in Human Settlements, will facilitate institutional linkages and partnerships between MUT, the University of KwaZulu-Natal (UKZN), Durban University of Technology (DUT), the South African Technology Network (SATN), the National Home Builders Registration Council (NHBRC) and others.

The capstone project was the second Research, Innovation and Engagements (RIE) Week, attended by delegates from across South Africa and all continents. The theme was "Engaging globally for local impact". During the RIE Week there was a concerted effort to enable MUT and its delegates to network with strategic stakeholders, such as during the Mayor's dinner and the Founder's dinner.

During the week, partnership agreements and MOUs were signed with the following institutions:

- Florida Agricultural and Mechanical University (USA);
- Louisiana State University (USA);
- International Centre for Genetic Engineering and Biotechnology (ICGEB) (India);
- Institution for Chemical Technology (India);
- Luiz de Queiroz College of Agriculture, University of Sao Paulo (Brazil);
- SUPERA Technology Park, University of Sao Paulo (Brazil);
- Dublin Institute of Technology (Ireland); and
- University of Hawaii.

During the RIE week, MUT also launched five milestone documents as part of the research agenda at MUT:

- Internationalisation Strategy 2017-2020 and its plan;
- Research and Innovation Strategic Plan 2030;
- Stakeholder Engagement Strategy 2017-2020 and its plan;
- Research and Innovation Plan 2017-2021; and
- The first RIE 2016 Annual Report booklet.

Other conferences included:

- The National Human Settlements Conference hosted by MUT and the provincial and national departments of Human Settlements from 5-6 October 2017. This included the launch of the Human Settlements Chair on 5 October;
- Faculty Research Days (Engineering, Natural Sciences and Management Sciences); and
- MUT Community Engagement (CE) Day.

Accolades for the DVC: Research, Innovation and Engagements

- Nominated by the Department of Science and Technology to serve as a member of the Council for Scientific Advisors (CSA) at the International Centre for Genetic Engineering and Biotechnology (ICGEB) in India.
- Awarded a C2 National Research Foundation (NRF) rating, recognising her as a researcher who constantly produces high quality research outputs.
- Elected as a member of the Academy of Science of South Africa (ASSA), for her achievement in the advancement of the application of science.
- Appointed to serve on the Department of Higher Education and Training's (DHET) Research Output Evaluations Panel.
- The first black female student at the University of Natal to graduate with a PhD in Medicine, as confirmed by the UKZN Institutional Intelligence Department.



Prof Busi Nkonki-Mandleni

COMMUNITY ENGAGEMENT

Professor Busi Mandleni: Director, Institute for Rural Development and Community Engagement (IRDCE)

Achievements on registered community engagement projects

Grey water treatment and recycling for non-potable reuse in the Umhlabeni informal settlement

Umhlabeni is an informal residential settlement located 10 kilometres away from MUT. The grey water treatment and recycling project is led by Dr Bakare, a senior lecturer in the Department of Mechanical Engineering. The overall aim of the project is to provide an understanding of the beneficial reuse of grey water generated by households for non-potable purposes, in order to reduce the current stress on the available freshwater supply.

A pilot plant for the treatment of grey water was designed and fabricated. The pilot plant has been used to treat grey water generated from the community and has shown to be able to treat greywater for non-potable reuse by the Umhlabeni community.

MUT waste management ambassadors

This needs an introductory sentence explaining what/who the waste management directors are. It is also not clear what the following sentence is referring to - is it the duties of the ambassadors? Responsibility towards clean environment with activities involving training and induction of MUT students by external stakeholders on the importance of waste management, awareness campaigns to communities; stakeholder engagement, commemoration of environmental days such as Arbour Day and National Coastal Clean-up. Since its inception in 2016 through 2017, there has been a development of skills in leadership, project management, planning, events co-ordination and stakeholder engagement. Senior students have also been able to transfer these skills to junior students and the same is expected for 2018.

Food security to assist a poverty-stricken rural community

In commemoration of international Mandela Day on 21 July 2017, a garden project was launched in the poverty-stricken community of Umzinto on the KwaZulu-Natal South Coast at a place called "The Mistake Farm". This was made possible by a partnership between MUT (represented by the Institute for Rural Development and Community Engagement, or IRDCE) and the Department of Agriculture within Umdoni Municipality on the KwaZulu-Natal South Coast. The Municipality presented garden tools, seedlings and information packs to the community while the IRDCE provided technical support on compost heap making and the management of plants. The harvest was sold to the nearby community by the project leaders.

Nonoti banana project

The Nonoti community lives in an isolated area that is 13km from the closest shop and school. There are no local jobs available and minibus transport is expensive. The area does, however, have good natural resources in the form of fertile soil and high rainfall. This IRDCE project uses agriculture students to teach the willing people of Nonoti to plant and care for bananas. Each homestead is geo-tagged with GPS co-ordinates and identified on a Google Earth map; then the owners are taught to plant young banana plants and to irrigate with grey water. After one year the households are to repay the favour by giving banana plants to their neighbours and so ensure the spread of banana plants in the area. The project was carried out in collaboration with Simon Fraser University (Canada). Using the Google Earth "history" function to compare the area before and after the project, it is clear that this IRDCE project has been successful. There is an ever-increasing area planted with bananas in Nonoti and the residents now have sufficient bananas to sell in other areas.

Use of technology to empower rural communities

The fourth industrial revolution has arrived and MUT is already playing a significant part in the revolution by using technology in a manner that empowers local farmers. "Agricultural subsidy for small holder farmers" is a MUT community engagement project that uses the latest drone and satellite technology to improve food security in rural areas. The project uses a drone to take images of fields and then it uses artificial intelligence (AI) to identify the exact crops that are grown and the condition of the yield. It then calculates the area of each field and uses GPS to map the co-ordinates of the field. A subsidy is then paid to the farmer based on exactly what he or she has grown. This novel and fair approach to the much needed subsidy is expected to replace the current inefficient methods. The Department of Agriculture and Rural Development is considering implementing this subsidy innovation and this would assist at least 80 000 smallholder farmers to improve food security in their families. The Department would also save money as the work of their tractors would be done by efficient entrepreneurs and so provide sustainable jobs within the community. This IRDCE innovation was noticed by the South African national space agency which named it as one of the top 10 earth observation data innovations and offered real-time satellite imagery to scale up the project.



Prof Alfred Msomi

FACULTY OF NATURAL SCIENCES

Professor Alfred Msomi, Acting Dean

The Faculty of Natural Sciences has broken new ground at MUT: two Bachelor's degree qualifications were approved in year for implementation in 2018. After years of planning and researching qualifications that will take our students into the future, our faculty has been the first to achieve this at MUT. The same applies to the registration of the first group of students enrolling for the Master's degree in Nature Conservation this year. All these are a result of hard work and the drive to become pioneers in academic programme development.

The four-year Bachelor of Health Sciences in Medical Laboratory Science, offered by the Department of Biomedical Sciences, as well as the B.Sc in Environmental Health, will articulate to a Master's Programme. These are the first professional degree qualifications for MUT.

I am very appreciative of the hard work done by the heads of department, Dr Zilungile Kwitshana, Dr Thobile Poswa and Professor Peter Small, and for the leadership they have shown to drive development in the faculty and at MUT.

I should also like to pay a special tribute to academics who excelled in teaching and learning, research and community engagement in 2017.

Faculty of Natural Sciences scoops awards

In 2017, the academics in the faculty showed their mettle in all three pillars of MUT: Teaching & Learning, Research, as well as Community Engagement.

At the **Vice-Chancellor's Teaching Excellence Awards**, Professor Peter Small of the Department of Nature Conservation received a Gold Award which included a cheque for R65 000, 2 nights' accommodation at Southern Sun in Durban, and an all-expenses-paid attendance at the 2018 HELTASA or SATN conference. Professor Small also received the Senate Award and a cheque for R50 000.

The **Best Emerging Teacher Award** went to Ms Hlengiwe Ndaba of the Department of Chemistry and to Ms Miranda Mpaka of the Dept of Biomedical Science. They each received a trophy, a cheque for R30 000, a hamper and an all-expenses-paid attendance at the 2018 HELTASA or SATN conference.

At the second **MUT Community Engagement Excellence Awards** in 2017, a number of faculty members were recognised for their achievements in the area of community engagement. Award recipients are expected to use their award money to further their community engagement activities for the benefit of MUT community and target communities.

Congratulations to the following faculty members who received awards:

Category 1: Distinguished Community Engagement Award

- 1st Place: Prof A.M. Msomi, Acting Dean (R20 000)
- 2nd Place: Ms Z. Sibaya, Department of ICT (R15 000)
- 3rd Place: Mr D. Pons, Department of Agriculture (R10 000)

Category 2: Best multidisciplinary collaborations for community development

- 2nd Place: Ms X. Mkhize, Department of Community Extension (R15 000)
- 3rd Place: Ms B. Nxasana, Department of Community Extension (R10 000)

Category 3: Best collaborations for new initiatives

- 1st Place: Mrs Mbuyisa, Department of Nature Conservation (R20 000)

At departmental and personal levels within the faculty, there were a number of other significant achievements in 2017:

- The Department of Environmental Health signed a Memorandum of Understanding (MOU) with eThekweni Health Department for the donation of equipment in order to strengthen the working relationship between the Environmental Practitioners and the MUT Environmental Health lecturers and contribute to student teaching and learning.
- Dr TT Poswa graduated with a Ph.D qualification on 8 December 2017 from the University of the Witwatersrand.

FACULTY OF MANAGEMENT SCIENCES

Professor Chandra Jinabhai, Acting Dean

The Management Sciences faculty had a productive year, implementing a number of new programmes and gaining accreditation for others, while students and staff also excelled in their own right.

New programmes

The Department of Human Resources Management obtained full accreditation for the Postgraduate Diploma in Human Resource Management (PGDIP: HRM) from CHE in February 2017. The programme was subsequently registered by SAQA in December 2017. The department embarked on an aggressive marketing campaign within a short space of time and managed to attract 33 students for the PGDIP: HRM for the 2018 academic year. In addition to this milestone, 42 students graduated with an Advanced Diploma in Human Resource Management in 2017. This was the first cohort with this qualification in the country.

The Department of Office Technology offered an Advanced Diploma: Office Management and Technology for the first time in 2017, and the pass rate for 2017 examination cycle was good.

The second year (second cycle) of the Advanced Diploma in Marketing was offered in 2017, following a successful first cycle in 2016. The results of the Second Cycle (two courses) were even better than the First Cycle (three courses), which is encouraging. The Department of Marketing had to put together an online application to the Higher Education Quality Committee (HEQC) in order to facilitate academic progression for Advanced Diploma graduates to the Postgraduate Diploma in Marketing. Owing to unexpected hindering factors, the application could not be submitted before the end of 2017 as was envisaged.

The Department of Accounting & Law received full accreditation from the CHE to offer the Diploma in Local Government Finance. The department also received PQM clearance for the Advanced Diploma in Public Finance & Accounting and the Diploma in Municipal Financial Management.

The Department of Public Administration underwent a curriculum renewal process for the Diploma in Public Management to commence in 2018. This included changing the offering from a semesterised to an annual one. All internal approvals were finalised in 2016.

Instruction - Modes of delivery in the classroom

Dependent on the available facilities and enabling circumstances in the institution, most staff members used a combination of contact and whiteboard, smartboard, Blackboard and EDMODO methods of delivering the lectures to registered students.



Professor Chandra Jinabhai

Student awards and achievement

The 2017 class for the Advanced Diploma in Human Resource Management hosted a very successful symposium on the topical issue of entrepreneurship. Successful entrepreneurs were invited to share their experience with students in the department.

The Department of Office Technology was able to place 96% of its students for Work-integrated Learning (WIL) after having forged new relationships with industry.

A group of third-year Marketing students were requested by Nedbank to be brand ambassadors at the Nedbank Cup final which was played at Moses Mabhida stadium. After the event, the organisers commended the department on their students' behaviour and professionalism.

On an annual basis, PPS Professionals do a photo campaign for the B.Tech: Cost & Management Accounting students whereby they provide every student with a copy of the class photograph and promotional items. Thereafter they do a presentation on their products and take questions from students. They take a list of the students' details for their database to assist students in future with job placement, bursaries and membership.

The total number of graduates in the Faculty of Management Sciences class of 2017 was 1 099, including 16 students who received their diplomas cum laude. The top student to receive the Vice-Chancellor's award was Mr Mondli Mbuli from the Department of Accounting who was registered for the National Diploma: Accounting (ECP) (4 years).



Seated, Management Sciences and Engineering faculties winners, Prof Logan Naidoo, Victor Mgjijima, Nkululeko Damoyi, Adesoji Jaiyeola and Kevin Ramsarghey, and MUT Management and guest speakers

Staff awards and achievements

Ms Thembi Kotelana, acting head of the Department of Human Resources Management, was appointed by the CHE to conduct an institutional evaluation of a private institution in Johannesburg on 20 June 2017. The panel consisted of two members, Professor Van Zyl from the University of the Free State as the chair and Ms Kotelana as a panel member.

Mr Kevin Ramsarghey, senior lecturer in the Department of Accounting & Law, and Professor Logan Naidoo, senior lecturer in the Department of Human Resources Management, received silver awards at the Vice-Chancellor's Teaching Excellence Awards, while Mr Victor Mgjijima, lecturer in the Department of Communication, received a bronze award in the Best Established Teacher category. As part of their prize, all the winners were able to attend the national HELTASA conference which was held during November 2017 at the Coastlands Hotel in Umhlanga.

For the first time the Department of Accounting & Law has recruited three Chartered Accountants (CAs) to lecture in the department.

Faculty of Management Sciences research highlights for 2017

Faculty Research Day

The Faculty of Management Sciences held a Research Day on 14 September 2017.

Special issue of the Journal of Public Administration - September 2017

The following papers were published by MUT staff members:

- Professor S. Ngcobo and Mr S. Keswa - "Exploring graduates' perception of entrepreneurial development opportunities in Agriculture"
- Ms B. Mvuyana and Dr S. Myeni - "An evaluation of the effects of the private sector participation in housing development in South Africa"
- Dr M. Sikwela and Mr N. Fuyane - "The role played by external organisations on citrus smallholder farmers' livelihoods outcomes: a case study of smallholder farmers in South Africa"

The faculty was also able to publish other journal articles, book chapters and presentations at local and international conferences by several other researchers.

Community Engagement Project

A multi-disciplinary team led by Dr M.M. Sikwela (Senior Lecturer: Economics) was awarded first prize for **Best Multidisciplinary Collaborations for Community Development** at MUT's Community Engagement Excellence Awards in late 2016. The team was made up of Dr Sikwela (Project Manager), Dr M. Buthelezi (IRDCE Co-ordinator), Mr N. Fuyane (Lecturer: Marketing) and Mr B.K. Zwane (Lecturer: Accounting). The purpose of their project was to promote access to both formal and informal markets for smallholder farmers. The team had to identify a niche area which smallholder farmers on the KZN South Coast could capitalise on to sell and make profits from their produce. They collaborated with the Department of Agriculture, third-year students in Marketing, and the smallholder farmers in the South Coast region.



Julia Baah

FACULTY OF ENGINEERING

Mrs Julia Baah, Acting Dean

The Faculty of Engineering is committed to offering high quality programmes to its students. All programmes in the faculty are subjected to rigorous accreditation processes by relevant professional bodies. Two of the professional bodies have evaluated six programmes offered by the faculty in 2017. National Diploma: Mechanical Engineering, National Diploma: Chemical Engineering and Bachelor of Engineering Technology: Chemical have been accredited by Engineering Council of South Africa (ECSA) until May 2021. National Diploma: Building was accredited by the South African Council for Project and Construction Management (SACPCMP) until December 2020. National Diplomas in Civil Engineering and Electrical Engineering have received accreditation until May 2018.

The measure of any educator's successes is the quality of their graduates. The Faculty of Engineering produced 823 National Diploma and 21 Bachelor of Technology graduates in 2017. Seven graduates completed their qualifications with cum laude. The story about Xoliswa Langa below is an exemplar of success MUT wants to see:

Softly-spoken mechanical engineering student wins prestigious SAIMEChE Award

MUT graduation is a very pleasing time for parents who have invested much in their children's education. For Xoliswa Patience Langa, her graduation on 11 May 2017 will be particularly special – although her demeanour gives few clues as to her story.

With her head down most of the time, Xoliswa could hardly be associated with anything sensational. But her academic record is! "She has 16 distinctions. I saw her results," said one of Toyota SA's employees about Xoliswa, who is doing further training at Toyota's car manufacturing plant in Prospecton, Durban.

Xoliswa confirmed the 16 distinctions. "This excludes the PreTech," she said in a very soft voice. Xoliswa puts her huge success down to hard work, dedication and being focused on what she was doing.

For her hard work Xoliswa received the South African Institute of Mechanical Engineering (SAIMEChE) Meritorious Student Award. Xoliswa's overall average mark for the 2016 examination was 75%, a performance which drew the HoD's attention. Prof Ewa Zawilska said: "This award comes with a beautiful medal and a prize cheque. I am very proud of my student." This award is given to a deserving student every year.

Xoliswa said she chose mechanical engineering because it relates well to mathematics. She is comfortable with calculating things "rather than taking down notes", said the former Ganges Secondary School learner, who added that although she has many distinctions, they were not easy to achieve.



Xoliswa Patience Langa receiving a certificate from Professor Ramogale, Acting VC

Being on the cutting edge of curriculum development

Faculty of Engineering strives to be on the cutting edge of curriculum development in ensuring PQM that is relevant to the needs of local economy. As a part of this stride the Department of Civil Engineering and Surveying embarked on the development of new programme - Advanced Diploma in Civil Engineering with specialization in ports and harbours. The department through close co-operation with eThekweni Maritime Cluster (EMC) assembled a team of experts and successfully mapped competencies of perspective graduates that industry will require using DACUM exercise.

The development of new programme was substantially enhanced by participation of international maritime experts. MUT and EMC hosted Mr Ton van Essen from the Netherlands. Mr van Essen is part of 'Programma Uitzending Managers' which is Dutch for Manager Deployment Programme and was introduced to the department by Ms Zenzile Maseko who is a Programme Manager for Training and Skills Development at EMC. Mr van Essen has over 46 years of maritime education and industry experience and provides consultancy services for ports and shipping companies around the world. He has shared his invaluable expertise with the staff in the department through the series of training sessions and has provided assistance with shaping the new curriculum.



MUT staff and their Netherlands counterparts



Thembi Kweyama

STUDENT AFFAIRS

Thembi Kweyama, Acting Dean of Students

SRC elections - as seamless as ever

The 2017 SRC elections were held on 15 September 2017 at MUT's Dr Pixley kaSeme Hall. Once again they were seamlessly conducted - an achievement that MUT is very proud of, considering what many other institutions experience during the election season. The trouble-free SRC campaign and election process can be attributed to leadership stability at MUT, as well as a number of social cohesion and leadership empowerment programmes put in place.

For the fourth consecutive year, SASCO won the elections with five seats, followed by SADESMO with four. The SASCO victory was further enhanced by two independent candidates, Bhekuyise Bhengu and Mlungisi Simelane, who both contested the elections under the banner of SASCO. The two candidates received a total of 4 875 votes and will be serving under the SASCO leadership which then gives SASCO a total of seven seats in the SRC. The new SRC was inaugurated on 6 October 2017.

Sisterhood Programme reaches out to young women

In our effort to build well-grounded male and female students, Student Affairs continued with its sisterhood and brotherhood projects. The Sisterhood Programme is a programme for young women who form part of the MUT family. When students arrive at the University they feel isolated, lonely and unsure what is expected of them academically and socially. This in turn can lead to their becoming vulnerable and result in academic failure. The primary purpose of the Sisterhood Programme is to create an environment for young women in which lasting friendships will be created, their educational and cultural interests will be promoted, and a true sense of social responsibility and high quality character will be developed. In the society that we live in today, it is difficult for young girls to find their way through life. Complications may also arise from the media which objectifies women and makes them seem superficial. Every year Student Counselling finds a challenge that is rife among the female students. In 2017, the Peer Helpers came up with the theme, "Woman Fix Your Crown", which aims to empower young girls to create their own footprints.

Brotherhood Programme creates focused, responsible young men

The Brotherhood Programme targets male students. It uses mentors who provide talks to male students, focusing on real life issues. Some of the speakers in the Brotherhood Programme included the likes of Pastor Shembiso Zondo who gave a moving speech on seasonal friends. Initially, the male students were skeptical when he alluded to the Bible but once he drove the concept home, students started listening. The concept of seasonal friends is captured in this anonymous poem:

"Some people come into your life for a SEASON, because your turn has come to share, grow or learn. They bring you an experience of peace or make you laugh. They may teach you something you have never done. They usually give you an unbelievable amount of joy. Believe it. It is real. But only for a season."

The messages students took away from this talk were:

- Start creating your own life and don't always follow other people. Start by leading and lead by example.
- Alcohol and drugs do not build our community but rather destroy it.
- Know and always remember your background. (Pastor Zondo further advised the male students not to try and be "hits" by chasing fame and girls).
- Entrepreneurship is important. Stop thinking of being employed and start thinking of how you will create your own employment.

The CEO of the Prince Mshiyeni Hospital, Dr Sandile Shabalala, sensitised students on the importance of Medical Male Circumcision. Dr Shabalala also covered important topics such as condom use, drugs and alcohol, sugar daddies and absent fathers.

New Start, one of South Africa's biggest HIV prevention programmes, offers a comprehensive package of HIV counselling and testing, medical male circumcision and health communications services. Its representative, Nkanyiso Langa, informed and educated male students on the matters including multiple sexual partners, shaving, circumcision, Sexually Transmitted Infections (STIs), unwanted pregnancy and the male condom. Drama in AIDS Education (DramAidE) was able to develop a play and material for the Brotherhood event relating to sugar daddies, HIV, AIDS, STIs and pregnancy. They were able to stimulate discussion and debate, while relating important information on these key topics.

Sr Nomusa Mkhwanazi, head of the MUT Clinic, was also able to cover an important topic which is an issue for males: the issue of hygiene. She gave guidelines on various aspects of hygiene including washing hands, shaving and washing private parts, cutting nails and bathing. Israel Makoe, the South African TV personality, covered the following topics at the Brotherhood launch:

- Entrepreneurship (there is no manual for being a millionaire; people should nurture their talents)
- Criminal activity and the hardships he experienced in jail
- Relationships
- Sugar daddies
- Hardships he faced growing up
- Strong family values instilled by his grandmother
- Sexual violence (Israel has never hit a woman and never will).



Some of the Enactus 2017 members

MUT'S ENACTUS TEAM BREAKS NEW GROUND

"Enactus is a community of student, academic and business leaders committed to using the power of entrepreneurial action to transform lives and shape a better and more sustainable world" (www.enactus.org). For more than 10 years, MUT's Enactus team has been active, making a difference within disadvantaged communities of Umlazi and other rural areas such as Nongoma and KwaSwayimane. The team is vibrant and is often characterised by its willingness to serve. It is a dedicated team of like-minded individuals not driven by monetary gain but by high levels of civic engagement. The team's philosophy is driven by the very mission this global organisation is founded on.

MUT Enactus scooped a fourth position overall on 12 July 2017 at the Enactus 2017 National Competition, out of 25 Enactus teams from various South African universities. In addition, MUT Enactus won first place in the Business Solutions for Community Engagement category and second place in the Triple Bottom Line for Sustainable Projects category.

The team's trepidation at facing the defending champions (the University of Johannesburg), as well as North West University, Central University of Technology and others, strengthened their 'ASINAVALO' resolve, said Mxolisi Ngwenya, Enactus Co-Faculty Advisor.

The team had all the attributes of a winner - a good pitch, confidence and authenticity, and tried-and-tested projects. Their first project, "Ceiling in a Can", is an adaptation of the patent registered by Dave Pons with MUT's Research Office. Dave is a lecturer in the Department of Agriculture at MUT and needed assistance in finding funds and creating a market in order to run his project successfully. After thorough research on the Ceiling in a Can product, Enactus MUT approached Dave to expand the scope of his project by implementing strategies to overcome the challenges his product was facing.

The team conducted a needs analysis and found that the informal settlements of Emhlabeni (next to MUT) and Cato Manor (near Durban) had a desperate need for the product as the shacks become extremely cold in winter and the roofs leak in summer. Ceiling in a Can would definitely be the answer to better living conditions by providing cheap and easy insulation from the elements. The team then identified that Ceiling in a Can has great entrepreneurial value since it can be used to start a fast and affordable ceiling installation business. The needs analysis enabled them to draw up a list of potential clients who would be interested in, or in need of the product. Their findings led them to develop their current business model, which is an umbrella structure strategy that starts with the launch of two cooperatives and the identification of five local community members from both the Emhlabeni and Cato Manor informal settlements. "They have the drive and passion required to grow the business and expand the scope of the business model," the Enactus team concluded.

The MUT Enactus team received high praise for their Ceiling in a Can project and the outstanding work of Mxolisi Ngwenya, who won the Junior Alumni of the Year award plus R5 000. Furthermore, the team made it into the top four of the Ford Special competition series and won \$5 000 US dollars. Should the team win the competition, they are in line to win a further \$25 000. These results will be announced in 2018.

In total, Enactus MUT won six trophies during the Enactus competition. "This signifies the growth of our students through what has been a difficult year of project engagements. Passion and commitment have prevailed," commented the Enactus MUT President, Vuyisanani Tshika. The second Enactus project from MUT was LL Heavens, which is a poultry farm business run by former MUT students which makes approximately R51 000 per week. The team sourced funding of over R140 000 for this project.

SPORTING EXCELLENCE



Lindani Mbonambi

MUT student gets national colours

Tenacity and a sense of purpose have seen Lindani Mbonambi, a third-year Accounting student from Ntuzuma in Durban, gain his national boxing colours and make the team which will compete in China in 2018. Lindani achieved gold in the KZN Elite Boxing Tournament in Ladysmith from 23-25 June 2017 and was awarded his KwaZulu-Natal colours. He followed this with an outstanding performance at the USSA Games at MUT on 1-3 July 2017, winning a gold medal after beating a boxer from the University of Zululand. He has been selected for the national team heading to China next year. What drives him is his commitment to the sport and his mentor, Muzi Mvimbi, a former MUT student who is now a professional boxer.



Some of the MUT fighters selected for Russia from left: Mndeni Magagula, Thembelihle Cele and Zamani Lubanyana

Four MUT fighters selected for Russia

At the conclusion of the 2017 USSA tournament at Tshwane University of Technology on 1 July, four MUT fighters were selected to go to Russia. They are Thembelihle Cele (under 60kg), Siso Gumede (under 65kg), Zamani Lubanyana (under 70kg) and Mndeni Magagula (open). The fighters were selected for their good performance in the tournament, with Mndeni gaining first position and Zamani winning the "best fighter" award. This is the second group of MUT fighters to visit Russia in the last few years.

MUT cricketer signs with Umlazi Club

MUT cricketer, Mlungisi Nxumalo, has signed a three-season contract with Umlazi Cricket Club which will play in the KZN Premier League next season. Mlungisi, the top order batsman, was selected after his trial season with the club. He impressed the selectors, particularly during the last two games when he scored the winning runs. Mlungisi is proud of his achievement and says he could not have done it without the help of his coach, Xolani Gasa, who saw potential in him in 2015. "To get a chance to compete in the premier league in SA means a lot to me. This will help me prepare for the upcoming USSA games in Kimberly in September," said Mlungisi. Mlungisi said his target was to go for the Top Run Scorer and Batsman of the Tournament awards.



MUT cricket team

MUT cricket team wins inter-varsity tournament

MUT's 1st cricket team won the inter-varsity T20 tournament at the UKZN Edgewood campus on 6 May 2017. Our team dominated the first game, beating the host team (UKZN) by 77 runs and going straight through to the final against DUT. MUT started their innings very well with our batsmen going at a rate of 10.2 runs per over, and humiliated DUT to 62 runs all out. Credit goes to our passionate coach Sandile Simelane, team manager Sakhelephi Khumalo, and team manager Mlungisi Nxumalo for putting this great team together and making sure they were ready for the tournament. Well done to our batsman, Akani Chauke, for being the highest run scorer of the tournament.

HUMAN RESOURCES

Mr Zwelibanzi Dlamini, Senior Director: Human Resource & Development

MUT veteran academics retire with great honour and dignity

The HR&D directorate was very pleased to note positive send-offs for three veteran academics who among them had spent close to 22 years each at MUT. They are Professor Seno Malinga, Mrs Precious Lugayeni and Mrs Lindiwe Ndaki.

13 years in the Deanery

- A tribute to Professor Senzo Malinga

The 10th of April was supposed to be vacation time for MUT academics. However, the Faculty of Engineering had long planned that day to be a farewell function for Professor Senzo Malinga who has taken early retirement. The Civil Engineering Laboratory was filled to capacity with heads of department, academics, laboratory staff and support services staff that were gathered to bid farewell to their outgoing dean.

In response, Professor Malinga said, "I am proud and humbled to be leaving this faculty in good shape. Having been a dean for 13 years, I feel it is time to move on for the faculty to get a new head to take it forward. I tried my best to create a gender balance with the student intake in this faculty but it has not been easy. We are 68% male. Hopefully, in future our strategy will start with primary school grooming."



Professor Malinga

Precious showed her economic mettle before her retirement

Precious Lugayeni, head of the Economics Department, has left an indelible mark as an expert on economy-related matters. When *Isilezwe* reporters were desperately looking for a commentary on the state of affairs at Eskom on 19 July 2017, one call to Precious resulted in MUT's expert being quoted across KZN and Gauteng. For Precious, this was simply passing on her knowledge; but to her students this was a great affirmation that they are in the right hands. "Ma'am, we read about you. We are so excited that many people have read about our lecturer," said her students. What was pleasing about her views was that the similar thought leadership was shared the next day by one of the national TV broadcasters. Well done Precious for elevating the MUT brand so positively.



Lindiwe Ndaki

Library Services' Lindiwe Ndaki retires

When Lindiwe Ndaki joined MUT as director for Library Services in 1997, little did she realise that she would become its first senior director a few years later. On her retirement in March 2017, she was applauded for her dedication to providing support to students and staff so they could all attain qualifications. Over the years, Mrs Ndaki ensured that the Library responded to the needs of its stakeholders by bringing in relevant digital databases which are easily accessed from anywhere. "We may have a small library, but we can bring knowledge to wherever our stakeholders are through digitalisation," she once said at a senior management meeting. This strategy is at the core of the Teaching & Learning portfolio whose goal is to ensure that students pass. Likewise, the Research Directorate wants to see staff engaged in rigorous research and succeeding. This is thanks to the Library's first senior director, Mrs Ndaki.

'A healthy employee is a productive employee'

- MUT Wellness Day

Speaking at the MUT staff wellness day on Thursday 14 September 2018, Professor Nokwethemba Ndazi, Acting DVC: Resources & Planning, told service providers and staff that MUT management believes that "a healthy workforce is a productive workforce". She said, "We have set the day aside to provide a chance for staff to do various tests and get advice from our health and wellness partners on how to take better care of themselves. This setup is more convenient - there is no need to make appointments or take time off work. I am really happy to see so many colleagues participating." The acting DVC extended her appreciation to the HR&D Department who put together a very diverse programme for staff.

The wellness day provided a variety of services which included medical checks such as weight, cholesterol, blood pressure and eye testing; massages; financial advice; as well as fitness sessions like Zumba and aerobics. The HR&D Department believes that the wellness day is one of the means to encourage the general wellbeing of MUT employees.



Ms Mbali Mkhize

MARKETING AND COMMUNICATIONS (MARCOMMS)

Elevating brand MUT

Ms Mbali Mkhize, Senior Director

Stakeholder engagement programmes

The 5th Circle of Excellence Awards

Being based in Umlazi, the biggest township in KwaZulu-Natal, is huge advantage to MUT. The 2011 census says that 599 163 people were living in central Umlazi, which means it is safe to assume that this number is now even larger.

With such a large number of residents, Umlazi township is home to 28 high schools. A decision was made by Marcomms to have closer ties with these schools since both are partners in education. This led to the birth of the Circle of Excellence awards (COE), a forum that provides a platform for MUT to honour the schools that performed well in Mathematics, Science and Accounting in the previous Grade 12 examination.

This event is driven by Department of Marketing and Communications. Five years ago the organisers could never have imagined that this event would grow so much that it would become a standard feature in the calendar of the University and the schools in the township.

Paying tribute to the teachers during the 2017 event, which took place on 7 March, Professor Marcus Ramogale, Acting Vice-Chancellor reminded those in attendance that the teachers' impact upon the lives of individuals was far reaching; their impact affects generations. Bheki Ntuli, the Director of Umlazi District, under which the Umlazi schools fall, said: "We really appreciate the partnership with MUT. MUT is at the forefront, reminding us of the good work we do. This university reminds us that education is a societal responsibility. MUT's efforts go beyond reminding teachers of their good work. Marcomms aims to have an influence on the standard of education itself. Every year the team sources sponsors for the winners of the awards categories, which are based on the three crucial subjects of Accounting, Physical Sciences and Mathematics.

These schools have gone on to excel in their Grade 12 results. Other sponsors have also helped to lift the spirit of the teachers by giving equipment like laptops and certificates to teachers. These are huge morale boosters for the teachers," said Ms Mkhize.

The results of such support from both MUT and the sponsors has been astounding. There has been massive improvement of the results, as shown by the following categories:

- The top three schools in Accounting were Zwelibanzi and Menzi High, who both got a 100% pass rate, and Umlazi Senior Secondary, which obtained a 93.22% pass rate.
- The three top schools in Mathematics were Menzi High, with a 95.28% pass rate, followed by a newcomer, Shumayela High. The third spot went to Velababheke High.
- The three top schools in Physical Science were Shumayela High, with an impressive 100% pass in Mathematics in 2016; Menzi High, with a 99% pass rate; and Velababheke, with a 90.91% pass rate.
- Menzi High was the overall winner. The Principal of this school, Muntu Ntombela, attributed this to teamwork, a philosophy she said was firmly entrenched in the teachers by the late principal of the school, Felix Mshololo.

The 2017 Circle of Excellence Awards will also be remembered by three new categories - the Extramarks prize, the Noteworthy Achievement Award, and the New Beginning Award. The winner of the Extramarks prize was Ogwini Comprehensive High for following through on its motto: "Don't make the minimum requirements your maximum effort". The school boasts a very diverse curriculum mix and learners from grades 10 to 12 are expected to study a minimum of nine subjects. The Noteworthy Award went to Umlazi ComTech for producing a learner that attained 100% in Mathematics and Physics, and was the top learner in these subjects in KwaZulu-Natal. The New Beginning Award went to Umlazi Senior Secondary, Vukuzakhe High School and Okumhlophe High School.



Menzi Highschool Principal, Muntu Ntombela receiving a certificate of recognition

Alumni Roadshow

In the week of 13-17 November 2017, the Alumni Relations Office undertook a roadshow across four cities in three provinces: Richard's Bay, Witbank, Nelspruit and Johannesburg. During this roadshow, the Marcomms team was accompanied by executive management (Professor Marcus Ramogale, the then acting Vice-Chancellor; Mr Gona Govender, the then Acting Vice-Chancellor: Teaching & Learning); Professor Chandra Jinabhai, Convocation executive; and Mr Morilane Morilane, Chairperson of MUT Council, who joined the Johannesburg leg.

The motive of the roadshow was to reach out, touch and see the alumni, and to remind them that they belong to the MUT family. The campaign objectives were to:

- **Reconnect:** Find out what your former University mates are doing and continue where you left off.
- **Rediscover:** How else could you refuel your energy for a better cause?
- **Revitalise:** What is your purpose as an MUT alumnus?
- **Reinvest:** Your time and money in helping disenfranchised MUT students.

Over 300 alumni in high-level positions gathered in various cities to meet their alma mater in 'person'. The show was stolen by Professor Koos Landman of the Department of Civil Engineering, who was continually referred to by various students as having "changed my life". The Deputy Surveyor-General in Nelspruit, Ms Mnyandu, spoke endlessly about how Professor Landman had changed her life.

The first MUT alumni giving project grows in leaps and bounds

Cultivating a culture of giving among MUT alumni is the main mission of MUT's Alumni Relations Office. Every contribution, regardless of size or value, is bound to make a positive difference for the future of MUT and its students. As part of a Liveable Spaces project, alumni have spearheaded the donate-a-bench project which focuses on donating eco-friendly outdoor benches. The project started as a contribution to provide MUT students with a space to 'chill' between lectures, and the benches have been a welcome addition to the infrastructure of the University.

One graduate, Bheki Dlamini from Swaziland, said that the project will not only provide space for relaxation, but will also eliminate the risk of students falling from stairs and pillars. Bheki spent over two weeks in hospital during his time at MUT when he fell off a pillar where he had been sitting, and seriously injured himself.

The first two benches were donated by the MUT Masters - a group of graduates from the Faculty of Engineering - in March 2016. The project has now grown tremendously, with 16 more benches being installed on 21 November 2017 at the main campus and the Faculty of Natural Sciences campus. The students, who generally gather under the trees, were ecstatic over this generous donation and could not wait to sit down in comfort. The new benches are strategically positioned in the most popular WiFi hotspots and around the fountain, the most popular rendezvous for MUT students, dating back to 1979.

Selected Corporate Social Responsibility Projects

Mandela Day donation

On 18 July 2017, MUT donated a box of toiletries and sanitary products to its neighbour, the Umlazi Place of Safety. This establishment houses 17 girls and eight toddlers. The Corporate Support Administrator, Daniel Krishna, said the gesture was "very appropriate, very handy! We are grateful".

EAC donation to Bobbi Bear

Bobbi Bear was identified by Marcomms as a worthy beneficiary of the Empowered Administrators Conference's (EAC) Corporate Social Investment (CSI) component. Eureka Olivier, Director at Bobbi Bear, could not contain her appreciation when Gona Govender, acting DVC: Teaching & Learning, accompanied the Marcomms team to hand over more than 300 teddy bears donated during EAC conference. Bobbi Bear is an emergency home that offers a safe house to child victims of rape, abuse and violence. The centre has qualified staff volunteers who provide counselling services, medication and support to the victims through the court processes. Although they are an emergency home, they provide a safe place for victims - a process that takes anything from a week to three years.



Mr Gona Govender, Acting DVC: Teaching and Learning at the Bobbi Bear during the submission of the donation

Corporate Social Responsibility

How MUT looked after its students after the KZN storms in October

During the floods in Umlazi in October 2017, many students residing on campus, the neighbouring informal settlements and Ubombo residence had their possessions damaged. Marcomms intervened by submitting aid relief proposals to 20 organisations which resulted in the following:

- The Red Cross provided support of food parcels worth R105 000 to 300 students who were affected;
- The Red Cross also provided blankets and additional food parcels;
- Transnet provided 300 blankets worth R50 000;
- SAB provided food parcels for 50 students;
- Gift of the Givers supported 100 students with food parcels worth about R35 000;
- Gift of the Givers also donated computers worth R250 000 and re-established an electrical engineering computer laboratory. This was officially opened by the Acting Vice-Chancellor and Dr Imtiaz Sooliman, CEO & Founder: Gift of the Givers in November 2017. The intervention by Marcomms went a long way in enabling students to cope through food support and blankets. Those that had lost computers, were able to use the new computers donated by Gift of the Givers. This also enabled students to prepare for examinations without being stressed about basic necessities that were damaged during the storms.



Dr Imtiaz Sooliman, Gift of the Givers, right, was there when the computers were installed



Sikhumbuzo Biyela, KZN Provincial Manager of the South African Red Cross Society, giving a blanket to an MUT student

Schools liaison activities



Vukani and SliNdokuhle with their Menzi High School principal and deputy principal

Top Umlazi students choose MUT

MUT's good stakeholder relations management strategy has resulted in Menzi High School, the best school in Umlazi Township, sending two of its best students to MUT. Vukani Mdletshe (18) and SliNdokuhle Khumalo (19) are among other learners from Menzi High School. The two young men have registered for Civil Engineering, one of the highly rated qualifications in the Faculty of Engineering. Vukani got 86% in Mathematics, the highest in all his subjects. Vukani said he wanted to do Civil Engineering because he had always wanted to create things. "I am a technical guy," he said. He added that obtaining good marks and getting registered at MUT gave him relief. SliNdokuhle said he had always wanted to build structures. This is a clear indication of trust in the University's academic offerings.

Marcomms delivers science kits to Umlazi schools

The principals of Shumayela, Velabahlake, Umlazi Senior Secondary, Vukuzakhe and Kumhlophe high schools said they expected their Grade 12 results to improve a lot in 2017, thanks to the grade 10 to 12 science kits they received from the Willowton Group in support of MUT's Circle of Excellence Awards. A Marcomms team accompanied Farouk Moosa, Executive Director of Willowton Group and Ahmed Motala, CEO of New Africa Education Foundation on Monday, 5 June to officially hand over the donation. The donated science kits are fully equipped with experiments and other resources in line with the South African schools curriculum. "It is not enough to congratulate the schools for the good results in matric. As a responsible institution, we need to contribute to improving the results. Our contribution in sourcing sponsorship of education resources for our surrounding schools will result in MUT enrolling the best students, especially in the areas of maths and science," said Zama Sishi, Director of Stakeholder Relations at Marcomms.



Velabahlake High received the Science kit sponsored by Willowton Group

STUDENT EXCELLENCE

Young MUT entrepreneur jets off to the United States

Still "wet behind the ears", Bright Hlongwane (20), a second-year Public Administration student from Umlazi's B section, has captured the attention of many in the academic and business world. On 6 July 2017, MUT academics, some Durban business leaders and Bright's friends gathered at the Durban Olive Convention Centre for his send-off party. He is a man who believes in "creating more job-makers than job-seekers". He has already founded two businesses, one in 2016 called UrbanZulu Group Pty Ltd, a brand marketing company, and Youth in Business, an NPO. "I realised that the country needed more job creators than job-seekers for the sustainability of the economy. The unemployment level is currently at 27%. For it to decrease, we need to nurture young entrepreneurs," said Bright.

On 8 July 2017, Bright jetted off to Stanford University, US, for an Advanced Entrepreneurship Programme. The main purpose for going to the US was to acquire knowledge that he will share with his peers. Such a programme will enable Bright to run his two businesses even better. He returned on 30 July 2017 from 'the Farm' - the colloquial name of Stanford University. Pavina Moodliar, HoD of the Public Administration and Economics Department, said Bright had set an example and everyone ought to recognise his ideals.

Bright's trip was sponsored by the Olive Convention Centre. He has received amazing moral support from his "father figures" Grant Gavin, Chairman of the Durban Entrepreneurs Club, and Avnish Ramjee, COO of Olive Convention Centre.



SRC President, Vezi Simelane and SRC Secretary General, Sandile Mbonambi in Ireland

Momentous visit for the SRC to Ireland!

In the history of MUT, this was the first time a SRC President and his Secretary-General had been part of a high-powered delegation with MUT's executive and senior management to Europe. It was a moment that would "change our lives forever", said Vezinhlanihla Simelane and Sandile Mbonambi, who travelled from Durban through Johannesburg and Istanbul (Turkey) before reaching Ireland.

Both have Professor Zodwa Dlamini, Deputy Vice-Chancellor: Research, Innovation and Engagements to thank. At the time she said, "I want to see an MUT graduate that has travelled the world and is able to make global choices. Travelling the world opens one's worldview and can take the person to greater heights," said Professor Dlamini.

The SRC big guns also showed intellectual maturity. They engaged as part of the delegation and right at the outset, it was clear that they had the mandate for the development of students. They were well presented and easily communicated at international level. "We are coming back to further our studies here" was the hope the leaders entertained frequently.

The MUT delegation marvelled at how easy it was for the student leaders to assimilate into the Irish culture. They loved everything Irish. Within hours of landing in Ireland, the leaders had taught themselves how to get around the huge Dublin city using technology. They also learnt how to manage the budget allocated to them without getting back to the team requesting additional funds.



Bright, fourth from left, with MUT staff and his sponsors

CHAIRPERSON OF COUNCIL



Mr Morallane Morallane

EMC



Prof Marcus Ramogale,
Acting VC



Prof Nokwethemba Ndlati,
Acting DVC:
Resources and Planning



Mr Gona Govender
Acting DVC:
Teaching and Learning



Prof Zodwa Dlamini,
DVC: Research, Innovation
and Engagements



Mr Mike Naidoo, Registrar

DEANS



Julia Baah, Acting Dean of the Faculty of Engineering



Prof Alfred Msomi, Acting Dean of the Faculty of Natural Sciences



Prof Chandra Jinabhai, Acting Dean of the Faculty of Management Sciences



Thembi Kweyama, Acting Dean of Students

SENIOR DIRECTORS



Dr Manyane Makua, Senior Director: Teaching and Learning Development Centre



Mbali Mkhise, Senior Director: Department of Marketing and Communications



Dr Johan van Kohler, Acting Senior Director: Directorate of Institutional Planning and Research



Zama Ngidi, Acting Senior Director: Department of Finance

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1. 2017 ANNUAL PERFORMANCE ASSESSMENT REPORT

EXECUTIVE SUMMARY

The report below comprises MUT's performance against its strategic goals, objectives and targets for 2017. The report is divided into the following two sections:

- Section A: Summary of the 2017 Annual Performance Report in accordance with the DHET Template;
- Section B: Summary of MUT's performance against its strategic objectives and KPIS.

For Section A, MUT was not able to achieve the majority of its targets for each of the applicable KPIS in the DHET template. The DHET template covers goals 1 and 5 of MUT's Annual Performance Plan for 2017. Out of a total of 23 KPI targets, MUT managed to achieve or exceed nine of those targets which represents a 39% achievement. Below is a brief indication of which targets were achieved or exceeded:

- Under the Access category, MUT has achieved or exceeded its year-end targets for four out of eight applicable KPIS. The KPIS in which MUT has either achieved or exceeded its targets, are the following: Headcount totals; Headcount enrolments total Undergraduate (UG); Enrolments in Science, Engineering & Technology; Enrolments in Other Humanities.
- Under the Success category, MUT achieved one of its year-end targets out of a total of six applicable KPIS. The KPI in which MUT has achieved and exceeded its target was the number of postgraduate graduates.
- Under the Efficiency category, MUT achieved one of its year-end targets out of a total of six applicable KPIS. The KPI in which MUT achieved its target was the percentage of Instructional and Research staff with Masters' Degrees.
- Under the category of Research Output, MUT achieved and exceeded all three of the applicable targets for 2017.

MUT fared better with regard to the more detailed strategic objectives and KPIS in Section B. Out of a total of 47 relevant targets (excluding the targets for goal 1 and 5 which were covered under Section A, MUT has achieved or exceeded 27 of those targets, which represents a 57% achievement. Below is a summary of MUT's achievement of the targets for the relevant KPIS.

STRATEGIC GOAL	SUMMARY OF ACHIEVEMENTS
Goal 1: Enhance the quality of teaching and learning, and educational outputs	This goal and its KPIS and targets have been covered in the discussion of Section A above.
Goal 2: Promote a responsible and high performing student population	MUT has achieved and even exceeded all five of the targets that were set for this goal.
Goal 3: To be the preferred higher education employer for academic and support staff	MUT has either achieved or exceeded five of the seven targets that were set for the KPIS of this goal.
Goal 4: Implement undergraduate and postgraduate academic curricula aligned to the HEQSF, industry and entrepreneurial requirements	MUT has achieved two out of five targets that were set for the KPIS of this goal.
Goal 5: Increase MUT's applied research in niche areas	This goal and its KPIS and targets have been covered in the discussion of Section A above.
Goal 6: Contribute to the socio-economic advancement of historically disadvantaged communities	MUT has achieved two out of three targets that were set for the KPIS of this goal.
Goal 7: Promote good governance and management principles at MUT	MUT has achieved five out of a total of six targets that were set for the KPIS of this goal.
Goal 8 : Promote academic excellence and compliance to CHE quality requirements	MUT has achieved both of the two relevant targets that were set for the KPIS of this goal.
Goal 9: Enhance the physical environment to promote the academic enterprise of the university	MUT has achieved one out of eight targets that were set for the KPIS of this goal.
Goal 10: Establish sustainable resource bases for the university	MUT has achieved two out of three targets that were set for the KPIS of this goal.
Goal 11: Become a centre of innovation and a preferred provider of technology solutions to Commerce, Industry, SMMEs and the Community	MUT has achieved three out of eight targets that were set for the KPIS of this goal.

Overall MUT achieved about 51% of the targets which it set for itself in 2017. MUT will make a concerted effort in the new year to improve on its performance.

SECTION A:

SUMMARY OF 2017 ANNUAL PERFORMANCE ASSESSMENT REPORT IN ACCORDANCE WITH THE DHET TEMPLATE

A1. CHAIRPERSON OF COUNCIL'S FOREWORD

The report below represents a high level record of MUT's performance against predetermined objectives, key performance indicators and specific targets for 2017. The report has been prepared in accordance with DHET's regulations for reporting by public higher education institutions.

Overall, MUT has managed to achieve most of its strategic targets for the year. Bearing in mind that 2016 and 2017 were years of huge disruptions in the higher education sector due to the "fees-must-fall" demands and protests from students across the HE sector, it should be emphasised that MUT remained stable throughout the period and continued with its academic programme with minimal interruption.

MUT was able to achieve a little over half of its stated objectives and targets for 2017. The areas where MUT did not achieve its objectives and targets, were those areas related to inadequate financial resources or factors which fell outside of the control of the university. With that context in mind, I hereby express my satisfaction with the university's Annual Performance Assessment Report for 2017.

A2. MINISTERIAL APPROVED STUDENT ENROLMENT TARGETS (INSTITUTIONAL)

Table 1: Student Enrolment Targets Key performance indicators	2017 Mid-year Targets	Year-End Targets	Quarter 1 Actuals	Mid-Year Actuals	Quarter 3 Actuals	Year-End Actuals
A. Access						
Headcount totals	10 800	11 500	10 549	10 549	11 586	11 586
First-time entering undergraduates	3 238	3 938	3 061	3 061	3 713	3 713
Headcount enrolments						
Headcount enrolments (Foundation Provisioning)	470	470	428	428	386	386
Headcount enrolments total UG	10 750	11 450	10 526	10 526	11 571	11 563
Headcount enrolments total PG	50	50	23	23	23	23
Enrolments by Major field of study						
Science, engineering, technology	5 625	6 325	5 583	5 583	6 705	6 705
Business/management	4 600	4 600	3 974	3 974	3 970	3 970
Education	NA	NA	NA	NA	NA	NA
Other humanities	575	575	792	792	911	911
Distance education enrolments	NA	NA	NA	NA	NA	NA
B. Success						
Graduates UG	NA	2 436	NA	NA	NA	2 338
Graduates PG	NA	10	NA	NA	NA	20
Undergraduate output by scarce skills						
Engineering	NA	791	NA	NA	NA	681
Life and physical sciences	NA	88	NA	NA	NA	65
Animal and human health	NA	223	NA	NA	NA	201
Teacher education	NA	NA	NA	NA	NA	NA
Success rate	NA	82%	NA	NA	NA	81%
C. Efficiency						
Instructional/Research Professional Staff						
Headcount of permanent instructional/ research professional staff	210	239	208	208	205	205
% Staff with at least master's degree	65%	65%	58%	58%	65%	65%
% Staff with doctoral degrees	16%	18%	12%	12%	14%	14%
Number of nGap staff	8	12	8	8	8	10
Ratio of FTE I/R staff to FTE students	1:40	1:40	NA	NA	1:45	1:45
Headcount ratio (permanent I/R staff to students)	Na	Na	1:50.7	1:50.7	1:43	1:56.5
D. Research output						
Total research output units	12	23	Na	8.53	8.53	24.44
Publication units per I/R staff	0.08	0.09	Na	0.04	0.04	0.11
Research masters graduates (Weighted)	NA	NA	NA	NA	NA	6
Doctoral graduates (Weighted)	NA	NA	NA	NA	NA	NA

A3. EARMARKED GRANTS

Grant Type	Earmarked Allocation (Available funds for 2017) R	Quarter 1 Expenditure R	Mid-Year - Expenditure R	Quarter 3 Expenditure R	Year-End Expenditure for 2017 R	Progress (Explanation on variations and steps to be taken to improve performance if target is not met)
Teaching Development Grant	8 056 475,42	1 102 110,00	2 045 144,00	5 945 200,00	8 070 219,76	There was only a minor overspend on this grant due to a slight cost escalation.
Research Development Grant	12 391 438,95	899 855,00	1 598 372,30	3 754 123,00	5 903 124,11	Unspent funds available within the RDG; poor internal communication; poor responses from faculty staff on RDG funding opportunities. Future spending will focus on the appointment of Post-Doctoral Fellows and academic exchange plans.
Foundation Provision Grant	5 779 000,00	1 444 750,00	2 889 500,00	3 989 550,00	5 779 000,00	No variations.
Clinical Training Grant	1 789 537,08	122 624,00	427 372,00	657 304,00	931 733,31	The last tranche (60% of the total allocation) is paid in March and the DHET financial year ends on the 31st March, hence the time to spend all the money becomes too short. The funding is then being spent in the following year.
Infrastructure and Efficiency Grants*	243 876 449,57	5 546 746,00	9 810 318,84	20 612 890,00	32 671 021,60	Reasons for the underspend are as follows: Termination of contract of the main contractor for the student centre project; no progress due to dispute with the main contractor for the new engineering building and labs as well as with the main contractor for the student housing phase one; and procurement delays due to capacity constraints within our procurement department. Steps to be taken to improve performance: Procurement has to beef up its manpower; the tender process for the infrastructure and deferred maintenance projects should be expedited; and engagement of the implementing agent to manage infrastructure and deferred maintenance projects should also be expedited.
Veterinary Sciences Grant	NA	NA	NA	NA	NA	NA

* The values for Infrastructure Expenditure reflect only expenditure on new infrastructure projects.

A4. CONSOLIDATED BUDGET VS REVENUE AND EXPENDITURE

A4.1 Statement of comprehensive Income for the year ended 31 December 2017						
	Council controlled Unrestricted	Specifically funded Restricted	Student and Staff accommodation Restricted	Sub-total	2017 Total	2016 Total
	R'000	R'000	R'000	R'000	R'000	R'000
INCOME						
Recurrent income	577 570			577 570	162 841	740 411
State subsidies and grants	327 138			327 138		327 138
Tuition and other fees income	233 699			233 699		233 699
Income from other activities	7 880			7 880	162 841	170 721
Sub total	568 717	0		568 717	162 841	731 558
Finance Income	8 853			8 853		8 853
Non recurrent items						
Profit on disposal of fixed assets	22			22		22
Total Income	577 592	0	0	577 592	162 841	740 433
EXPENDITURE						
Recurrent items	551 677	0		551 677	111 957	663 634
Personnel Costs	340 434			340 434		340 434
Other operating expenses	198 155			198 155	111 957	310 112
Depreciation	13 019			13 019		13 019
Sub total	551 608	0		551 608	111 957	663 565
Finance costs	69			69		69
Non recurrent items						
Loss on disposal of assets				-		0
Total Expenditure	551 677	0	0	551 677	111 957	663 634
Income/(loss) for the year	25 915	0	0	25 915	50 884	76 799
Other comprehensive Income/(loss)						
Actuarial gain/(loss)	6 563			6 563		6 563
Total Comprehensive Income	32 478	0	0	32 478	50 884	83 362

A4.2 Statement of financial position as at 31 December 2017

	2017 R'000	2016 R'000
Assets		
Non-current assets	470 277	447 336
Property, plant and equipment	470 277	447 336
Current assets	521 232	333 640
Inventories	1 588	1 571
Student and other receivables	160 231	31 557
Cash and cash equivalents	359 413	300 512
Total Assets	991 509	780 976
Equity and Liabilities		
Equity	188 557	105 195
Property, plant and equipment reserve	185 801	185 801
Capital development reserve	25 599	25 599
Accumulated Reserves	-22 843	-106 205
Non-current liabilities	625 057	538 381
Interest bearing loans	93 687	98 947
Deferred income	492 334	389 279
Post-employment obligations	39 036	44 102
Non-current portion of other employee benefit		6 053
Current liabilities	177 895	137 400
Trade and other payables	129 702	89 620
Current portion of deferred income	38 534	38 398
Current portion of other employee benefits	5 472	6 267
Current portion of interest bearing loans	4 187	3 115
Total equity and liabilities	991 509	780 976

A4.3 Statement of cash flows for the year ended 31 December 2017

	2017 R'000	2016 R'000
Cash flows from operating activities		
Cash received from students, government and private sources	611 759	633 013
Cash paid to employees and suppliers	521 516	557 579
Cash generated from operations	90 243	75 434
Finance income	8 853	4 889
Finance costs	-69	-117
Net cash inflows from operating activities	99 027	80 206
Cash flows from investing activities		
Acquisition of property, plant and equipment	-35 960	-47 835
Proceeds from sale of property plant and equipment	22	
Net cash outflows from financing activities	-35 938	-47 835
Cash flows from financing activities		
Increase /(decrease) in interest bearing borrowings	-4 188	-3 519
Net cash inflow/(outflow) from financing activities	-4 188	-3 519
Net increase in cash and cash equivalents	58 901	28 852
Cash and cash equivalents at beginning of the year	300 512	271 660
Cash and cash equivalents at beginning at end of year	359 413	300 512

SECTION B:

SUMMARY OF MUT'S PERFORMANCE AGAINST ITS STRATEGIC OBJECTIVES AND KPIS

B1. MUT STRATEGIC GOALS FOR 2015 - 2019

MUT has identified for itself the following strategic goals for the period 2015 - 2019:

- Goal 1: Enhance the quality of teaching and learning, and educational outputs
- Goal 2: Promote a responsible and high performing student population
- Goal 3: To be the preferred higher education employer for academic and support staff
- Goal 4: Implement undergraduate and postgraduate academic curricula aligned to the HEQSF, industry and entrepreneurial requirements
- Goal 5: Increase MUT's applied research in niche areas
- Goal 6: Contribute to the socio-economic advancement of historically disadvantaged communities
- Goal 7: Promote good governance and management principles at MUT
- Goal 8 : Promote academic excellence and compliance to CHE quality requirements
- Goal 9: Enhance the physical environment to promote the academic enterprise of the university
- Goal 10: Establish sustainable resource bases for the university
- Goal 11: Become a centre of innovation and a preferred provider of technology solutions to Commerce, Industry, SMMEs and the Community

Below is a record of MUT's performance with respect to these strategic goals and associated key performance indicators (KPIs) during 2017.

B2. PROGRESS TOWARDS ACHIEVEMENT OF GOALS

Goal 1: Enhance the quality of teaching and learning, and educational outputs

- The KPIs for this goal and MUT's performance in terms of those KPIs are reported under Section A of this report (page 6) and are not repeated here in order to avoid duplication.

Goal 2: Promote a responsible and high performing student population

(Where distinct values for each quarter are provided, the total for the year appears in brackets in the 'Year' column, under 'Actuals for 2017'.)

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 2.1: Promote solid ethical conduct and a progressive value system amongst the student body						
2.1.1 % of alcohol-free student events	100% 5	100% 7	100% 4	100% 4 (20)	84%	86%
2.1.2 % of incident-free student events	100% 5	100% 7	100% 4	100% 4 (20)	86%	90%
Objective 2.2: Promote a diversified, tolerant and cohesive student body						
2.2.1 Number of events to promote social cohesion amongst students	2	2	3	3 (10)	2	4
2.2.2 % of Students with declared disabilities supported	100%	100%	100%	100%	100%	100%
Objective 2.3: Facilitate Student Leadership Development						
2.3.1 Number of student leadership development activities organised	6	4	3	3 (16)	3	6

Goal 3: To be the preferred higher education employer for academic and support staff

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 3.1: Increase proportion of academic staff with required professional skills and Industry experience in relevant programmes supported with Masters' degree as a minimum qualification						
3.1.1 % of new I/R staff with at least Masters' or equivalent qualification	75%	75%	75%	75%	70%	70%
3.1.2 % of total I/R staff with at least Masters' or equivalent qualification	57%	57%	57%	65%	65%	65%
Objective 3.2: Increase the proportion of support staff with broad requisite skills						
3.2.1 % of new support staff with required qualifications & experience	100%	100%	100%	100%	100%	100%
Objective 3.3: Offer competitive salaries in line with educational industry norms						
3.3.1 MUT percentile location within HE Sector salary scale (Median)	50th	50th	50th	50th	50th	50th
Objective 3.4: Offer a variety of incentives to high performing staff						
3.4.1 Number of I/R staff members receiving teaching excellence awards	0	5	Na	5	Na	9
3.4.2 Number of staff members receiving research awards	Na	Na	Na	5	Na	6
Objective 3.5: Ensure the reduction of annual staff turnover						
3.5.1 % of annual staff turnover	Na	Na	Na	0.015%	5%	4.5%

Goal 4: Implement undergraduate and postgraduate academic curricula aligned to the HEQSF, industry and entrepreneurial requirements

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 4.1: Ensure accredited programmes that are relevant to industry and entrepreneurial needs						
4.1.1 % of programmes requiring professional accreditation that have been accredited by relevant professional bodies	100%	100%	100%	100%	100%	100%
Objective 4.2 : Increase the No of advanced diploma/ postgraduate programmes						
4.2.1 Number of all new programmes (including professional degree programmes) submitted to DHET for PQM clearance	0	4	4	5	4	8
4.2.2 Number of new PQM-cleared programmes submitted to CHE for accreditation (all programmes)	0	1	0	1	4	8
4.2.3 Number of new PQM-cleared programmes accredited by the CHE (all programmes)	2	2	0	3 (7)	2	3
4.2.4 Number of new CHE-accredited programmes registered by SAQA	0	0	1	1 (2)	2	3

Goal 5: Increase MUT's applied research in niche areas

- This goal has been addressed under Section A, page 7 and is not repeated here in order to avoid duplication.

Goal 6: Contribute to the socio-economic advancement of historically disadvantaged communities

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 6.1: Implement and coordinate Community Engagement (CE) activities according to the CE framework at MUT						
6.1.1 Number of registered Community Engagement projects	12	14	15	16	7	14
6.1.2 Number of Community Engagement Flagships	3	3	3	4	4	4
6.1.3 Number of projects receiving CE Excellence awards	Na	Na	Na	Na	Na	6

Goal 7: Promote good governance and management principles at MUT

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 7.1: Enhance good corporate governance						
7.1.1 Holding of scheduled statutory meetings (Senate and its committees and Council and its committees)	25%	50%	75%	100%	100%	100%
7.1.2 Proper recording and filing of decisions of statutory meetings (Senate and its committees and Council and its committees)	100%	100%	100%	100%	100%	100%
Objective 7.2: Ensure effective strategic planning, implementation and reporting at MUT						
7.2.1 Approved Annual Performance Plan (MUT)	100%	100%	100%	100%	100%	100%
7.2.2 % of Approved Annual Operational Plans for all sub-programmes	40%	50%	60%	80%	40%	80%
7.2.3 Duly submitted Mid-Year and Annual Performance Reports to DHET	Na	50%	50%	100%	50%	100%
7.2.4 Duly submitted HEMIS Reports to DHET	25%	50%	75%	89% (8)	50%	100% (9)

Goal 8: Promote academic excellence and compliance to CHE quality requirements

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 8.1: Facilitate academic excellence and quality improvement in the University						
8.1.1 % of currently offered formal programmes leading to HEQSF aligned and HEQC accredited qualifications	100%	100%	100%	100%	100%	100%
Objective 8.2: Render quality assurance to departments regarding the increase in the number of advanced diploma/ postgraduate programmes						
8.2.1 % of new advanced diplomas quality assured prior to submission to DHET for Programmes Qualifications Mix clearance	Na	Na	Na	Na	100%	100%
8.2.2 % of new postgraduate programmes (including Masters' degree programmes) quality assured prior to submission to DHET for Programmes Qualifications Mix clearance	Na	100% (1)	Na	100% (1)	100% (1)	100% (1)

Goal 9: Enhance the physical environment to promote the academic enterprise of the university

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 9.1: Improve aesthetic qualities and maintain University infrastructure						
9.1.1 Amount of money spent on improvements and maintenance	R2.6m	R 6,45m	R 9,05m	R 13,6-m	R6m	R11.6m
9.1.2 Preventative Maintenance Master Plan developed	0	50%	50%	50%	100%	100%
9.1.3 Implementation of Maintenance Master Plan	Na	Na	Na	Na	25%	50%
9.1.4 User satisfaction evaluation (Likert scale)	Na	Na	Na	Na	3	3
Objective 9.2: Ensure efficient infrastructure and asset utilisation						
9.2.1 IEF expenditure on new infrastructure projects	R3 323 137	R987 279	R4 621 502	R33 045 447	R45m	R90m
Objective 9.3: Develop an efficient ITN infrastructure						
9.3.1 Level of user satisfaction from survey (1 - 5)	Na	Na	Na	3.4	Na	3.5
9.3.2 % Server uptime						
Email	97%	96%	97%	97%	98%	98%
ITS	100%	100%	95%	95%	98%	98%

Goal 10: Establish sustainable resource bases for the university

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 10.1 Develop and implement a strategy for third stream income generation						
10.1.1 Total amount generated from third stream income	R0	R0	R1 354 000	R1 354 000	R1.5m	R3m
Objective 10.2: Ensure effective financial management at MUT						
10.2.1 % annual budget versus expenditure variance	NA	NA	Na	+2,3	NA	< 3%
10.2.2 Number of adverse audit findings	Na	0	0	0	0	0

Goal 11: Become a centre of innovation and a preferred provider of technology solutions to Commerce, Industry, SMMEs and the Community

Key Performance Indicator	Actuals for 2017				2017 Targets	
	Q1	MID-Year	Q3	Year	Mid-Year	Year End
Objective 11.1: Create opportunities for innovation at MUT						
11.1.1 Number of industry-based projects	3	3	3	3	6	12
Objective 11.2: Ensure that MUT becomes a preferred provider of technology support and development for commerce, industry, SMMEs and the community						
11.2.2 Number of students involved in technology transfer projects	0	0	0	5	40	75
11.2.3 Number of external trainees who have benefitted/ will benefit from MUT technology transfer projects	19	11	0	30	15	25
Objective 11.3: Advance scientific research in new technology solutions						
11.3.1 Number of research projects	6	6	6	6	3	3
11.3.2 Number of publications	3	4	4	5	1	2
Objective 11.4: Develop workforce capabilities in technology solutions						
11.4.1 Number of short courses offered	0	0	0	0	1	3
11.4.2 Number of students enrolled in short courses	0	0	0	0	60	120
11.4.3 % of students completing short courses	0	0	0	0	80%	80%

B3. UNDER-ACHIEVEMENT OF CERTAIN GOALS, OBJECTIVES AND TARGETS

B3.1 Enrolment performance for 2017 against ministerial approved targets

Headcount enrolments total Postgraduate: The target of 50 postgraduate headcount enrolments has not been achieved. MUT managed to enrol a total of 23 postgraduate students. The main reason for the under-achievement of this KPI, is the absence of funding for students enrolled in the postgraduate diploma (PGD). Neither NSFAS nor NRF are willing to fund students enrolled for the postgraduate diplomas which have been introduced by UoTs. The PGD is a new qualification which emanated from the HEQSF and which replaces the BTech programmes which were offered by most UoTs. However, the NRF does not as yet recognise the PGD for funding purposes. MUT will continue to explore sources of funding of students enrolling for the PGD, because the absence of funding could have serious negative implications for MUT's plans to grow its postgraduate offerings.

Efficiency

Headcount of permanent instructional/ research staff: The target of 239 permanent I/R staff appointed at MUT has not been achieved. The total number of permanent I/R staff by the end of 2017 was 205. Possible reasons for the under-achievement of this target were aspects such as lengthy recruitment procedures, difficulties in finding candidates with the required qualifications and experience, and budgetary constraints. MUT will pursue the funds that would become available from the HDI Development Grant, to supplement its funds for the appointment of fixed-term contract I/R staff in 2018.

Staff with Doctoral Degrees: MUT has also not achieved its target of 18% of its permanent I/R staff to have doctoral degrees by the end of 2017. At the end of 2017, 14% of MUT's I/R staff had doctoral qualifications. Possible reasons for the under-achievement of this KPI, could be the following: Difficulties in attracting I/R staff with doctoral qualifications; the high teaching workload of current staff who are still pursuing their doctoral qualifications; and the poaching of I/R staff by other universities.

B3.2 Non-Achievement of Strategic Goals

In addition to the above instances of under-achievement of targets, there were other areas in which MUT has not achieved its set targets. Two of the more important objectives where there was substantial under-achievement of the set targets were the following:

Objective 9.2: Ensure efficient infrastructure and asset utilisation: Possible reasons for the under-achievement of the set targets were that the construction of the Engineering Laboratories & Offices projects was stopped on 15 March 2016 and no further work was done in 2017 due to contractor litigations.

Objective 10: Establish sustainable resource bases for the university: Although MUT has succeeded in keeping within its targeted annual budget versus expenditure variance of 3% and has ensured that it did not receive any adverse audit findings for 2017, MUT has not met its target of R3-million for the generation of third stream income in 2017. Possible reasons for the under-achievement were the lack of coordination of third stream income activities and the non-finalisation of the strategy for the generation of third stream income.

2. REPORT OF THE CHAIRPERSON OF COUNCIL

2.1 Introduction

This report is the means whereby MUT's Council, through its Chairperson, has discharged part of its statutory duty to account for its actions and achievements in the governance of MUT during January to December 2017. The report reflects the effect of decisions and actions taken during the above period and the influence of those decisions and actions. Furthermore, the report reflects on the effect that those decisions would have on MUT in future and the relationship between those decisions and actions. The articulated mission, strategies, objectives, and plans of MUT have been indicated in the report.

The most important governance-related decisions that were taken by MUT's Council in 2017 were the following:

- The decision to request DHET to appoint an Independent Assessor to examine governance issues at MUT and especially the role of Council in governance;
- The establishment of an additional Council Committee (the Student Affairs Committee);
- The reconstitution of Council Committees and the changing of some of the names of those committees in order to improve effectiveness and efficiency;
- The adoption of a revised Code of Conduct for Council members;
- The decision to subject all executive managers to performance evaluation by Council;
- A resolution that the Executive Committee of Council (EXCO) cannot take major decisions, and that all major decisions should be taken to Council before implementation;
- The selection and approval of new Council members based on particular fields of expertise relevant to the University;
- Resolution that the Chairperson and Deputy Chairperson of Council should no longer be chairpersons of any of Council's sub-committees nor members of the sub-committees;
- Approval of the reinstatement of MUT's Delegation of Authority Policy and Schedules;
- Approval of the revision of the charters of all Council committees in order to ensure the effectiveness of those committees;
- Approval of the procedure for the election of the Chairperson and Deputy Chairperson of Council.

The above decisions and approvals by Council and their impact on the governance of MUT are in accordance with the King III principles of ethical governance and with MUT's Vision, Mission and Values such as integrity and accountability. Furthermore, goal 7 in MUT's Strategic Plan 2015 - 2019, reads as follows: "Promote good governance and management principles at MUT".

In addition to the above Council decisions and their outflows, Council has executed its normal fiduciary duties as prescribed in MUT's Statute. Below is a summary of the governance duties which Council has executed in the course of 2017. Some of these duties will be elaborated on in the Council reports that follow:

- Effective ethical leadership;
- Governance of risk;
- Governance of Information Technology;
- Compliance with laws, codes, rules and standards;
- Governing stakeholder relationships (workers, students and other stakeholders);
- Remuneration of Councillors, dealing with the policies, appraisals and amounts;
- Operational matters;
- Sustainability;
- Financial reporting; and
- Performance reviews.

2.2 Effective Ethical Leadership and Corporate Citizenship

The Code of Ethics commits a public higher education institution to the highest standards of integrity, behaviour, and ethics in dealing with all its stakeholders, including its Council members, managers, employees, students, customers, suppliers, competitors, donors and society at large. Council members and staff are expected to observe the institution's ethical obligations in order to conduct its business through the use of fair commercial competitive practices.

In the course of 2017 Council has acted in accordance with those ethical standards related to leadership and corporate governance.

2.3 Governance of Risk

Enhancing knowledge and innovation as well as implementing strategic development and goals will always have risks. Effective risk management increases the probability of successful outcomes, whilst protecting the reputation and sustainability of the University. At Mangosuthu University of Technology (MUT) Council is responsible for overseeing the total process of risk management.

The 2017 Risk Register was presented to Council for approval as recommended by the Audit, Risk and Compliance Committee. The risks identified in the Risk Register as well as the format used were noted and discussed and the required controls were put in place to mitigate those risks. Council has ensured the effective management and control of those risks throughout 2017.

2.4 Governance of Information Technology

In 2017 the Information and Technology strategy for MUT comprised the following main aims:

- To support education, teaching and learning to enhance the student experience;
- To support research and academic projects;
- To support the business by providing efficient and effective processes, enabled by well-designed, integrated information systems;
- People at the centre of IT provision: ITN will ensure that all members of the University are well supported, trained and equipped to fulfil their roles;
- To provide access to IT facilities for members of the University, wherever they are and whenever they need them;
- To provide excellent, responsive and resilient IT services for all members of the University;
- To establish clear funding and budgeting principles.

MUT has taken special care to ensure the effective and efficient governance of IT processes and activities in 2017.

2.5 Compliance with laws, codes, rules and standards

Throughout 2017 MUT Council has ensured that there were adequate and appropriate policies, processes and procedures to ensure that all MUT operations are conducted within the jurisdiction of South African laws, codes of conduct, rules and standards. Furthermore, Council has ensured, by means of MUT's established quarterly reporting system, that any transgressions of these laws, codes, rules and standards have been reported and appropriately addressed.

2.6 Governing Stakeholder Relationships (workers, students and other stakeholders)

In 2017 the University continued with various academic, social and health programmes to support students. These include the Pre-Tech programme for Engineering students, the four-year Extended Curriculum Programme for most of its diploma offerings, the Study Skills programme, the Students-at-Risk Programme, a one-on-one Counselling Service, the Peer Support Programme, the Sisterhood Programme for female students, the Pregnancy Resource Programme, the HIV Support Programme, and the Disability Programme.

As a University of Technology, MUT has established firm relationships with a number of industries in the Durban area and beyond. These relationships assist in providing Work Integrated Learning (WIL) opportunities for students and to find employment. In spite of the location of the University and the mainly disadvantaged backgrounds of its students, many of the students achieve success in the fields of Engineering, Natural Sciences, and Management Sciences and perform well at their places of employment.

Furthermore, MUT has continued to promote and maintain good relations with the Department of Higher Education and Training, the Council for Higher Education and various other government departments as well as various professional bodies such as ECSA and the HPSCA.

2.7 Sustainability

It is crucial for MUT's Council to ensure that MUT remains financially sustainable. It is for that reason, and in view of the huge financial demands placed on DHET as a result of the fees-must-fall demands from students, that Council has introduced strict austerity measures at MUT since 2016. Those austerity measures have been continued in 2017 and have helped to ensure a substantial reduction in wasteful expenditure at MUT in 2017. Furthermore, the austerity measures have ensured that MUT's financial matters were conducted with care and prudence. Council has ensured that there was a zero deficit budget approved for 2017 and that the university's expenditure remained within budget.

2.8 Financial Reporting

Council hereby confirms that it has established formal policies and frameworks for the design and implementation of the system of internal financial controls and that a review of internal financial controls has taken place. Furthermore, all annual financial reports from MUT were submitted for external audits before submission to DHET. Based on all these considerations, Council states that it found MUT's internal financial controls to be effective and reliable.

2.9 Performance Review

MUT has set 11 goals for itself in its Strategic Plan 2015 - 2019. Below is a high-level assessment of the university's performance from January to December 2017.

STRATEGIC GOAL	SUMMARY OF ACHIEVEMENTS
Goal 1: Enhance the quality of teaching and learning, and educational outputs	MUT has succeeded in reaching its target of 11 500 headcount enrolments for 2017 and has in fact exceeded the target by 86 headcounts. However, the target of 50 postgraduate headcount enrolments has not been achieved, with MUT enrolling a total of 23 postgraduate students. The main reason for the under-achievement of this KPI, is the absence of funding for students enrolled in postgraduate diplomas.
Goal 2: Promote a responsible and high performing student population	MUT has exceeded its targets of 86% alcohol-free student events and 90% incident-free student events, with all events meeting the objective.
Goal 3: To be the preferred higher education employer for academic and support staff	MUT has exceeded its target of a 70% appointment rate of new Instructional & Research staff with at least Masters or equivalent qualification. MUT has managed to achieve 75% in that regard. Furthermore, MUT has achieved its target of 65% of all Institutional & Research staff with at least a Masters qualification.
Goal 4: Implement undergraduate and postgraduate academic curricula aligned to the HEQSF, industry and entrepreneurial requirements	MUT has achieved its target of 100% of its programmes requiring professional accreditation having been accredited by relevant professional bodies. Furthermore MUT has also achieved all its targets related to Objective 4.2 (Increase the number of advanced diploma/ postgraduate programmes).
Goal 5: Increase MUT's applied research in niche areas	MUT has met its research output target of 23 units for 2017 and its average research output target per I/R staff member of 0.09. MUT's total provisional research output for 2017 was 24.4 units and its average output per I/R staff member was 0.11.
Goal 6: Contribute to the socio-economic advancement of historically disadvantaged communities	MUT has managed to exceed its target for registered Community Engagement projects. The target was 14 and MUT has achieved a total of 16. In terms of Objective 6.2 (Number of Community Engagement Flagships) MUT has achieved its target of 4. The only target which was not achieved, was that of the number of projects receiving CE Excellence awards, as the Excellence Awards were not yet introduced in 2017 as planned.
Goal 7: Promote good governance and management principles at MUT	MUT has managed to achieve most of its targets for both of the objectives of this goal (Objective 7.1: Enhance good corporate governance and Objective 7.2: Ensure effective strategic planning, implementation and reporting at MUT).
Goal 8 : Promote academic excellence and compliance to CHE quality requirements	MUT has succeeded in ensuring that 100% of all of its currently offered formal programmes were aligned to the HEQSF and that all of its programmes were accredited by the CHE/ HEQC. Furthermore, MUT has also assured that 100% of all new Advanced Diploma and Postgraduate programmes which it has submitted to DHET for PQM clearance, have been internally quality assured.
Goal 9: Enhance the physical environment to promote the academic enterprise of the university	MUT has exceeded the targeted amount of R11.6m for improvements and maintenance of infrastructure projects. The total amount spent for 2017 was R13.6m. However, MUT's expenditure on new infrastructure projects for 2017 was far below the targeted amount of R90-million. MUT spent a total amount of R33 045 447.
Goal 10: Establish sustainable resource bases for the university	MUT did not succeed in meeting its target of a total income from third stream sources of R3-million. MUT generated a total amount of R1.35m. MUT has succeeded in keeping within its annual budget versus expenditure variance of 3%, with a 2.3% variance. MUT has furthermore ensured that it did not receive any adverse audit findings for 2017.
Goal 11: Become a centre of innovation and a preferred provider of technology solutions to Commerce, Industry, SMMEs and the Community	MUT has not reached its target of 12 industry-based innovation projects for 2017, managing a total of 3 projects. Furthermore, MUT has not met its targets for the number of students involved in technology transfer projects. The target number of students involved was 75 but MUT achieved 5. However, regarding the number of external trainees who have benefitted from MUT technology transfer projects, MUT has exceeded its target. The target was 25 and MUT achieved 30. The university's targets for the offering of short courses were not realised in 2017.

3. COUNCIL'S STATEMENT ON GOVERNANCE

3.1 Introduction

Council has ensured that Mangosuthu University of Technology has complied with the Code of governance principles in all of its governance decisions and actions in the course of 2017. MUT is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as advocated in the King III Report. Accordingly, the Council endorses, and during the period under review, has applied the Code of Practice, Conduct and the Code of Ethical Behaviour and Practice as set out in the King III Report. In supporting this code, Council recognises the need to conduct the business of Mangosuthu University of Technology with integrity and in accordance with generally accepted practices. For that reason Council has regularly monitored MUT's compliance with the code of good governance.

3.2 MUT as a Going Concern

Council has done an assessment of Mangosuthu University of Technology's ability to continue as a going concern at the end of 2017 and has no reason to believe that the business will not be a going concern in the year ahead.

3.3 Council and Council Committees

3.3.1 Council Overview

The composition of MUT Council in 2017 consisted of 27 members. All members were appointed in terms of Section 9 of the Institutional Statute 2015 as based on the Higher Education Act, 1997 (Act 101 of 1997), as amended. The term of office of a number of Council members, including those of the Chairperson and Deputy Chairperson, ended in 2017 and they have been replaced by new members. New Council members were elected and appointed in terms of the Institutional Statute.

Council fulfilled its responsibilities for the ongoing strategic direction of MUT governance, approval of major developments, approval of operational policies and processes, and the receipt of regular reports from the Executive Management on the day-to-day operation of the University's business during the year 2017. It functioned in accordance with Section 8 of the Statute and hence responsibly delegated some of its powers to Standing Committees of Council and the Senate.

3.3.1.1 Council Composition

The Council of MUT comprises academic and non-academic persons appointed in terms of Section 9 of the Institutional Statute. The majority (60%) of members are neither employees nor students of MUT. The role of the Chairperson of Council is separate from the role of the Vice-Chancellor. Matters reserved to the Council for decision-making are set out in the Institutional Statute.

The Council meets at least four times a year and has several committees, including the Finance and Remuneration Committee (which has been renamed as the Finance and Investment Committee), the Audit and Risk Committee (which has also been renamed as the Audit, Risk and Compliance Committee), the Human Resources Committee, the Planning and Resources Committee, the Student Affairs Committee, and EXCO. Senate and the Institutional Forum are statutory committees of Council.

In order to fully discharge its duties, Council ensured that it was fully constituted as stipulated in the Higher Education Act, 1997 (Act 101 of 1997).

3.3.1.2 Number of meetings

Council held a total of 10 meetings during 2017 on the following dates:

- 17 January 2017
- 14 - 15 February 2017
- 30 - 31 March 2017
- 28 - 29 June 2017
- 28 July 2017
- 18 August 2017
- 15 September 2017
- 27 September 2017
- 27 October 2017
- 13 December 2017

3.3.1.3 Summary of Matters Considered/Approved by Council in the Course of 2017

In the year 2017 Mangosuthu University of Technology continued to strengthen governance and improve the effective operations of the university. In addition to the key governance-related decisions, as stated in the report of the Chairperson of Council, the most important decisions and approvals that were made by MUT's Council in 2017 were the following:

- The decision to keep the then acting executive management in place until a new Vice-Chancellor was formally appointed;
- The appointment of a recruitment agency to manage the recruitment of a new VC for MUT;
- The appointment of a Task Team to review MUT's Statute and the composition of Council and appointment of Council members;
- The election of a new Chairperson and Deputy Chairperson of Council at their meeting on 27 September 2017;
- Approval of MUT's revised Statute which included a few amendments;
- MUT's Budget for 2017;
- Salary adjustment of 6.4% across the board;
- The equalization of the housing subsidy and housing allowance from R700 per month to R1,100 per month;
- MUT's Community Engagement Flagships;
- The conditional approval of the leasing of the MRC building for research purposes;
- The appointment of new staff at MUT;
- The approval of full collective bargaining rights for the second staff union at MUT (TENUSA);
- A delegation from MUT to visit the Dublin Institute of Technology in Ireland;
- The appointment of new external Council members;
- The suspension of lectures on 20, 23, 24, 27 and 28 of March 2017 due to student protests related to NSFAS matters;
- Adoption of MUT's audited financial statement for 2016;
- The appointment of a contractor to complete the Student Residence Phase 1 project;
- Adjustment of the evening rate for lecturers by 6.4%;
- Approval of the salary increases of 6% for employees on grades P1 - P4;
- The conversion of the employment status of a number of employees from contract to permanent status with effect from 01 January 2017;
- Ratification of MUT's Maintenance Plan for 2017;
- Appointment of service providers to provide student accommodation;
- Approval of re-opening of negotiations with the owners of Ithala for the purchasing of their premises in Umlazi;
- The reinstatement of Sondlo Chartered Accountants as external auditors for the next three years;
- The creation of two additional nGAP positions;
- The process and panel for the interviewing of short-listed candidates for the VC's position.

In addition to the above matters, Council has executed its normal fiduciary duties as prescribed in MUT's Statute. Below is a summary of the governance duties which Council has executed in the course of 2017. These duties have been described in more detail in the report from the Chairperson of Council:

- Effective ethical leadership;
- Governance of risk;
- Governance of Information Technology;
- Compliance with laws, codes, rules and standards;
- Governing stakeholder relationships (workers, students and other stakeholders);
- Remuneration of Councillors, dealing with the policies, appraisals and amounts;
- Operational matters;
- Sustainability;
- Financial reporting; and
- Performance review.

As part of the execution of its fiduciary duties related to the governance of MUT, Council has approved the following policies, frameworks or charters that are intended to improve governance and management practices at MUT:

- The Academic Workload Model;
- The Budget Policy;
- MUT Internationalisation Strategy;
- MUT Stakeholder Engagement Plan;
- MUT Research and Innovation Strategic Plan;
- SCM Policy;
- MUT's 2017 Risk Register;
- The 2018 Governance Calendar;
- The compendium of charters for the university;
- Policy on Policies document;
- MUT's Annual Performance Plan for 2018;
- MUT's Mid-Year Performance Assessment Report for 2017.

3.3.2 Council Committees

As part of the execution of its governance functions and fiduciary duties and in accordance with MUT's Statute, Council has five sub-committees to help Council in making well-informed and responsible decisions for the university. The Sub-committees are the following:

- Finance & Remuneration Committee (now the Finance and Investment Committee);
- Audit and Risk Committee (now the Audit, Risk and Compliance Committee);
- Planning and Resources Committee;
- Human Resources Committee;
- Student Affairs Committee: This committee was established in 2017 and held two meetings during the year.

3.3.2.1 Finance and Remuneration Committee (Finance and Investment Committee)

The Finance and Remuneration Committee, amongst other things, recommends the university's annual operating and capital budgets, and monitors performance in relation to approved operating and capital budgets. It is responsible for assuring the financial health of the institution as a "going concern". It is also responsible for ensuring that the accounting information systems are appropriate and the personnel complement is sufficient, not excessive, and is suitably qualified to maintain the accounting records of the institution.

The Finance and Remuneration Committee's specific terms of reference include direct authority for, or consideration and recommendation to the Council of, matters including general staff policies, remuneration and perquisites, bonuses, executive remuneration, members of Council remuneration and fees, service contracts, and retirement funds including post-retirement medical aid funding.

Number of meetings held by the Finance and Remuneration Committee

The Finance and Remuneration Committee held six meetings during 2017, including a joint meeting with the Audit and Risk Committee, on the following dates:

1. 1 March 2017
2. 17 March 2017
3. 30 May 2017
4. 27 June 2017 (joint meeting with the Audit and Risk Committee)
5. 6 September 2017
6. 28 November 2017

Main agenda items

The Finance and Remuneration Committee deliberated on the following main agenda items during its meetings in 2017:

1. Current student debt and the status of debt collection
2. Budget policy
3. Charter for the Finance Committee
4. Management accounts
5. Expense report per Executive Head
6. Supply chain management
7. Maintenance projects
8. Alignment of the budget with the university's strategy
9. Delegation of authority
10. Revised tender policy
11. Contracts management
12. Annual Procurement Plan
13. 2018 budget
14. Mandated Finance & Investment Committee reports to Council
15. Costing and pricing of Research Contracts Policy

Main resolutions or matters recommended to Council for approval

1. At its meeting on 1 March 2017, the Committee:
 - a. Considered a report on student debt and the status of debt collection to 31 December 2016;
 - b. Considered the proposed charter for the Finance Committee, noting that the remuneration aspect of the existing committee would move to the Human Resources Committee;
 - c. Requested changes to the format of the Management Accounts report;
 - d. Requested Management to provide reports on supply chain management, third-stream income, contracts management, maintenance projects, and alignment of the budget with university strategy.
2. At its special meeting on 17 March 2017, the Committee:
 - a. Recommended the charter of the Finance Committee to Council for approval;
 - b. Considered the proposed Budget Policy and the proposed Supply Chain Management Policy, to replace the existing Tender Policy.
3. At its meeting on 30 May 2017, the Committee:
 - a. Requested amendments to the format of the Management Accounts report;
 - b. Requested changes to the format of the Annual Procurement Plan;
 - c. Made recommendations regarding Council's role in the university's annual strategic planning processes.
4. At a joint meeting with the Audit and Risk Committee on 27 June 2017, the Committee:
 - a. Recommended that the Annual Report for 2016 be presented to Council for approval.
5. At its meeting on 6 September 2017, the Committee:
 - a. Expressed concern at the unavailability of the Contracts Management report;
 - b. Resolved that a workshop should be convened to finalise the alignment of the budget with the strategy;
 - c. Noted that the university had received R77-million in grants from the DHET and recommended the Management Accounts, subject to some changes, for consideration by Council;
 - d. Supported Management's submission on the delegation of authority for endorsement by Council.
6. At its meeting on 28 November 2017, the Committee (now the Finance and Investment Committee):
 - a. Noted the Acting Vice-Chancellor's report on a successful alumni roadshow;
 - b. Resolved that Management should create a register of all existing contracts, indicating the expenditure;
 - c. Recommended the Supply Chain Management Policy for approval by Council, with Council approval required for any tenders above a threshold of R15-million;
 - d. Recommended the 2018 Budget for consideration and approval by Council, including an 8 percent increase in tuition and accommodation fees and a 7,5 percent staff increment;
 - e. Approved the Management Accounts to 30 September for forwarding to Council for consideration and noting;
 - f. Approved a list of mandated reports from the Committee, with amendments, for submission to Council for its consideration.

3.3.2.2 Audit and Risk Committee (Audit, Risk and Compliance Committee)

The Audit and Risk committee considers all issues of risk which may result in some form of exposure for a public higher education institution and not just financial risk. The Audit and Risk Committee, consists of members of MUT Council, relevant MUT line managers responsible for finance, audits and risk management as well as members of the internal and external auditors. There is also one representative from the Auditor General's office.

Both the internal and external auditors have unrestricted access to the Audit and Risk Committee, which ensures that their independence is in no way impaired. Meetings are held at least four times a year and are attended by the external and internal auditors and appropriate members of the executive management. The Audit and Risk Committee operates in accordance with written terms of reference, confirmed by Council.

Number of meetings held by the Audit and Risk Committee and dates of meetings

The Audit and Risk Committee held seven meetings in 2017, including a joint meeting with the Finance and Remuneration Committee, on the following dates:

1. 3 March 2017
2. 13 March 2017
3. 11 April 2017
4. 2 June 2017
5. 27 June 2017 (joint meeting)
6. 6 September 2017
7. 10 November 2017

Main agenda items

The Audit and Risk Committee deliberated on the following main agenda items during its seven meetings:

1. Status report on contracts management
2. Appointment of external auditors
3. Reported cases of alleged fraud and irregularities
4. Risk management reporting
5. Costing and pricing of research contracts policy
6. Budget policy
7. Internal audit reports
8. External audit reports
9. Progress report on internal audit plan
10. Charter of the Audit, Risk and Compliance Committee
11. Anti-Fraud Working Group report
12. Internal audit summary report
13. Presentation of audited financial statements for 2016
14. Risk register 2016
15. Risk register 2017
16. Mandated Audit, Risk & Compliance Committee reports
17. MUT Internal Audit Plan 2018-2020
18. External Audit Plan
19. Engagement letter for external auditors

Main matters recommended to Council for approval

Below is a summary of the main resolutions taken by the Audit and Risk Committee and the matters it recommended to Council for approval:

1. At its meeting on 3 March 2017, the Committee:
 - a. Considered the process for appointment of external auditors;
 - b. Considered a report on cases of alleged fraud and irregularities;
 - c. Resolved that the top ten risks to the university be reviewed;
 - d. Recommended the revised Budget Policy to Council for approval.
2. At its meeting on 13 March 2017, the Committee:
 - a. Resolved to forward the matter of the appointment of external auditors to Council.
3. At its meeting on 11 April 2017, the Committee:
 - a. Reconsidered the appointment of external auditors and recommended that the office of the Auditor General be approached regarding the seconding of external auditors for MUT for a period of one year.
4. At its meeting on 2 June 2017, the Committee:
 - a. Noted the appointment by the Executive Committee of Council of KPMG as external auditors to undertake the 2016 financial audit;
 - b. Recommended amendments to the revised charter of the Committee, including its responsibility for the appointment of external auditors;
 - c. Noted that a preliminary investigation into all cases of alleged fraud was underway;
 - d. Considered an internal audit progress report, including shortcomings in Supply Chain Management;
 - e. Considered an audit update report from the external auditors.
5. At a joint meeting with the Finance Committee on 27 June 2017, the Committee:
 - a. Recommended that the Annual Report for 2016 be presented to Council for approval.
6. At its meeting on 6 September 2017, the Committee:
 - a. Recommended to Council that Sondlo Chartered Accountants be reinstated as external auditors for a period of three years;
 - b. Reviewed and revised the charter for the Committee (changing its name to the Audit, Risk and Compliance Committee) and recommended the charter to Council;
 - c. Noted a report on the activities of the Anti-Fraud Working Group;
 - d. Considered a report by the internal auditors on financial discipline and on conditional grants and subsidies;
 - e. Noted a report on the MUT Annual Report and 2016 Annual Financial Statements.
7. At its meeting on 10 November 2017, the Committee (now the Audit, Risk and Compliance Committee):
 - a. Requested Management to provide a report on progress with regard to the 2016 risks;
 - b. Referred the 2017 Risk Register to the Executive Committee of Council for further deliberation and approval;
 - c. Resolved to submit a report on alleged fraud and irregularities to Council for information and noting;
 - d. Resolved that proposed mandated reports to the Committee be submitted to Council for information and noting;
 - e. Resolved that the internal audit summary report be submitted to Council for consideration and approval;
 - f. Resolved that the external audit plan be submitted to Council for consideration and approval;
 - g. Approved the letter of engagement of the external auditors, Sondlo Chartered Accountants.

3.3.2.3 Planning and Resources Committee

The Planning and Resources Committee is concerned with medium and long term strategic plans, together with providing input for the preparation of the annual budget by the Finance Committee.

It is responsible, amongst other things, for ensuring that all financial implications of both capital development programmes and the annual operating budget, including the implications of resource allocation to strategic activities, are referred to the Finance Committee.

Number of meetings held by the Planning and Resources Committee

The Planning and Resources Committee held five meetings during 2017, on the following dates:

- 2 March 2017
- 8 June 2017
- 21 June 2017
- 5 September 2017
- 9 November 2017

Main agenda items

1. Leasing of external residences
2. Maintenance plan for 2017
3. Deferred maintenance implementation plan
4. Projected cash flow - deferred maintenance plan
5. Oversight role - corrective measures
6. Reports on infrastructure development, including Student Housing Phase 1, Student Centre, Engineering laboratories and offices
7. Appointment of principal agents
8. Request to engage with Ithala on the possible purchase of the Ithala building
9. Reports on Campus Security, Health and Safety, Student Housing, Information Technology and Networks (IT&N), Maintenance and Operations
10. Charter for the Planning & Resources Committee
11. Mandated Planning and Resources Committee reports

Main resolutions or matters recommended to Council for approval

Below is a summary of the main resolutions taken by the Planning and Resources Committee and the matters it recommended to Council for approval.

1. At its meeting on 2 March 2017, the Committee:
 - a. Requested amendments to the Maintenance Plan for 2017, prior to its submission to Council for approval;
 - b. Recommended the Health and Safety report to Council for approval;
 - c. Noted reports on infrastructure development, Campus Security and Protection Services, and strategic activities of the IT&N Department;
 - d. Requested a report from Management on the engagement of Principal Agents for building projects.
2. At its meeting on 8 June 2017, the Committee:
 - a. Accepted the Health and Safety report and suggested that the most urgent compliance issues be prioritised;
 - b. Noted the IT&N report on projects completed and in progress.
3. At a special meeting on 21 June 2017, the Committee:
 - a. Approved for submission to Exco and Council a request that nine service providers be awarded tenders to provide student accommodation for three years, subject to non-compliance issues in respect of the DHET norms and standards being fixed within a year;
 - b. Noted a report on current infrastructure projects, including the delayed Student Centre and the Engineering laboratories and offices;
 - c. Supported a proposal to engage with Ithala on the possible purchase of the Ithala building and recommended it to Exco and Council for consideration and approval.
4. At its meeting on 5 September 2017, the Committee:
 - a. Noted that the assessment of buildings for possible use as external student residences was a Committee responsibility, but that their procurement was not;
 - b. Received reports on deferred maintenance and on campus security;
 - c. Made recommendations regarding a report on the Student Centre project;
 - d. Approved a report on health and safety, with some formatting changes, for submission to Council for information;
 - e. Recommended revisions to a report on the Engineering laboratories project, prior to its submission to Council;
 - f. Approved a report on IT&N for submission to Council for information;
 - g. Approved a report on maintenance and operations, with amendments, for submission to Council for information;
 - h. Considered and further developed the revised charter for the Planning and Resources Committee.

5. At its meeting on 9 November 2017, the Committee:
 - a. Resolved that the charter for the Planning and Resources Committee, as amended, be submitted to Council for its information and noting;
 - b. Resolved that the mandated Committee reports, as amended, be tabled at Council for its consideration and approval;
 - c. Resolved that the following reports, with amendments where necessary, be sent to Council for its information and noting: Engineering laboratories project; Student Residence, Phase 1; Student Centre project; deferred maintenance projects; IT&N; Health and Safety; Campus security;
 - d. Resolved that a report on storm damage experienced by the university in October 2017 be forwarded to the Council for information and noting.

3.3.2.4 Human Resource (HR) Committee

The main function of the Human Resource Committee is to consider all matters related to MUT's personnel, such as conditions of employment, salaries, recruitment, appointments, terminations, and any other relevant matters, and to advise Council on those matters that require Council decisions. The HR Committee consists of Council members as well as the MUT line manager responsible for human resource matters within MUT.

Number of meetings held by the Human Resources Committee and dates of meetings

The HR Committee had five meetings during 2017 on the following dates:

- 27 February 2017
- 13 March 2017
- 19 June 2017
- 26 September 2017
- 23 November 2017

Main agenda items

The following items served as the main agenda items for the HR Committee during 2017.

1. Close-out report on the conversion of contract employees
2. Report on staff members' dependents
3. Human Resources report
4. Report on the HR Matters Consultant
5. Proposed disciplinary procedure
6. Progress report on medical aid capping
7. Report on engagements and terminations
8. Labour related matters
9. Review of HR policies and policy development
10. TENUSA recognition
11. Request for approval of four positions in the RIE portfolio
12. Revised charter of the Human Resources Committee
13. Appointments of Senior Management Team
14. Appointment of Senior Staff
15. Remuneration adjustment for Senior Management and Senior Staff
16. Human Resources Operational Plan for 2017
17. Human Resource Charter
18. Mandated Human Resources reports (to Council)
19. Review of HR policies
20. Investigation into the Department of Electrical Engineering
21. Update on Total Cost to Employer
22. Medical boarding application
23. Pre-payment of tax on the 13th cheque
24. Proposed medical aid contribution dispensation
25. Migration to Total Cost to Employer method of remuneration
26. MUT staff structure
27. Extension of the contract of Dean of Management Sciences
28. Creation of two additional nGAP positions
29. Decision of Council on HR-related matters and its implications
30. Guidelines for the appointment of members of executive management

Main resolutions or matters recommended to Council for approval

Below is a summary of the main resolutions taken by the HR Committee and the matters it recommended to Council for approval:

1. At its meeting on 27 February the HR Committee recommended to Council the following:
 - a. That Council should consider the implementation of a benchmarked medical aid plan which caters for the current benefits, but at a lower cost;
 - b. The appointment of Dr T.J. Makhafole as Associate Professor in the office of the DVC: Resources, Innovation and Engagements;
 - c. The appointment of a number of candidates in vacant positions.
2. At its meeting on 13 March the HR Committee recommended to Council the following:
 - a. The Human Resources Committee Charter;
 - b. Staff Induction Policy;
 - c. The Grievance Procedure;
 - d. Request for Council to rescind its decision to ratify Management recommendations with respect to staff appointments that have been budgeted for and approved;
 - e. The recognition of TENUSA as a labour union with full bargaining rights.
3. At its meeting on 19 June the Committee recommended to Council the following:
 - a. The approval of an annual salary increase of 6% for employees on Grades P1 - P4.
 - b. The appointment of a number of senior and middle level Support and Academic staff members;
 - c. The extension of the contract of the Dean of Management Sciences;
 - d. Approval of the adjustment of evening rates by 6.4%.
4. At its meeting on 26 September the Committee recommended to Council:
 - a. The approval of the Human Resource Committee's Charter;
 - b. The reinstatement of the appointment of a staff member (after an earlier decision by Council to terminate his services);
 - c. Approval of the Committee's recommendations regarding the appointment of a Senior Director: Finance;
 - d. Approval of the creation of two new nGAP positions;
 - e. The conversion of the employment status of a number of staff members;
 - f. To consider a report on guidelines for the appointment of members of executive management.
5. At its meeting on 23 November the Committee recommended to Council:
 - a. The approval of the Disciplinary and Grievance Procedure Policy;
 - b. The approval of the Incapacity Management Policy;
 - c. Approval of the list of mandated HRC reports.

3.3.2.5 Student Affairs Committee

The main functions of the Student Affairs Committee are to look at policies relating to students and to recommend to Council important student affairs matters. Some of the main matters discussed at the committee, were the following:

- Student-related policies;
- Infrastructure and residences;
- Student accommodation issues;
- Internet access;
- Student funding and financial matters.

Number of meetings held by the Student Affairs Committee and dates of meetings

The SAC held two meetings in 2017, on the following dates:

- 31 May 2017
- 28 November 2017

Main agenda items

The following items served as the main agenda items for the SAC during 2017:

1. First inaugural meeting: Purpose of the meeting
2. Charter of the SAC
3. Report by the Vice-Chancellor
4. SAC mandated reports to Council
5. Student Health Services Policy
6. University Bursary Fund Policy
7. Sports and Recreation Policy
8. SRC elections

Main resolutions or recommendations to Council

At its meeting on 31 May 2017, the SAC made the following resolutions:

- That the Registrar should be tasked to craft a revised version of the SAC charter which would incorporate the comments from members of the SAC at that meeting;
- That a report be submitted to Council which would advise Council about the nature and content of the first SAC meeting;
- That the Acting Dean of Students should circulate all student-related policies to members of the SAC;
- That the Registrar should compare the terminology used in other charters and ensure consistency in the SAC charter terminology.

At its meeting on 28 November 2017, the SAC made the following resolution:

- It recommended the SAC Charter to Council for approval, subject to certain amendments as discussed during the meeting.

3.3.3 Summary of Attendance of Council and Council Committee meetings in 2017

NAME OF COMMITTEE MEETING	ORDINARY MEETINGS	SPECIAL MEETINGS	TOTAL NO OF MEETINGS	% ATTENDANCE
Council	4	6	10	87%
Finance & Remuneration Committee	4	2	6	82%
Audit & Risk Committee	4	3	7	80%
Planning and Resource Committee	4	1	5	95%
Human Resource (HR) Committee	4	1	5	87%
Student Affairs Committee	2	0	2	92%

3.3.4 Declaration of Interest by Council Members

To prevent conflict of interest among Council members, all Council members were required to sign an annual Declaration of Interest form for members of Council and at each meeting to declare any conflict of interest in items on the agenda. All Council members completed and submitted the forms on declaration of interests.

3.3.5 Statement on Conflict Management

Council has, as part of its fiduciary duties, attended to conflict which emerged at MUT in 2017. Council has succeeded in mitigating that conflict and ensured that all university functions operated without any obstruction resulting from the conflict.

3.3.6 Statement on worker and student participation (co-operative governance)

This matter has already been addressed under point 2.6 in the Report from the Chairperson of Council.

3.3.7 Statement on Code of Ethics

This matter has already been addressed under point 2.2 in the Report from the Chairperson of Council.

4. Approval of Statement by Council

Council has approved the above Council Statement on Governance at its meeting on 15 August 2018. The meeting was quorate and the documentation for approval by the Council was circulated with the meeting agenda in advance with due notice.

4. COUNCIL'S STATEMENT ON SUSTAINABILITY

4.1 Introduction

In this Sustainability Report MUT will attempt to indicate how it has impacted on the economic, environmental, social and governance life of the community in Umlazi, Durban, in which it operated during 2017. In this report, MUT's Council will also indicate how Council perceives the way in which MUT could improve the positive aspects and eradicate or ameliorate any negative aspects in the coming year.

The following matters will be discussed in this report:

- Inclusivity of stakeholders;
- Innovation, fairness, and collaboration;
- Social transformation;
- Student numbers and throughput, including pipe-line number of students; and
- Generation of alternative funding streams

4.2 Inclusivity of Stakeholders

MUT continued in 2017 to follow standard democratic processes for decision making through active participation by individuals and internal stakeholders on various statutory structures of decision-making at the University. Programmes and events have been put in place at MUT to promote inclusivity and awareness of stakeholders on issues pertaining to various operational aspects of the University. For example, the Vice-Chancellor has again used his State of the University address at the beginning of 2017 to provide both internal and external MUT stakeholders with a good picture of strategic, academic and operational matters at MUT. Furthermore, MUT continued its annual engagements with parents, guardians and neighbouring communities to inform them about matters and developments at MUT.

MUT has continued its outreach to schools by means of its Circle of Excellence (CoE) awards. The event is fully supported by the Department of Education, Umlazi District, and the full management executive committee attends, which includes curriculum education specialists, circuit managers, subject advisers and high school principals. Top performing high schools receive essential educational resources from sponsors sourced by MUT's Marketing and Communications department. The event was held on 7 March 2017. Sponsorship received was to the value of more than R300 000. Sponsored prizes were awarded to the top achieving schools in Maths, Science and Accounting. The impact of this initiative was that MUT managed to attract three new sponsors (Gem Schoolwear, Sesifikile Booksellers, and Extramarks Education). The event generated huge media interest and was covered in 10 different publications.

Since the establishment of the CoE we have had more meaningful collaboration and relations with the Umlazi high schools. This is good for our recruitment purposes as learners from these schools have good matric results and do not require accommodation in our residences.

MUT's Management has continued their regular engagements with student leaders and leadership structures. That engagement ensured once again that student leaders were given the opportunity to raise issues with management and to receive timely responses and guidance from management before those issues became problematic and resulted in student protests or disruptions of classes.

4.3 Innovation, Fairness and Collaboration

MUT has continued to pursue new innovations and developments by mean of its Centre for the Development of Green Technology and the Technology Station: Chemicals as well as the faculties in general.

Fairness is one of the key values of MUT as stated in its Strategic Plan 2015 - 2019. MUT continually strives to treat all its stakeholders with fairness and respect. In instances of disciplinary action to be taken against students accused of breaking MUT's rules, the University takes the utmost care to ensure that such students are treated fairly and are allowed various forms of appeal.

In terms of collaboration, MUT has continued with its membership of the Southern African Technology Network (SATN). MUT attends the annual SATN forum and actively participates in its various committees and structures. The networking and collaboration potential in this platform are enormous. MUT also continued its collaboration agreements with its neighbour institutions, such as DUT, UKZN and Unizulu.

4.4 Social Transformation

MUT contributes to social transformation within the Umlazi community by means of the range of programmes which it offers to the students and community. In 2017 MarComms prepared 15 primary school girls to compete with 10,000 girls from across the country. This is an opportunity for grade 7 girls to submit applications to the Oprah Winfrey Leadership Academy to pursue their high school and tertiary education on a full scholarship from the Academy. MarComms assisted twenty learners from the four Umlazi Primary school to submit applications and ten girls were shortlisted for an interview. A team from MarComms coached the girls and prepared them for the interview. We are proud that one of the girls, Eihle Gcabashe from Khalipha Primary School, was accepted into the programme. By helping to educate and improve the education levels of members of the community, MUT is playing a constructive role in the social transformation of the community.

4.5 Student Numbers and Graduates

The student headcount at MUT is continuing to grow. MUT had a total headcount of 11,586 students in 2017, excluding those students registered for Work Integrated Learning (WIL). It has set itself a headcount target of 12,500 by 2019. By increasing access and success for students, MUT is not only contributing to the Department of Higher Education's national imperatives, but making a specific contribution to the development needs of Umlazi and the wider community that it serves. Below is an illustration of MUT's student headcount enrolments for the past five years.

Enrolment KPI	2013	2014	2015	2016	2017
A. ACCESS					
Headcount Totals (subsidised students)	10 459	10 380	10 396	10 508	11 586
First-time entering undergraduates	2 883	2 683	2 844	3 205	3 713
Headcount enrolments (Foundation Provisioning - First-Time Entering)	368	300	341	355	386
Headcount enrolments total UG	10 459	10 380	10 365	10 493	11 563
Headcount enrolments PG	0	0	31	15	23
Science, engineering and technology	5 992	5 969	6 097	6 070	6 705
Business/management	3 644	3 643	3 612	3 774	3 970
Education	-	-	-	-	-
Other humanities	823	768	687	664	911
Distance education enrolments	0	0	0	0	0

MUT's enrolment trend suggests that the University is well positioned to achieve planned headcount enrolment growth to 12,500 students in 2019, in accordance with the current cycle of enrolment planning in the sector. Below is an illustration of MUT's total number of graduates for the past five years.

Enrolment KPI	2013	2014	2015	2016	2017
B. SUCCESS					
Graduate UG	2 276	2 445	2 483	2 286	2 338
Graduate PG	0	0	8	10	20
Engineering	653	702	762	722	681
Life and physical sciences	51	53	74	79	65
Animal and human health	42	183	187	211	201
Teacher education	NA	NA	NA	NA	NA
Success rate	81%	83%	83%	81%	81%

Despite a slight decline in the number of graduates from 2015 to 2016, there has been modest growth of 2,7% in graduate headcounts from 2013 to 2017. Actual graduate headcounts have exceeded targets in 2014, 2015 and 2016.

4.6 Generation of Alternative Funding Streams

In 2017 MUT continued to work towards the goals of its draft strategy for the generation of third stream income, albeit to a small extent. MUT has done the following in 2017:

- Offering of short learning programmes (SLPs)
- Prepared plans for the appointment of a Coordinator for SLPs
- Renting out institutional facilities
- Establishing relations with our alumni
- Technology Transfer by means of the Centre for the Development of Green Technology and the Technology Station: Chemicals.

MUT has applied for and received funding via the HDI Development Grant for the appointment of a Coordinator to oversee and manage Short Learning Programmes. The appointment of a dedicated Coordinator will help to boost the development, marketing and offering of SLPs and help to substantially improve MUT's third stream income.

In conclusion, MUT Council is providing required oversight for prudent management of resources in light of the wider financial constraints in the sector, brought about by the contracting economy and the #fees-must-fall campaign. Despite these constraints, MUT can be regarded as sustainable.

5. 2017 SENATE REPORT TO COUNCIL

5.1 Composition of Senate

Senate consists of the Vice-Chancellor and Principal, who is the Chairperson; three Deputy Vice-Chancellors; two Council members; the Registrar, who is the Secretary; the Deputy Registrar: Academic Administration; three Faculty Deans; all academic Heads of Department; Senior Directors and Directors; Dean of Students; Student Counselling representative; the Chief Financial Officer; the Manager TSC; two members of the Student Representative Council; Union representative; Institutional Forum representative; non-academic faculty representatives and academic staff representatives.

5.2 Changes in Academic Structures

There were no changes made to academic structures in 2017.

5.3 Composition and Size of the Student Body

5.3.1 2017 Student Enrolment Headcount

The total student headcount enrolment for MUT in 2017, excluding enrolments for work-integrated learning (WIL), was 11,586, against a target of 11,500 (2016 total: 10,508). Figure 1 gives the breakdown by faculty. The Faculty of Management Sciences accommodated 43% of the students (2016: 42%). This was followed by the Faculty of Engineering with 41% (2016: 41%). The share of the Faculty of Natural Sciences was 16% (2016: 17%).

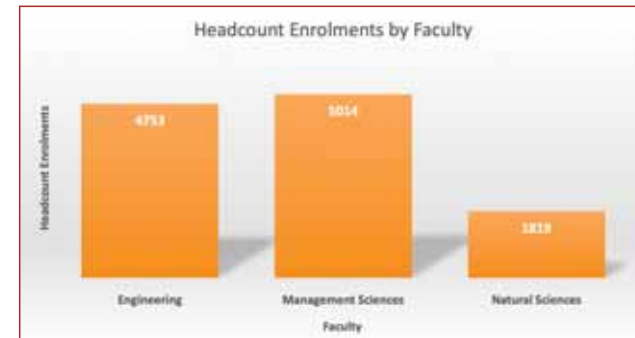


Figure 1: Student Headcount Enrolments in 2017

5.3.2 Student Enrolment by Major Field of Study

The Science, Engineering, Technology (SET) field of study has the most enrolments at 6,705, followed by Business/Management at 3,970 and Other Humanities at 911. (Figure 2 below.) The SET proportion of enrolments is 58% (target: 55%). The field of Business/Management has a 34% share (target: 40%), and Other Humanities has 8% (target: 5%). The proportions are unchanged from 2016.

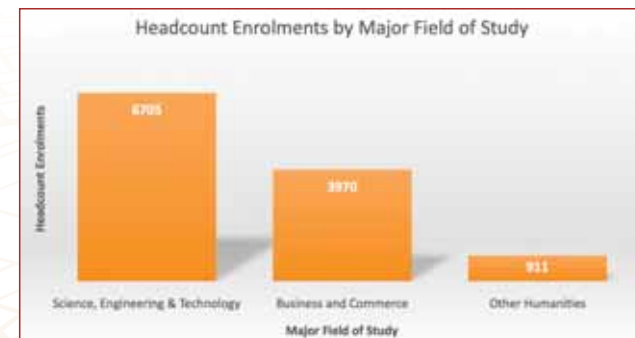


Figure 2: Student Headcount Enrolments by Major Field of Study

5.3.3 Student Age Profile

Figure 3 shows the age distribution of the student population at MUT.

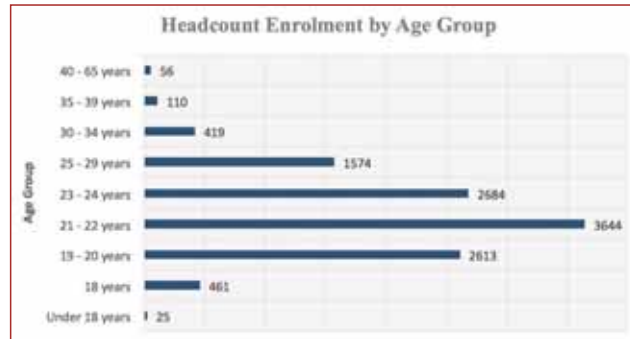


Figure 3: Student Distribution by Age

The majority of students, 54%, are between the ages of 19 and 22 years (2016: 56%); 23% are between 23 and 24 years (2016: 20%); 14% are aged between 25 and 29 years (2016: 15%); and 4% are aged 18 years (2016: 4%). The other age groups make up the remaining 5% (2016: 5%).

5.3.4 Enrolment by Gender

The University student population in 2017 was 49% female (target: 53%) and 51% male (2016: 48% and 52% respectively).

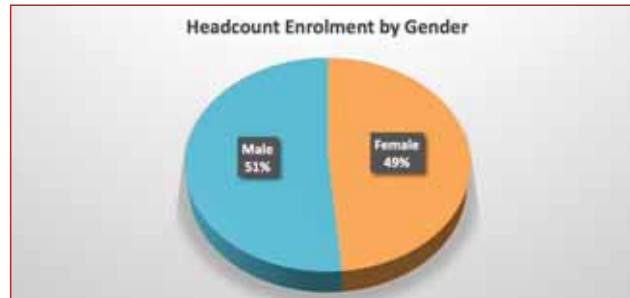


Figure 4a: MUT Student Profile by Gender

The Faculty of Management Sciences had the highest female complement at 62%. The Faculty of Engineering had the highest male complement of 67% (Figure 4b).

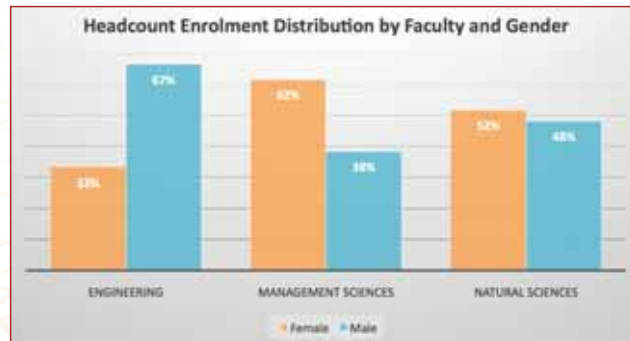


Figure 4b: MUT Student Profile by Faculty and Gender

5.3.5 Enrolment by Population Group

The University student population is 99.5% African (target: 98%), as presented in Figure 5. This is unchanged from 2016.

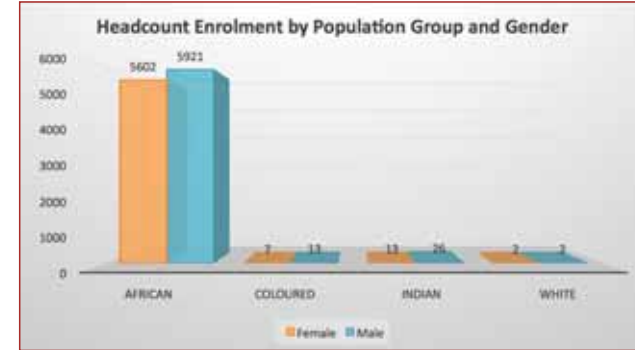


Figure 5: MUT Student Profile by Population Group and Gender

5.4 Significant Academic Developments in Faculties

5.4.1 FACULTY OF ENGINEERING

The Faculty of Engineering is committed to offering high quality programmes to its students. All programmes in the faculty are subjected to rigorous accreditation processes by relevant professional bodies. Two of the professional bodies evaluated six programmes offered by the faculty in 2017.

The National Diploma: Mechanical Engineering, National Diploma: Chemical Engineering, and Bachelor of Engineering Technology: Chemical have been accredited by the Engineering Council of South Africa (ECSA) until May 2021. The National Diploma: Building was accredited by the South African Council for Project and Construction Management (SACPCMP) until December 2020. National Diplomas in Civil Engineering and Electrical Engineering have received accreditation until May 2018.

The Faculty continues to align its qualifications with the new Higher Education Qualifications Sub-Framework (HEQSF) and ECSA standards. The Diploma in Chemical Engineering was fully re-curriculated. HEQSF-aligned diploma programmes were registered with the South African Qualifications Authority (SAQA). The Advanced Diploma in Chemical Engineering was accredited by the Council on Higher Education and will replace the Bachelor of Technology (B.Tech) programme in the near future.

The process to finalise Advanced Diplomas in Civil Engineering and Surveying is still in progress. The department, through close co-operation with the eThekweni Maritime Cluster (EMC), assembled a team of experts and successfully mapped the competencies of prospective graduates that industry will require, using the DACUM methodology. The development of the new programme was substantially enhanced by the participation of international maritime experts.

Prof T Haupt was appointed as a research Professor for the Faculty of Engineering and is assisting in developing the research capacity of the Faculty.

5.4.1.1 Instruction

The Faculty has made substantial strides towards the introduction of the e-learning platform as additional mode of delivery. The majority of courses offered by the faculty have an e-learning component. Most of the subjects study guides and study materials have been placed on Blackboard.

Industrial exposure of students plays a significant role in their preparedness for the workplace. The faculty continued to secure industrial visits for students, despite the disruption of the academic programme at the beginning of the year.

5.4.1.2 Limitations on Access to Certain Courses

Increased student enrolments and a large number of repeating students in some subjects put significant strain on infrastructure and human resources. The student numbers in some subjects exceed the seating capacity of allocated lecture venues. ECSA requires the Faculty to ensure that practical groups do not to exceed five students per group. This results in an increase in the number of practical sessions, which is not adequately supported by laboratory infrastructure and the number of technicians.

Some departments are still experiencing a shortage of computer workstations in their computer laboratories. Some departments have large number of staff vacancies and fail to attract suitably qualified people on a permanent basis. This has resulted in over-reliance on part time staff, which can negatively impact on module delivery.

5.4.1.3 Student Awards and Achievements

The measure of educators' success is the quality of their graduates. The Faculty of Engineering produced 823 National Diploma and 21 Bachelor of Technology graduates in 2017. Seven graduates completed their qualifications cum laude.

Among the top graduates in the faculty is Ms Xoliswa Patience Langa. She graduated cum laude, had sixteen distinctions, and received the prestigious Meritorious Student Award from the South African Institute of Mechanical Engineers (SAIMEche) for her achievements. She is doing further training at Toyota's car manufacturing plant at Prospecton, Durban.

5.4.1.4 Staff Appointments

Three permanent staff members with PhD qualifications have been appointed in the Chemical Engineering Department. The Department of Construction Management and Quantity Surveying has two additional staff members.

Prof T Haupt has been appointed as a research Professor for the Faculty of Engineering.

5.4.1.5 Staff Qualifications

Mr Chetty obtained his MSc (Construction Studies) cum laude at UKZN.

Mr Jan van der Westhuizen obtained the MSc (Civil Engineering) cum laude.

Mr Naidoo obtained the MSc (Construction) cum laude.

Ms Makhathini obtained her Postgraduate Diploma in Higher Education

Four staff members in the Department of Chemical Engineering are registered for their PhD.

5.4.1.6 Staff Achievements

The Faculty continues to grow its research base. The most noticeable areas of strength continue to be in waste water treatment and alternative energy sources. Two registered community engagement projects draw on these strengths. There is also noticeable growth of expertise in the areas of chemical engineering thermodynamics and built environment. The appointment of the research professor in the Faculty has significantly contributed to the growth of research capacity.

Staff members have published 11 articles in SAPSE accredited journals, presented 16 papers at peer-reviewed conferences, and published two book chapters.

The Electrical Engineering Department received a donation of laboratory equipment to the value of R411,000 from SIEMENS for educational use. The donation was facilitated by Prof Naidoo.

Gift of the Givers Foundation, represented by Dr Sooliman, donated 24 new computers which were installed in C14 (Electrical Engineering) after damage to infrastructure caused by the 2017 floods in Durban.

5.4.2 FACULTY OF MANAGEMENT SCIENCES

The Department of Human Resources Management obtained full accreditation for the Postgraduate Diploma in Human Resource Management (PGDIP: HRM) from the CHE in February 2017. The programme was subsequently registered by SAQA in December 2017. The department embarked on an aggressive marketing campaign within a short space of time and managed to attract 33 students for the PGDIP: HRM for the 2018 academic year. In 2017, 42 students graduated with the Advanced Diploma in Human Resource Management. This was the first cohort of students with this qualification in the country.

The Department of Office Technology offered an Advanced Diploma: Office Management and Technology for the first time in 2017.

The Department of Accounting & Law received full accreditation from the CHE to offer the Diploma in Local Government Finance. The department also received PQM clearance for the Advanced Diploma in Public Finance & Accounting and the Diploma in Municipal Financial Management.

The Department of Public Administration underwent a curriculum renewal process for the Diploma in Public Management to commence in 2018, including changing the offering from a semester to an annual basis. All internal approvals were finalised in 2016.

5.4.2.1 Instruction

Dependent on the available facilities and enabling circumstances in the institution, most staff members were using contact and whiteboard, smartboard, Blackboard, and Edmodo methods of delivering lectures to registered students. Some staff make use of other applications that are freely available, such as "Share It".

One challenge in using Blackboard and Edmodo methods is that some students do not have smartphones.

There is a serious challenge with the computers in the laboratories. Students are utilising computers that are old and need to be replaced. This has dire consequences on practical assessments, especially during examination cycles.

Several staff members prefer using PowerPoint presentations during lectures; however, they are hindered by the shortage of available data projectors.

5.4.2.2 Limitations on Access to Certain Courses

The Department of Office Technology's student enrolment is limited to 90 students in the day and 90 students in the evening programmes, due to the lack of adequate infrastructure with regard to computer laboratories.

Lack of adequate computer laboratories as well as the absence of flexibility in the use of other computer laboratories makes it difficult for students registered for End-User Computing courses to have sufficient time to practise what has been learnt in theory as well as to write assessments.

Programme departments introducing new qualifications with English Communication Skills as one of the subjects do not communicate timeously with the Department of Communication regarding the implications for staffing requirements. According to the proposed academic structure, the Department of Communication qualifies for two extended curriculum programme (ECP) lecturers. This structure has not yet been approved. The Department is desperately in need of ECP lecturers because there are only three lecturers who teach in this programme, which is offered in three faculties.

There is also a limitation on accessing entrepreneurial studies/skills whilst studying towards obtaining a diploma qualification owing to the non-availability of an Entrepreneurial Centre for the university. The bits and pieces of information embedded in various courses offered by lecturers do not really instil confidence in students that they can make it on their own, without having to rely on being employed.

All Diplomas offered in the Department of Accounting have, as core entrance requirements, Mathematics and Accounting (and English) at certain achievement levels (at least 3 for Mathematics and 4 for Accounting). However, the production of such achievement levels at Grade 12 in recent years seems to be limited. Hence the student intake tends to drop gradually each year.

There is a general shortage of office space whereby academics have to share offices, which impacts on privacy during consultations with students. Lecturers who are sharing offices in the so called mobile park homes near Seme Hall also have to share the port for the internet since there is no Wi-Fi. This is a huge inconvenience for the lecturers.

5.4.2.3 Student Awards and Achievements

The 2017 class for the Advanced Diploma in Human Resource Management hosted a very successful symposium on the topical issue of entrepreneurship. Successful entrepreneurs were invited to share their experience with students in the department.

The Department of Office Technology was able to place 96% of students for Work Integrated Learning after having forged new relationships with industry.

A group of third-year Marketing students were requested by Nedbank to be brand ambassadors at the Nedbank cup final which was played at Moses Mabhida stadium. After the event the department received commendations of the students with regard to behaviour and professionalism by the organisers of the event.

On an annual basis PPS (Professional Provident Society) does a photo campaign for the BTEch: Cost & Management Accounting students, providing every student with a copy of the class photograph and promotional items. Thereafter they do a presentation on their products and answer questions from students. They take a list of the students' details for their database to assist students in future with job placement, bursaries, and membership.

The total number of graduates from the 2017 class was 1,099, including 16 students who received their diplomas cum laude. The top student to receive the Vice Chancellor's award was Mr Mondli Mbuli from the Department of Accounting who was registered for the ND: Accounting (ECP) (4 years).

5.4.2.4 Staff Awards and Achievements

Ms Kotelana, acting head of Department: HRM, was appointed by the CHE to conduct an institutional evaluation of a private institution in Johannesburg on 20 June 2017. The panel comprised of two members, Professor Van Zyl from Free State University as the chair and Ms Kotelana as a panel member.

The HRM professional body (SABPP) was approached by CHE to recommend 10 senior academics for appointment as evaluators of programmes for accreditation in September 2017. Ms Kotelana was recommended by the professional body, however she was already an evaluator appointed directly by CHE in 2014.

Mr K Ramsarghey, senior lecturer in the Department of Accounting & Law, and Prof L Naidoo, senior lecturer in the Department of Human Resources Management, received silver awards at the VC's Teaching and Learning Excellence Awards and were able to attend the National HELTASA conference which was held during November 2017 at the Coastlands Hotel in Umhlanga.

Mr V Mgijima, lecturer in the Department of Communication, received a bronze award as the Best Established teacher at the VC's Teaching and Learning Excellence Award and was also able to attend the HELTASA conference.

The Department of Accounting and Law for the first time attracted three Chartered Accountants to lecture within the department.

5.4.2.5 Staff Appointments

The following permanent appointments were made in the Faculty during 2017:

Mr NG Zulu, Department of Communication

Dr MA Gumede, Department of Communication

Mr R Kalidin (CA)(SA), Department of Accounting and Law

5.4.2.6 Staff Qualifications

The following staff members obtained their Masters qualification:

Ms H Mhlongo, Department of Human Resources Management: Master of Commerce;

Ms B Dladla, Department of Human Resources Management: Master of Public Administration;

TO Mkhize, Department of Office Technology: Master of Management Sciences in Administration and Information Management.

5.4.3 FACULTY OF NATURAL SCIENCES

A highlight for the Faculty of Natural Sciences was the commencement of the offering of a Master of Nature Conservation. This is the first master's programme to be offered at MUT and it articulates to a PhD degree programme.

The Biomedical Sciences Department offered the part-time Diploma to BSc graduates employed in the diagnostic laboratories. The Advanced Diploma in Agricultural Extension and Community Development and the Advanced Diploma in Agriculture in Crop Production were both fully accredited by the CHE. Both Biomedical Sciences and Environmental Health had their diploma and degree programmes accredited by the HPCSA.

5.4.3.1 Instruction

Modes of lecture delivery within the Faculty included chalkboard, PowerPoint presentations, Blackboard, Moodle, Facebook, Twitter, Instagram, Skype and various Web 2.0 applications.

5.4.3.2 Limitations on Access to Certain Courses

Space constraints limited the number of students that could be admitted to agricultural fields. A similar constraint was experienced in the Department of Information and Communication Technology as a result of inadequate computer laboratories. Student enrolment in the Biomedical Technology programme was limited by the capacity of the pathology industry to absorb only a fixed number of Medical Technology graduates each year (e.g. the private laboratories such as Ampath and Lancet and the national health laboratory services). This is a positive control, however, because all students are guaranteed to have a job after qualification. The initiation of new programmes is hampered by the delay in the approval of the negotiated staff structure.

5.4.3.3 Student Awards and Achievements

A student from Information and Communication Technology won the Vice Chancellor's award as the best student in the Faculty. The 2017 student pass rate for the Faculty was above 80%.

5.4.3.4 New Programme Accreditation

- The Department of Community Extension received accreditation approval from CHE in March 2017 to offer the Advanced Diploma in Agricultural Extension and Community Development.
- Advanced Diploma Agriculture in Crop Production.

5.4.3.5 Staff Appointments

The research professor for the Faculty was appointed in 2017.

5.4.3.6 Staff Qualifications

- Dr TT Poswa from Department of Environmental Health obtain a PhD degree;
- Dr VN Ndou from Community Extension obtained a PhD degree;
- Dr NE Damoyi from Chemistry obtained a PhD degree;
- Ms NP Ndlovu from Community Extension obtained a Master's degree in Food and Nutrition;
- Mr ST Shabalala from Department of Agriculture obtained a Master's degree in sustainable Agriculture;
- Mr MH Thabethe from Department of Mathematical Sciences obtained an MSc (Physics);
- Mrs NM Rasenyalo from Department of Mathematical Sciences obtained an MSc (Mathematics);
- Mr JJ Msane from Information and Communication Technology obtained a Master's degree.

5.5 Academic Progress in Different Disciplines (Statistical Data)

5.5.1 Student Enrolments

Figure 6 below shows MUT's student headcount enrolments (excluding WIL) over the period 2015 to 2017. The total enrolments grew from 10,396 in 2015 to 11,586 in 2017. The proportion of enrolments in the Faculty of Engineering grew from 40% to 41% over the period and the proportion in the Faculty of Management Sciences increased from 42% to 43%. The proportion of enrolments in the Faculty of Natural Sciences decreased from 18% to 16%.

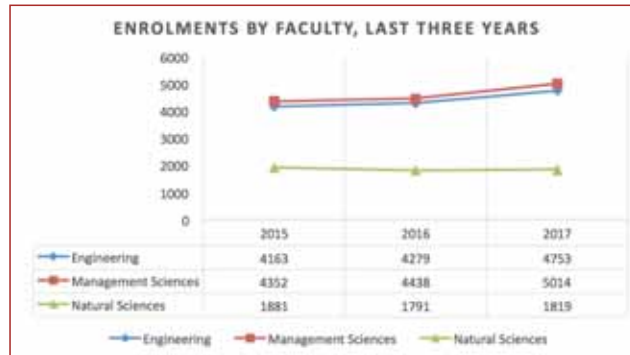


Figure 6: Headcount Enrolments by Faculty

Figure 7 below shows that the total number of students enrolled in the field of study of Science, Engineering, and Technology (SET) was steady at 58% over the three-year period. The total number of students enrolled in the field of Business and Management sciences decreased from 35% in 2015 to 34% in 2017. The share which Other Humanities had of the total enrolment increased from 7% in 2015 to 8% in 2017.

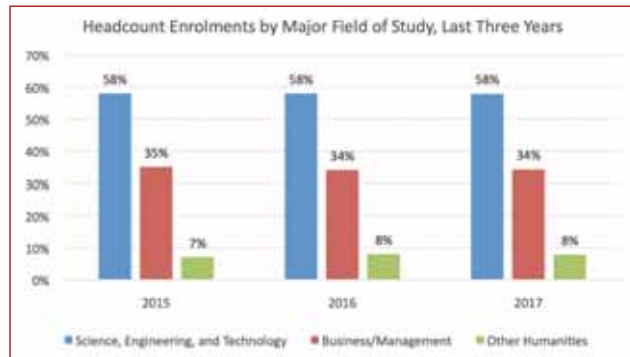


Figure 7: Headcount Enrolments by Major Field of Study

5.5.2 Student Success

The overall success rate of MUT held steady at 81% from 2016 to 2017, but this was down from 83% in 2015. The success rate target for 2017 was 82%. The success rate for each faculty declined slightly over the three-year period.

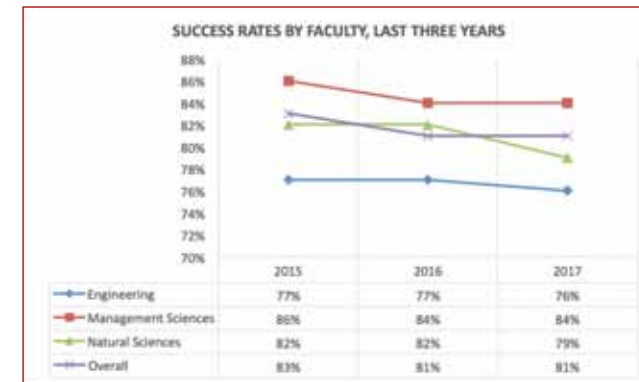


Figure 8: Success Rates by Faculty

5.5.3 Graduation

Figure 9 below shows that the total number of undergraduate graduates increased from 2,296 in 2016 to 2,338 in 2017. The total for 2017 is 6% lower than the total in 2015 of 2,491.

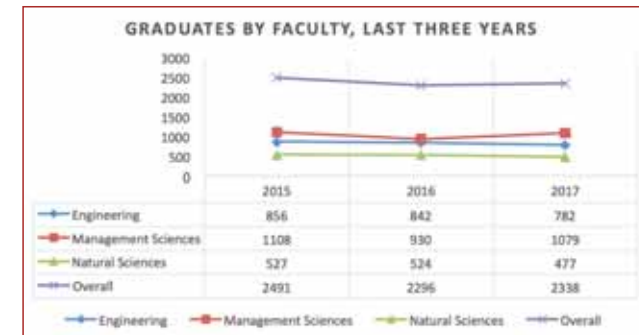


Figure 9: Undergraduate Graduates by Faculty

Figure 10 below shows an overall decrease in Graduation Rates from 22% in 2015 to 19% in 2017. All faculties show a decrease over the same period.

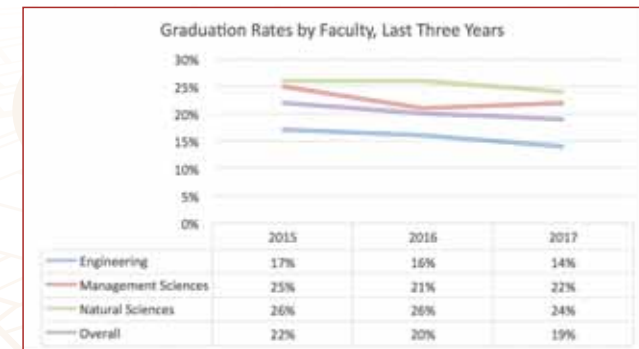


Figure 10: Graduation Rates by Faculty

5.6 Significant Developments and Achievements in Research

5.6.1 Research Outputs

Mangosuthu University of Technology was allocated a total of 16.29 publication units for research outputs submitted for 2016. Our submission for 2017 (not confirmed by DHET to date) was 24.44 units.

5.6.2 Research Awards

The Research Awards Evening aims to recognise staff members who perform research of high quality. The annual research awards recognise the efforts of the researchers over a two-year period.

The evening was hosted on 17 November 2017 at uShaka Marine World. The guest speaker was Dr Doreen Masire. The following achievements were recognised:

Chancellor's prize for the most productive researcher:

Dr ZL Kwitshana

Runner up, most productive researcher:

Dr NJ Gumede

DVC: RIE Gold Prize:

Dr ZL Kwitshana

DVC: RIE Silver Prize:

Dr NJ Gumede

Most productive novice researcher:

Mr AT Jaiyeola

5.6.3 Intellectual Property

Two patents were renewed during the reporting period, namely:

- Patent No. 2012/09619, title: Ceiling in a can, Inventor: Mr D Pons
- Patent No. 2015/02913, title: System of Harnessing Wave Energy, Inventor: Mr BS Ngwenya

Two PCT International Patent Applications based on the South African provisional patent application no. 2015/07849 relating to cancer therapeutics were filed:

- PCT/ZA 2016/050041
- PCT/ZA 2016/050042

The inventor is Dr NJ Gumede.

5.6.4 National Research Foundation Funding

MUT researchers took advantage of the funding instruments of the National Research Foundation (NRF) and a total amount of R1,231,419.48 was received. The following grants were received:

Travel Grants

Dr GD Arthur	R 30,000.00
Dr NM Buthelezi	R 25,000.00
Mrs CM Buthelezi	R 30,000.00
Prof MR Cooposamy	R 30,000.00
Dr MA Jordaan	R 20,000.00
Mr TA Mkhize	R 17,000.00
Dr C Onunka	R 20,000.00

Sabbatical Grants

Ms NX Mkhize	R100,000.00
Mrs BYC Mvuyana	R200,000.00

Incentive funding for rated researchers:

Prof K Shale	R 40,000.00
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Thuthuka Grants

Dr NM Buthelezi	R210,000.00
Mr SA Buthelezi	R100,800.00
Prof TJ Makhafole	R 89,739.48
Dr LQ Qwabe	R318,880.00

5.7 Financial Aid

5.7.1 Application Procedures

All students who wish to apply for financial assistance call at the Financial Aid Office to collect an application form and return it before a prescribed date, or alternatively download it from the institution's website, www.mut.ac.za.

Students who are already receiving financial assistance for their current year or semester of study must re-apply for further assistance. Only properly completed application forms, submitted on the prescribed date and with all the required supporting documentation attached, are considered. The closing dates for accepting application forms for financial assistance are the last working day of April and the last working day of August every year. These dates apply to all categories of students. All applications for financial assistance are processed immediately after the end of registration and the release of supplementary or aegrotat examination results, and students are informed of the outcome of their applications immediately thereafter.

5.7.2 Upfront Payments

First-year students who are accepted to study at Mangosuthu University of Technology but cannot afford to pay a minimum registration fee are assisted to register with NSFAS funding after going through the normal application process.

Continuing students who intend to register are expected to pay a minimum prescribed deposit, but the deposit is waived if proof of sponsorship is provided. Sponsored students have to submit award letters from their sponsors in order to register. Students who applied for NSFAS funding and have qualified are not expected to pay the minimum prescribed deposit as it is covered by the NSFAS upfront payment facility.

5.7.3 Bursaries and Scholarships

In 2017 our stakeholders in industry and commerce made R44,205,312.17 available for bursaries and scholarships. From that amount, 1,089 students in all fields of study received bursaries to cover their costs of study.

Our bursary and scholarship fund component has been increasing over the past few years. The table below shows the increase since 2013:

YEAR	Number of Sponsors	Number of Sponsored Students	Total Sponsorship
2013	61	359	R 10 409 320.00
2014	89	542	R 17 322 863.00
2015	135	743	R 23 631 758.00
2016	133	750	R 24 774 235.00
2017	148	1,089	R 44 205 312.17

5.7.4 Post-Graduate Bursaries and Scholarships

A prestigious scholarship to the value of R3,300,000 was offered by the National Research Foundation (NRF). Fifty-seven B.Tech students from the departments of Chemical Engineering, Accounting, Chemistry, Human Resources Management, and Nature Conservation were the beneficiaries of the NRF bursary in 2017. The NRF bursary fund decreased in 2017 compared to 2016 because of changes in post-graduate qualifications.

5.7.5 Private Funders and SETAs

A few Sector Education and Training Authorities (SETAs) and business organisations are working in partnership with Mangosuthu University of Technology to promote access and success for students in higher education. The Financial Aid Office has been instrumental in sourcing more funds from the SETAs and other business organizations. In 2017 the Financial Aid Office facilitated the signing of two Memoranda of Understanding (MoUs). The following are the MoUs signed and their value:

ORGANISATION	NUMBER OF STUDENTS	AMOUNT
Mining Qualifications Authority (MQA)	22	R 1 143 592.00
Insurance Sector Education and Training Authority (INSETA)	19	R 190 000.00
Services Sector Education and Training Authority (Services SETA)	22	R 831 998.00
Wholesale and Retail Sector Education and Training Authority (W&R SETA)	63	R 2 367 080.00
ABSA	48	R 9 000 000.00
TOTAL	174	R 13 532 670.00

5.7.6 The National Student Financial Aid Scheme (NSFAS)

The National Student Financial Scheme (NSFAS) is the major source of student funding at Mangosuthu University of Technology. In 2017 the NSFAS grant was R348,999,562, specifically earmarked to assist financially needy but academically deserving students. The University was able to assist 6,881 students. In 2016 the grant was R 219,682,763 and we managed to assist 6,872 students with funding. The comparison between 2017 and 2016 shows our NSFAS grant increased by 63%. The following is the comparison between students that applied and those who received funding over a period of ten years.

Year	Students Applied	Bursaries Allocated	Percentage
2008	5,105	4,013	78.61
2009	6,011	4,281	71.22
2010	6,818	4,731	69.39
2011	6,822	5,453	79.93
2012	7,383	6,154	83.35
2013	7,889	6,111	77.46
2014	8,134	6,172	75.88
2015	7,989	5,965	74.67
2016	8,128	6,872	84.55
2017	8,455	6,881	79.00

The graph below shows the trend of funds allocated, compared to the number of applicants, over the past 12 years.

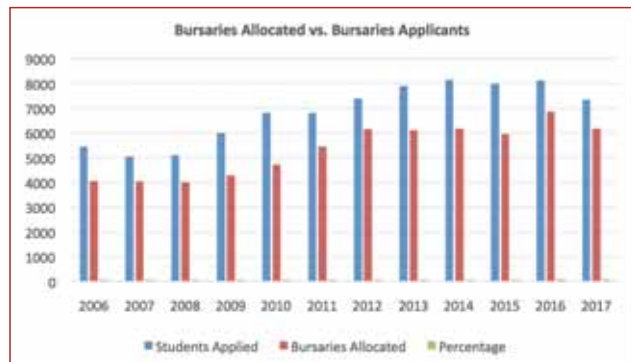


Figure 11: NSFAS Funding Allocated to Students (2006 - 2017)

5.7.7 Students with Disabilities

Forty students with disabilities were awarded bursaries to cover their full costs of study, including support equipment where necessary. A total of R 2,267,311 was spent on this bursary programme and the money was made available by the National Student Financial Aid Scheme (NSFAS).

5.7.8 Conclusion

Although our funding increases every year, the increase in student fees and limited funding from the private sector make the task of equitable distribution of funds among students very difficult. The support from the private sector is not enough. Our institution draws a large number of students from historically disadvantaged communities where parents are either unemployed or depend on government social grants. We would like to extend our sincere gratitude to all our sponsors for their financial support over the years.

6. 2017 REPORT OF THE INSTITUTIONAL FORUM TO COUNCIL

During the 2017 reporting cycle, the Institutional Forum (IF) reviewed and advised Council on the following matters;

1. Approval of the revised Institutional Forum Charter;
2. Approval of MUT's Disciplinary Code;
3. Support for the reappointment of MUT's Chancellor.

Furthermore, the following matters were discussed;

1. Diversity management policy and programs for both staff and students;
2. Vice Chancellor to expedite the appointment of EMC (no acting appointments);
3. Creation of a clear Recruitment and Selection policy and procedure for all MUT staff;
4. Alignment of our Employment Equity Plan to national legislation (Employment Equity Act);
5. A formal memo from the Council Secretary as feedback to IF on advice given.

The following was identified for further discussion within the Institutional Forum:

1. The role of IF Chairpersons' Forum as per DHET mandate.

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

7.1 Introduction

The Vice-Chancellor's Report on management and administration addresses the following aspects:

- The principal managerial/administrative achievements, measured in terms of the plans, goals and objectives set for the period under review;
- Managerial/administrative aspects of the operations of the institution, including new senior executive/administrative appointments;
- The achievements of the administrative structures and resources, regarding both personnel and systems, assessed in terms of realistic expectations;
- The adequacy of staffing levels, particularly in critical areas;
- The extent to which equity targets in the workplace have been realised;
- The quality of information available to management and the administrative processes involved;
- Student services and extra-curricular activities;
- Relationships with the community, both academic and service;
- Changing patterns in the provision of academic courses; and
- A statement of self-assessment of the achievement of the Principal in attaining the objectives set for the period under review with summary detail of realised achievements (self-evaluation).

The report has been structured according to the above points.

7.2 The Principal Managerial and Administrative Achievements

The University's main managerial and administrative achievements for 2017 include the following:

- In terms of financial management, MUT has again managed to stay within its target variance of less than 3% between its actual expenditure and the annual budget, with a variance of 2.3%.
- Furthermore, MUT received an unqualified audit opinion of its 2017 Annual Report and Annual Financial Statements, as in 2016.
- The University met its institutional planning and reporting commitments to the Department of Higher Education & Training (DHET). The 2017 Mid-Year report and the 2018 Annual Performance Plan were submitted to the DHET on schedule, as were the various annual HEMIS (Higher Education Management Information System) reports.

7.3 Managerial and Administrative Aspects of the Operations of the Institution

Below are some of the main features of MUT's operations during 2017:

- MUT was still operating during 2017 with a number of personnel acting in senior management positions, including the position of Vice-Chancellor and the Deans of all three faculties.
- The development of the University's research capacity received a significant boost with the engagement of a Research Professor in each of the three faculties: Prof. K Shale (Faculty of Natural Sciences), Prof. KG Phago (Faculty of Management Sciences), and Prof. TC Haupt (Faculty of Engineering).
- Other senior appointments made during the year included that of the Director: Quality Management and Development.
- Austerity measures that were introduced in 2016 were sustained during 2017.
- Efforts to grow the third-stream income of the University continued, but fell far short of the target. A total of R1,35-million was generated, against a target of R3-million.
- The University struggled during 2017 with delays to key infrastructure projects, including a new Student Centre, Engineering Laboratories and offices, and new Student Housing. By year end, a contractor was appointed to finalize phase 1 of the student housing project.

7.4 The Achievements of the Administrative Structures and Resources

MUT's administrative structures achieved some noteworthy successes in the course of 2017. These included the following:

- The University was peaceful during most of the year, despite continuing conflict at many other institutions. Unlike 2016, when MUT did not lose a single day of teaching and learning as a result of any kind of dispute, there was a student protest in the first quarter of 2017 which resulted in five lost days. However, the university put effective measures in place which ensured that students caught up with lost time and performed well.
- The Teaching and Learning Development Centre (TLDC) continued to focus on its key objectives, viz. to provide professional development opportunities for academic staff and to provide an academic monitoring and support system for students. Six academic staff members received teaching excellence awards. A total of 382 staff members (against the TLDC target of 200) participated in 16 (target of 10) professional development opportunities during 2017. The TLDC facilitated the deployment of tutors, mentors and supplemental instructors across all faculties, with at least one tutor for each academic programme. Students' performance was monitored using the HEDA system and support was provided to 90% of students identified as being "at risk", which matched the target.
- The Cooperative Education Department reports that monitoring took place of 70% of students in work-integrated learning (WIL) during 2017. This fell short, however, of the department's target of 90%. A work-readiness programme was facilitated across 13 WIL programmes (target of 15); and 497 students (target of 500) were involved in the roll-out of an Employability Improvement Programme. Five new training partnerships were established, against a target of 10.
- MUT's Library Services launched its new Digital Environment during 2017, including 100 laptop computers, 110 desktop computers, one smart-board and six heavy-duty printers. The purchase of the new equipment was made possible by a donation of R2,2-million from Nedbank Eyethu Foundation. Network cabling for the two Library laboratories was upgraded to enhance performance. Access to databases has improved and the Library can now accommodate more students for research purposes and training. Library Services spent R13-million during the year on the acquisition of new learning material. The plagiarism detection software Turnitin was acquired and the first training in its use was offered in November, attended by 80 students and staff members. An E-learning infrastructure project to enhance the Library's capacity to support blended teaching and learning received funding from the DHET's grant for historically disadvantaged institutions (HDIs).

7.5 The Adequacy of Staffing Levels, Particularly in Critical Areas

The ratio of full-time equivalent (FTE) permanent Instructional/Research (I/R) staff to FTE students in 2017 was 1:45 and the headcount ratio of permanent I/R staff to student headcount was 1:57. However, when the FTE ratio of total I/R staff to student FTEs is calculated, the picture changes to 1:29. The latter ratio is in accordance with the average I/R Staff to Student FTE ratio in the higher education sector.

Notwithstanding the above I/R Staff and Student FTE ratios, MUT has not achieved its targeted total of 239 permanent I/R staff. By the end of 2017 the total number of permanent I/R staff amounted to 205. This shortfall of permanent I/R staff compels the university to make excessive use of part-time and temporary academic staff. Some of the possible reasons for not filling all of the vacant I/R staff positions are the difficulty in finding I/R staff with the required qualifications and industry experience and slowness of the recruitment processes. MUT is planning to make a concerted effort in 2018 to address those factors.

7.6 The Extent to which Equity Targets in the Workplace have been Realised

MUT's equity profile has largely remained the same in 2017 as it was in 2016. Regarding its overall staff gender composition (including permanent and temporary staff), MUT has 52% male staff members and 48% female. Regarding overall racial distribution, MUT has managed to achieve an overall composition of 83% African, 1% Coloured, 10% Indian, and 6% White. Foreign staff members make up 6,5% of the personnel. On the academic side, the gender profile is more skewed towards males, with 63% male and 37% female. The academic gender profile will be strongly addressed in 2017. Regarding racial distribution of academic staff, MUT's 2017 profile comprised 73% African, 1% Coloured, 18% Indian and 8% White staff members.

7.7 The Quality of Information Available to Management and the Administrative Processes Involve

The provision of internal management information is the responsibility of MUT's Directorate for Institutional Planning and Research (DIPR). The Directorate is also tasked with the compilation and submission of HEMIS reports to the DHET. Such reports, which constitute the official statistical record of the University, are subject to audit before submission.

DIPR provides a wide range of management reports to internal stakeholders for operational and audit purposes. The Directorate accesses data from the ITS system, which is the University's core administrative system, and makes use of the PowerHEDA system for providing business intelligence, or management information. Great care is taken by DIPR and the Office of the Registrar to ensure the reliability of the data recorded and generated by the two systems.

The ITN Department (Information Technology and Networks) initiated a process to relocate the MUT server room for disaster recovery, after the 2016 ITN audit report found that the existing server room was not compliant. MUT's current international bandwidth is low in comparison to other universities and the internet speed is slow. ITN is working with the internet service provider, TENET, to resolve the problem.

7.8 Student Services and Extra-curricular Activities

The Student Affairs Department organised various training workshops and engagements during 2017 in support of the University's student and leadership development objectives. The following are some of the highlights:

- Three events to promote social cohesion among students and three student leadership events were held during 2017.
- The University succeeded in ensuring that all student events were alcohol-free and without incident.
- All students with declared disabilities were supported.
- The SRC elections were successfully concluded in September, with minimal tension.
- A comprehensive student health and wellness programme was coordinated, including enhanced HIV intervention programmes.
- A women empowerment workshop was held, in which new students participated.
- Various sporting events were held and MUT participated in the University Sports South Africa (USSA) Championships.

7.9 Relationships with the Community, both Academic and Service

The University's Institute for Rural Development and Community Engagement (IRDCE) had 16 registered community engagement projects by year end, against a target of 14. Project activities include educational support for schools, literacy and numeracy programmes, special education, skills development and empowerment, agricultural initiatives, waste management, ecosystems rehabilitation, and countering xenophobia.

MUT's Marketing and Communications (MarComms) Directorate again hosted the annual Circle of Excellence Awards, supported by the Umlazi District of the Department of Education, in which outstanding high school teachers are recognised. More than R300,000 in sponsorship was received and prizes were awarded to the top achieving schools in Maths, Science, and Accounting.

MarComms worked with four local primary schools to assist 20 academically deserving Grade 7 girls from financially disadvantaged families to submit applications to the Oprah Winfrey Leadership Academy for the 2018 intake. More than 10,000 girls from all over South Africa applied for the 60 places available. Ten of the local girls were shortlisted for an interview and one of them was accepted into the programme.

An empowerment conference for administrators was hosted in September, attracting 160 delegates from universities, Transnet and the Umngeni and eThekweni municipalities.

MUT became a recipient of community generosity after the flooding experienced in October 2017. Gift of the Givers and SAB provided food parcels for 150 students, Transnet provided blankets, and the Red Cross provided support for 300 students. Gift of the Givers donated computers worth R250,000 and re-established an Electrical Engineering laboratory.

7.10 Changing Patterns in the Provision of Academic Courses

The process of aligning MUT's academic programmes with the Higher Education Qualifications Sub-Framework (HEQSF) continued in 2017. New Advanced Diplomas need to be approved to replace the existing B.Tech degrees, which may admit new students for the last time in 2019. New Postgraduate Diplomas will be required for students articulating from a Diploma and Advanced Diploma to a Masters qualification.

In 2017 at total of five new programmes were submitted to DHET for PQM clearance. Those programmes were the following:

- Diploma in Public Municipal Financial Management, for which PQM clearance was granted on 30/05/2017;
- Advanced Diploma in Public Finance and Accounting, for which PQM clearance was granted on 30/05/2017;
- Advanced Diploma in Public Management, for which PQM clearance was granted on 29/05/2017;
- Advanced Diploma in Local Government Management, for which PQM clearance was awaited;
- Advanced Diploma in Supply Chain Management, for which PQM clearance was awaited.

In 2017 the institution submitted seven new PQM-cleared programmes to the CHE. The table below indicates the seven programmes submitted.

DEPARTMENT	PROGRAMME SUBMITTED	DATE ACCREDITED
Chemical Engineering	Advanced Diploma in Chemical Engineering	Accredited 27/10/2017
Community Extension	Advanced Diploma in Agricultural Extension & Community Development	Accredited 6/03/2017
Agriculture	Advanced Diploma in Agriculture in Crop Production	Accredited 6/06/2017
Biomedical	Bachelor of Science in Medical Laboratory Sciences	Accredited 2/11/2017
Biomedical	Bachelor of Science in Medical Laboratory Sciences	Accredited 2/11/2017
Accounting & Law	Advanced Diploma in Cost & Management Accounting	Accredited 27/10/2017
Accounting & Law	Diploma in Local Government Finance	Accredited 8/05/2017
Human Resource Management	Postgraduate Diploma in Human Resource Management	Accredited 10/03/2017

In 2017 the institution had two CHE programmes registered by SAQA. The table below indicates the two programmes SAQA registered.

NAME OF PROGRAMME	SAQA ID	SAQA REGISTERED DATE
Postgraduate Diploma in Human Resource Management	101558	26/10/2017
Advanced Diploma in Agriculture in Crop Production	99750	27/09/2017

7.11 A Statement of Self-assessment of the Achievement of the Principal

The following self-assessment from the Vice-Chancellor and Principal is based on the Annual Performance Assessment Report which is the first part of the comprehensive report to DHET, and it represents a summary of the extent to which the goals and strategic objectives of the university have been achieved.

Enrolment Performance for 2017 against Ministerial Approved Targets

Access

MUT achieved its 2017 headcount target of 11,500 students (excluding WIL registrations), with enrolments of 11,586 (2016: 10,508). All three Faculties saw an increase in enrolments from 2016 to 2017. With regard to Major Field of Study, MUT has achieved a total of 6 705 headcount enrolments for SET and 3 970 for Business and Management Sciences. For Other Humanities, the total headcount enrolment was 911.

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.

9. REPORT ON RISK EXPOSURE ASSESSMENT AND MANAGEMENT

MUT is committed to maintaining the highest standards of governance. Risk activities are managed by the Internal Risk Management Committee.

The Risk Management Committee has input to the risk assessment, which is approved by the Audit, Risk and Compliance Committee.

MUT is committed to the implementation of Enterprise Risk Management (ERM). The policy and framework of ERM provide processes for risk management that allow Council, through the Audit, Risk and Compliance Committee, to identify, prioritise and effectively manage its material risks. By identifying and proactively addressing these risks and opportunities, MUT is able to protect its assets and create value for its stakeholders.

The Internal Risk Management committee assessed the likelihood of events occurring, as well as their potential impact.

MUT has a risk register which records all risks identified by management that could impact on the attainment of the university's strategic goals. It provides for the management to record the actions taken and the controls it has in place to mitigate the identified risks, and it serves as an action registry where there are gaps in the controls implemented.

The current MUT ERM and guidelines are used to direct the MUT Risk Management Plan. ERM focus areas with the planned deliverables were all implemented.

Focus Area	Planned Deliverables	Comments
Embed Risk Management Framework	Review MUT Strategic Risk Register	Completed
	Combined assurance conducted	Completed
	Report on risk profiles	Completed
	Risk Management Plan	In progress
Fraud Risk	Develop policy on prevention of fraud and other irregularities	Completed
	Fraud Working group terms of reference	Completed
	Fraud Hot Line	Completed
	Investigation Register	In progress
Internal Audit	Internal Audit Charter	Completed
Compliance	Compliance Plan	In progress
	Compliance Charter	In progress

In compliance with the regulations for reporting by Public Higher Education Institutions, corporate governance and standards of the risk management process, MUT has identified the following strategic risks and has put in place mitigating actions to address the risks and report on the respective controls regularly.

FINANCIAL RISKS:

- Inadequate NSFAS funding, which has a significant impact on the university's financial sustainability.
- Shortfall of critical infrastructure.
- Inability to procure goods and services which are in line with best practice (i.e. fair, transparent, competitive and cost effective).

NON- FINANCIAL RISKS:

- Inability to manage the under-performance of individual staff members.
- Key positions (including executive appointments) have been vacant for a significant period of time.
- Student unrest.
- Student accommodation.
- There might be security threats and incidents in the IT systems, leading to loss or theft of data.
- Lack of corporate identity and visibility.

10. 2017 ANNUAL FINANCIAL REVIEW

10.1 Introduction

The Finance and Remuneration Committee (now the Finance and Investment Committee) met as scheduled during the year to consider various financial and investment issues. Financial sustainability and cost reduction were the major focus for the committee during the year under review.

The institution has made a surplus during the current year. This has been a welcome relief after three years of having a deficit. In 2017 the institution had a 21% increase in revenue whilst the increase in expenses was only 10%.

The increase in revenue was mainly due to an increase of 19% in government grants and subsidies and also an increase in tuition fees of 27%. The number of students increased by 1,078 (10%) in 2017 from 10,508 in 2016 to 11,586 in 2017.

The austerity measures that were implemented by management have produced good results as the expenses increased by only 10%.

We always budget for a surplus before provisions, which are a non cash item. The statement of comprehensive income distinguishes between Council controlled funds, earmarked funds, and student and staff accommodation.

Various measures have been taken to ensure financial sustainability of the institution. The following were the major contributors to the deficit in the past:

- Post- retirement medical liability.
- Provision for doubtful debt.

Student debt, which has increased by 400%, is a major worry for the university. The increase in the provision for doubtful debt is still one of the highest expenses of the institution.

10.2 Budgeting Process

The budget supports the implementation of plans aimed at achieving the objectives of the MUT's Annual Performance Plan. The budget takes into consideration cash available. We try to match expenditure against cash available.

There is a Budget Committee responsible for reviewing and recommending the budget to the Finance and Remuneration Committee.

10.3 Financial Aid

NSFAS

In 2017 there were 6,708 students who were allocated NSFAS funding amounting to R320.12-million. In 2016, 6,872 students were funded for R219.68-million. There was an increase of R100.44-million (46%) in funds allocated to MUT for 2017, while there was a decrease of 167 in the number of students funded.

Bursaries and Scholarships

Bursaries and scholarships amounted to R47,27-million and funded 1,089 students. There were 148 sponsors.

10.4 Financial Highlights

Income

Council controlled income amounted to R577,57-million compared to R451,92-million in 2016, which is an increase of R125,65-million (28%).

Government subsidy increased from R254,79-million in 2016 to R327,14-million in 2017, an increase of R72,34-million (28%).

Tuition fee income increased from R184,11-million in 2016 to R233,70-million in 2017, which is an increase of R49,59-million (27%). The fee adjustment was 8% in 2017.

Student Accommodation

Income from student residence fees increased from R139,86-million in 2016 to R162,84-million in 2017, which is an increase of R22,98-million (16%). The adjustment on university residence fees and private leased residence fees was 8%. There was an increase in the number of beds from 5,600 in 2016 to 6,034 in 2017.

Total Income

Total income increased from R611,64-million in 2016 to R740,43-million in 2017, which is an increase of R128,79-million (21%).

EXPENDITURE

Council Controlled Unrestricted

Council controlled expenditure amounted to R551,68-million compared to R473,16-million in 2016, which is an increase of R77,52-million (17%).

Personnel Costs

Personnel costs amounted to R340,43-million compared to R316,12-million in 2016, which is an increase of R24,31-million (8%). The salary adjustment for the year was 7%.

There was an actuarial gain of R6,56-million on the valuation of the pension and medical aid liability.

The ratio of personnel costs to unrestricted income is 60%.

Gross Remuneration of Members of Council and Senior Management

The gross remuneration of members of council is presented in Table 10.1 below. The table summarizes payments made for attendance at meetings of the Council and sub-committees for the year ended 31 December 2017.

To whom paid	2017 R'000	2016 R'000
Council Members		
NZ Qunta	34	26
MJ Ndlovu	51	18
M Morillane	57	26
EJ Sibeko	33	32
S Mavuso	-	10
D Chonco	15	10
C Ngidi	-	10
T Tsautse	-	2
MF Randeru	42	22
S Keswa	58	44
IH Shangase	41	44
SN Maseko	12	24
G Msimang	-	27
MJ Sikhosana	21	-
VS Chonco	14	-
EK Madlala	19	-
MA Mondli	14	-
AN Mafa	13	-
SH Taala	2	-
FS Musundwa	9	-
OM Galane	11	-
SS Mthethwa	3	-
SJ Ngwenya	45	59

To whom paid	2017 R'000	2016 R'000
Chairs of Committees		
AD Newman	-	44
NV Magi	39	53
HG Hoorzuk	40	90
AC Zwane	44	53
Total:	617	594

Table 10.1: Remuneration of Council Members

Table 10.2 presents a summary of gross remuneration of senior management at MUT for the year ended 31 December 2017.

Manager	Title	2017	2016
		R'000	R'000
Prof. M Kgaphola	Vice Chancellor & Principal	-	2 398*
Prof. M Ramogale	Acting Vice Chancellor & Principal	2 773	2 501†
Prof. SK Ndlovu	DVC: Resources and Planning	-	2 107*
Prof. ZL Dlamini	DVC: RIEP	2 109	1 981
Prof. NJ Ndlati	Acting DVC: Resources and Planning	1 983	1 809†
G Govender	Acting DVC: Teaching & Learning	1 954	1 777
MKO Zungu	Snr Director: Operatins	212*	1 186
S Naidoo	Registrar	1 822	1 664
BC Nyide	Acting Snr Director: Library	1 001	707
LE Ndaki	Snr Director: Library	-	866*
ZG Ngidi	Acting Chief Financial Officer	1 567	1 383
MM Dlomo	Snr Director: ITN	-	932
JM Makua	Snr Director: TLDC	1 388	1 306
EN Dube	Chief Financial Officer	-	1 030*
VL Mthethwa	Executive Director VC's Office	-	1 281*
MZ Dlamini	Snr Director: Human Resources	1 596	1 538
VR Jugoo	Acting Snr Director: ITN	1 314	1 073
JF van Koller	Acting Snr Director: Planning	1 475	1 347
Dean	Title		
Prof CP Small	Acting Natural Sciences	1378	1 418
Prof. CD Jinabhai	Acting Management Science	1 455	1 187
T Mchunu	Dean of Students	-	648*
LT Kweyama	Acting Dean of Students	1 038	895
Jl Baah	Acting Engineering	1 421	1 146
Prof AM Msomi	Acting Natural Sciences	1 433	1 257
Prof. SJ Malinga	Engineering	618*	1 644
*resigned			
† remuneration of members annualised			

Table 10.2: Remuneration of Senior Management

Other Operating Expenses

Other operating expenses amounted to R310,11-million, which is an increase of R34,34-million (12%) on the 2016 expenses of R275,77-million. The austerity measures put in place by management are still in force.

Every effort is being made by management to contain costs, while ensuring that the quality of teaching and learning is not compromised.

Student Accommodation

Expenditure relating to student accommodation amounted to R111,96-million, a decrease of R0,49-million over the 2016 expenses of R112,45-million. There was an increase in the number of beds the university provided in 2017. The decrease in expenditure was due to better management of lease contracts.

Total expenditure

Total expenditure amounted to R663,65-million, which is an increase of R58,18-million (10%) on the 2016 total of R605,48-million).

Deficit/Surplus

In 2017 there was a surplus in the council controlled funds of R32,48-million. This is an improvement compared to the deficit of R30,49-million in 2016.

The surplus from student accommodation increased from R27,41-million in 2016 to a surplus of R50,88-million in 2017. This is an increase of R23,47-million (85%) compared to 2016.

In 2017 there was an overall surplus of R83,36-million, compared to a deficit of R3,08-million in 2016. This is an improvement of R86,44-million.

10.5 Statement of Financial Position

Non-current Assets

Property, plant and equipment increased from a restated value of R447,34-million in 2016 to R470,28-million in 2017. The increase is a result of the completion of student housing, phase one. The completion of student housing is funded by a DHET grant of R25-million and internal resources.

Current Assets

Current assets increased from R333,64-million in 2016 to R470,28-million in 2017. The increase is due to an increase in debtors of R128,67-million, as well as an increase in cash and cash equivalents of R58,90-million.

Non-current Liabilities

Non-current liabilities increased from R538,38-million in 2016 to R625,06-million in 2017. The increase was due mainly to an increase in deferred income.

Post-employment obligations decreased from R44,1-million in 2016 to R39,04-million in 2017, which is a decrease of R5,07-million.

Current Liabilities

Current liabilities increased from R137,4-million in 2016 to R177,89-million in 2017. Accounts payables increased from R89,62-million in 2016 to R129,7-million in 2017.

Financial Indicators and Ratios

	2012	2013	2014	2015	2016	2017
Personnel cost to unrestricted Income	63%	62%	64%	65%	67%	60%
Personnel cost as a % of total expend	56%	45%	46%	45%	52%	46%
Subsidy as a % of income	50%	45%	43%	42%	42%	42%
Tuition and residences as % of income	44%	45%	47%	49%	53%	54%
Other Income as a % of Income	5%	4%	3%	2%	1%	1%
Current Ratio	1,34	1,25	1,17	0,95	0,91	0,83
Cash Ratio	1,15	0,90	0,99	0,79	0,90	0,83
Total debt as a % of fees	43%	46%	46%	49%	38%	69%
Provision for bad debt as a % of debt	72%	64%	61%	63%	72%	47%
Increase in debts (R000)	2 603	24 634	12 621	18 086	254	128 674

Table 10.3: Trend of Financial Indicators and Ratios

10.6 Conclusion

Council and management are continuously working on strategies to ensure the financial sustainability of the institution. Student debt remains a major concern for Council.

I would like to thank members of the Committee, members of Council and Management for their support during the year.

11. 2017 REPORT OF AUDIT, RISK & COMPLIANCE COMMITTEE

11.1 Committee Responsibility

The Audit, Risk and Compliance Committee complied with its responsibilities arising from section 38(l)(2) (e) of the Higher Education Act and the regulations for reporting by Public Higher Education Institutions.

The Committee adopted appropriate formal terms of reference as per MUT's audit committee charter, has regulated its affairs in compliance with the charter, and has discharged all of its responsibilities as contained in the charter.

11.2 The Effectiveness of Internal Controls

The system of internal control applied by MUT over financial and risk management is effective, efficient and transparent. In line with King IV on Corporate Governance requirements, Internal Audit provides the Audit Committee and Management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to controls and processes.

From the various reports of the Internal Auditors, the Audit Report on the Annual Financial Statements and the Management Report of External Auditors, it was noted that certain matters were reported indicating deficiencies in the system of internal control and deviations therefrom. It is important that significant issues should receive ongoing attention in order to effect quality administration and financial management within MUT.

11.3 Evaluation of the Annual Financial Statements

The Committee has:

- Reviewed and discussed with the External Auditors the audited annual financial statements to be included in the Annual Report;
- Reviewed the External Auditors' management report and management's responses;
- Reviewed changes in accounting policies and practices; and
- Reviewed MUT's compliance with legal and regulatory provisions.

12. REPORT ON TRANSFORMATION

12.1 Committee Responsibility

The approval of the Employment Equity Plan for the period 1 January 2017 to 31 December 2020 by Council in December 2016 precipitated focused and deliberate steps in the entrenching of diversity, inclusion, and transparency in our journey to creating a workforce that is reflective of the demographics of the country and the KwaZulu-Natal Province in particular.

For the 2017 academic year the university had a total staff complement of 636 of which 87% are permanent. Females constituted 48% (305) of the workforce, which is above the applicable national Economically-Active Population (EAP) ratio of 45%. The year in question also saw the appointment of a coloured male at a senior management level, thus contributing to diversity at that level. We, however, have not made sufficient headway with respect to employing persons with disabilities as well as attracting other race groups, thereby resulting in a predominantly African workforce.

The foreign staff representation at the university is currently 6.59%. The appointment of foreign nationals is based on the transferring and imparting of skills to South Africans, particularly in the scarce and critical skills areas.

As mentioned above, the Employment Equity Plan forms the basis of our transformation agenda and in line with that we have also initiated specific development interventions that are designed to develop a pipeline of future leaders, especially women. For instance, we ran the following programmes in 2017:

- Leadership Development Programme,
- Strategic Planning and Leadership, and
- Project Management.

Mission

Our mission is to provide advanced, technology-based programmes and services that are career and business-oriented in the broad fields of engineering, natural and management sciences for the upliftment of talented but mainly disadvantaged individuals. By so doing, the University shows its commitment to social redress.

It contributes to creating an equitable and prosperous Southern Africa in which individuals have the opportunity to achieve their full potential.

Vision

The vision of mangosuthu University of Technology (MUT) is to be a pre-eminent higher education institution of technology that fosters socio-economic advancement through the scholarships of teaching and learning, applied research, technology development and transfer and community engagement.



**Mangosuthu
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