



ANNUAL REPORT

2021

AUGUST 2022

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ABBREVIATIONS AND ACRONYMS

4IR	4 th Industrial Revolution
AFS	Annual Financial Statements
APC	Academic Planning Committee
APP	Annual Performance Plan
ARCC	Audit, Risk and Compliance Committee
BBBEE	Broad-Based Black Economic Empowerment
CE	Community Engagement
CEAD	Community Engagement and Development Directorate
CFO	Chief Financial Officer
CHE	Council on Higher Education
CIPC	Companies and Intellectual Properties Commission
Covid-19	Coronavirus disease of 2019
CRG	Covid-19 Responsiveness Grant
CTT	Covid-19 Task Team
DHET	Department of Higher Education & Training
DVC	Deputy Vice-Chancellor
ECSA	Engineering Council of South Africa
EE	Employment Equity
EAP	Economically Active Population
EMC	Executive Management Committee
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
Exco	Executive Committee of Council
FIC	Finance and Investment Committee
FMS	Faculty of Management Sciences
FNS	Faculty of Natural Sciences
FTE	Full Time Equivalent
HEMIS	Higher Education Management Information System
HEQSF	Higher Education Qualifications Sub Framework
HR&D	Human Resource and Development
HRC	Human Resource Committee
IA	Internal Audit
IF	Institutional Forum
IFAWUE	Irregular, Fraudulent and Wasteful Unauthorised Expenditure
IFRS	International Financial Reporting Standards
IoT	Internet of Things
IP	Intellectual Property
IQA	Institutional Quality Audit
IRDCE	Institute for Rural Development and Community Engagement
IT	Information Technology
IT&N	Information Technology and Networks
ITG	Information Technology Governance
ITS	Integrated Tertiary Software

KPI	Key Performance Indicator
LMS	Learning Management System
MUT	Mangosuthu University of Technology
NGAP	New Generation of Academics Programme
NGO	Non-Governmental Organisation
NQF	National Qualifications Framework
NRF	National Research Foundation
NSFAS	National Student Financial Aid Scheme
PDRF	Postdoctoral Research Fellow
PPE	Personal Protective Equipment
PQM	Programme Qualification Mix
PRC	Planning and Resources Committee
QA	Quality Assurance
RMC	Risk Management Committee
SA	South Africa
SAC	Student Affairs Committee
SAGEA	South African Graduate Employers' Association
SAMP	Student Affairs Management Panel
SAPS	South African Police Service
SAUS	South African Union of Students
SCM	Supply Chain Management
SET	Science, Engineering and Technology
SORTT	Student Orientation and Registration Task Team
SMME	Small, Medium and Micro Enterprises
SRC	Student Representative Council
TLDC	Teaching and Learning Development Centre
TSC	Technology Station in Chemicals
TVET	Technical Vocational Education and Training
USAf	Universities South Africa
VC	Vice-Chancellor
WACE	World Association for Co-operative Education
WIL	Work Integrated Learning

EXECUTIVE SUMMARY

The year under review presented Mangosuthu University of Technology (MUT) with academic, administrative, management, and governance challenges, but the Management and Council managed to steer a course towards a successful conclusion.

The 2021 year was the second year of the Covid-19 pandemic. The University again had to limit the number of students on campus during periods of lockdown, pursuing its “platoon” system to rotate smaller groups of students through face-to-face classes while also providing online tuition and resources. The academic year did not begin until April, because of the 2020 year being extended into 2021 and a cash flow problem caused by a delay in funding by the National Student Financial Aid Scheme (NSFAS).

The University, like many others, experienced student protests in relation to the funding delay. One of the two unions on campus went on strike over a pay rise dispute. Despite these disruptions and the pedagogical challenges caused by Covid-19, MUT students attained an overall pass rate of 84% against a target of 81%.

Disciplinary proceedings continued for much of the year against the suspended Vice-Chancellor, Dr ED Malaza, and two other senior staff members. The Management and Council met with the Parliamentary Portfolio Committee on Higher Education, Science and Technology in February, on this and other matters. In August, the Minister of Higher Education and Training appointed an independent assessor to investigate the affairs of MUT. The assessor reported in November 2021.

The University worked within a very constrained budget during 2021 but managed to show significant improvement by year-end in some of its key financial indicators, compared to 2020.

This Annual Report comprises three parts and provides information on the core business of MUT in 2021. The first part reflects MUT’s performance in 2021 against its predetermined objectives and targets. The second part reports on governance and operations, and the third part presents the University’s annual financial review.

Part A: MUT Performance assessment report

This part of the report comprises two sections: Performance against the DHET-approved Enrolment Plan 2020-2025 and progress toward achieving the pre-determined objectives and targets set out in the Annual Performance Plan (APP) for 2021.

Part B: Reports on governance and operations

This part of the Annual Report includes several subsidiary reports from the key governance and leadership stakeholders as outlined in the DHET reporting regulations (Gazette 37726 of 9 June 2014). These are the Chairperson of Council, The Vice-chancellor, Council and its sub-committees, Senate, and the Institutional Forum. The section also includes a report on transformation at the University.

Part C: Annual financial review

The third and final part presents an overview of MUTs finances in 2021. It addresses the salient features presented in the annual financial statements, for the period 1 January to 31 December 2021, and provides commentary on the financial highlights. This part comprises a report from the CFO and Finance and Investment Committee, a report on risk assessment, and a report from the Audit, Risk and Compliance Committee (ARCC).

PART A: PERFORMANCE ASSESSMENT REPORT

1. PERFORMANCE AGAINST THE DHET APPROVED ENROLMENT TARGETS IN 2021

Table 1: Performance against Ministerial approved targets

INDICATORS	2020 Actuals (Audited 3 rd HEMIS submission)	2021 Approved Targets (Enrolment plan)	2021 Actuals (Audited 3 rd HEMIS submission)	2021 Percentage Achievement
HEADCOUNT TOTALS (Excludes Occasional)				
First-time entering undergraduates	3 547	3 482	2 718	78%
Foundation provisioning (1 st year intake)	413	484	390	81%
Total headcount enrolment	14 651	13 391	14 562	109%
Total undergraduate headcount enrolment	14 574	13 306	14 520	109%
Total postgraduate headcount enrolment	77	85	42	49%
ENROLMENTS BY MAJOR FIELD OF STUDY				
Science, Engineering, Technology	57.4%	59%	58%	98%
Business/management	34.3%	35%	34%	97%
Education	N/A	N/A	N/A	N/A
Other Humanities	8.2%	6%	8%	133%
GRADUATES IN CURRENT YEAR				
Graduates - undergraduate	2 746	2 934	2 934	100%
Graduates – postgraduate	59	141	21	15%
Graduation rate	19%	23%	20%	87%
Success rate	86%	81%	84%	104%
UNDERGRADUATE OUTPUT BY SCARCE SKILLS				
Engineering	676	842	744	88%
Life and physical sciences	57	67	73	109%
Animal and human health	93	151	99	66%
STAFF PROFILE				
Instructional/research professional staff	224	228	228	100%
% staff with doctoral degrees	21%	18%	22%	122%
Number of NGAP staff	14	18	15	83%
Ratio of FTE students to FTE instructional/research staff	43:1	32:1	42:1	76%
RESEARCH OUTPUT				
Total Research Output units	107.9	72	114.0382	158%

2. PROGRESS TOWARDS ACHIEVEMENT OF THE STRATEGIC GOALS AND OBJECTIVES (2020-2025)

Performance rating key:	1 Not achieved in 2021	2 Started but below target by more than 10%	3 Within 10% range of target	4 Exceeded expectations. More than 10% above target
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Table 2: Achievement against strategic goals and objectives

Goal 1: Excellence in teaching and learning						
Strategic Objectives	Key Performance Indicator (KPI)	2020 (Actual)	2021 (APP Target)	2021 (Actual)	Performance Rating in 2021	Reason for Underperformance (Provided for rating 2 and below)
SO 1.1 To increase student success	1. Student success rate	85.8%	81%	84%	<u>3</u>	
	2. Student graduation rate	19%	21.4%	20%	<u>3</u>	
	3. Throughput rate (in min+2) for the 3-year diploma programmes (NQF6) (2017 cohort reported in 2021)	61.7%	52%	53%	<u>3</u>	
SO 1.2 To improve graduate satisfaction with the quality of	4. Graduate satisfaction with the quality of teaching and learning	89%	91.8%	83,03%	<u>3</u>	

Goal 1: Excellence in teaching and learning						
Strategic Objectives	Key Performance Indicator (KPI)	2020 (Actual)	2021 (APP Target)	2021 (Actual)	Performance Rating in 2021	Reason for Underperformance (Provided for rating 2 and below)
teaching and learning						
SO 1.3 To increase the quality of graduates	5. Implementation of Approved E-learning Strategy	Strategy not developed	Piloted strategy	Strategy approved by all relevant bodies in the University	<u>3</u>	
	6. Percentage of graduating students with work-integrated learning (WIL) experience	45%	55.2%	44%	2	Fewer employers engaged MUT students in 2021 as a result of Covid-19 restrictions. This affected the proportion of graduates requiring WIL in order to graduate. To mitigate against the decrease in WIL opportunities, Senate approved alternate types of WIL, e.g. project-based learning. However, the effects of these will only be seen beyond a one year period.

Goal 1: Excellence in teaching and learning						
Strategic Objectives	Key Performance Indicator (KPI)	2020 (Actual)	2021 (APP Target)	2021 (Actual)	Performance Rating in 2021	Reason for Underperformance (Provided for rating 2 and below)
	7. Employment of graduates (reported at graduation)	19%	34.4%	31,71%	<u>3</u>	
SO 1.4 To increase the number of programme offerings endorsed by professional bodies/ associations	8. Number of approved academic programmes endorsed by professional bodies/associations	10	8	12	4	
SO 1.5 To increase the ratio of post-diploma programme offerings	9. The ratio of HEQSF aligned qualifications at NQF levels 5-6 to NQF levels 7-10, listed on MUT's PQM.	55:45	64:36	51:49	4	

Goal 2: Excellence in research, innovation and engagement						
Objectives	Key Performance Indicator	2020 Actual	2021 Target	2021 Actual	Performance rating	Reason for Underperformance (Provided for rating 2 and below)
SO 2.1 To increase research productivity	10. Number of accredited research output units	107.9	43,6	114,0382	4	
SO 2.2 To increase the commercialisation of Intellectual Property (IP), both protectable and unprotected	11. Number of protected IP (including trademarks)	6	7	7	<u>3</u>	

Goal 3: Excellence in community engagement						
Objectives	Key Performance Indicator	2020 Actual	2021 Target	2021 Actual	Performance rating	Reason for Underperformance (Provided for rating 2 and below)
SO 3.1 To increase MUT's contribution to the socio-cultural and economic development of the local community	12. Number of University projects registered with IRDCE	5	11	11	<u>3</u>	
	13. Number of public lectures offered annually	2	4	2	2	The adjustments experienced due to implementation of the national lockdown continued to affect the prioritisation of activities in the higher education context. Online participation as an approach used to host the public lectures continued to be limited to those with access to internet connectivity.
	14. Number of student entrepreneurship projects	1	3	3	<u>3</u>	
	15. Number of capacity-building initiatives for internal and external stakeholders	4	5	6	4	

Goal 3: Excellence in community engagement						
Objectives	Key Performance Indicator	2020 Actual	2021 Target	2021 Actual	Performance rating	Reason for Underperformance (Provided for rating 2 and below)
SO 3.2 To increase the number of partnerships with local government and communities	16. Number of partnerships with local government and communities	5	4	1	2	Lockdown restrictions during 2021 limited opportunities for engagement with external partners and communities.
SO 3.3 To increase MUT's contribution to the development of academic and professional communities	17. Number of community-engagement presentations by academic staff at relevant symposia and conferences	3	7	5	2	The low participation in this activity can be associated with academics focusing on adapting to new modes of teaching and conducting research.
	18. Number of MUT staff who represent the University in professional communities, bodies or associations	5	3	11	4	

Goal 4: Targeted national engagement and internationalisation						
Objectives	Key Performance Indicator	2020 Actual	2021 Target	2021 Actual	Performance rating	Reason for Underperformance (Provided for rating 2 and below)
SO 4.1 To increase national visibility	19. Number of nation-building projects	6	2	6	4	
SO 4.2 To increase international visibility	20. Number of international staff and student exchange programmes	3	1	3	4	
	21. Percentage of international student enrolment as a proportion of total student enrolment	0.3%	0.5%	0,26%	2	The number of international students at MUT has been declining since a high of 96 (0,84%) in 2013. Covid-19 and the absence of NSFAS funding for international students may have contributed to the lower proportion in 2021. MUT is embarking on a new internationalisation strategy to reverse the downward trend.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2020 Actual	2021 Target	2021 Actual	Performance rating	Reason for Underperformance (Provided for rating 2 and below)
SO 5.1 To increase the popularity of the MUT brand	22. Nett promoter score among stakeholders (staff, students and alumni)	55.70%	52%	19% (Alumni), 61% (Staff), 47% (Students)	<u>3</u>	
SO 5.2 To improve student life and wellness	23. Student satisfaction with the quality of supporting infrastructure	56.40%	52%	60%	<u>3</u>	
SO 5.3 To improve the well-being and engagement of staff	24. Staff engagement index	Not achieved	42%	Not achieved	1	Hosting an online survey was not considered feasible given the limited number of staff with internet connectivity and access to enabled devices. HR&D is to review its approach to this KPI.
SO 5.4 To improve operational efficiency and effectiveness	25. Reduction in the number of external audit findings	6	Below 9	2	4	
SO 5.5 To sustain and improve financial sustainability	26. Third stream income as a percentage of total income	3%	2.4%	1.2%	2	Third stream income is under-developed at MUT. Development of a turnaround strategy, initiated in 2021, will address this issue.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2020 Actual	2021 Target	2021 Actual	Performance rating	Reason for Underperformance (Provided for rating 2 and below)
	27. Efficiency ratio: Total expenditure as a percentage of total revenue	98%	87.4%	85.6%	<u>3</u>	
	28. Quick ratio: {Cash & Cash equivalents less Restricted Grants funds + Student debtors} to {Current Liabilities less Current portion of Restricted Grant funds}	1.7	1.6	2.25	4	
	29. Debt ratio: Total Liabilities less Deferred Income (to be amortised) as a % of Total Assets (Debt ratio)	55%	64%	47.8%	4	
SO 5.6 To maintain and improve infrastructure.	30. % of Capex projects awarded within approved procurement plan	0	100%	65,52%	2	Some of the projects on the 2021 procurement plan are yet to commence due to funding challenges.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2020 Actual	2021 Target	2021 Actual	Performance rating	Reason for Underperformance (Provided for rating 2 and below)
	31. % expenditure of Capex projects awarded within the approved plan	13.47%	100%	63.2% (R151 363 829.83/ R239 410 446.86)	2	Some tenders received were found to be non-compliant and had to be cancelled. For some projects, disputes with design teams and/ or contractors resulted in projects being suspended. Insufficient cost estimates or budget allocation for some projects led to tender cancellations.
	32. Maintain a ratio of Capex infrastructure maintenance allocation to the overall infrastructure budget	9.45%	35.2%	39,5%	2	MUT has a large maintenance backlog. As the backlog is reduced, the ratio will decrease towards the target.

In relation to the goals which the University set itself in the 2021 Annual Performance Plan, its achievement in 20 of the 32 objectives was within 10% of the target or better. The overall MUT pass rate in 2021 was 84%, against a target of 81%. The result was two percentage points lower than in 2020. However, both Covid-affected years (2020 and 2021) returned pass rates higher than the 81% achieved in 2019.

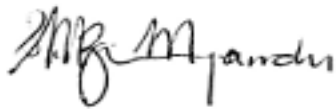
The University's output of research publications has increased sharply in recent years. With 114 research publication units in 2021, MUT narrowly exceeded its DHET-approved total of 108 units in 2020. The total number of units in 2019 was 40.



Prof MM Ramogale
Acting Vice-Chancellor & Principal

30 August 2022

Date



Ms Sanelisiwe Mnyandu
Chairperson of Council

30 August 2022

Date

PART B: REPORTS ON GOVERNANCE AND OPERATIONS

3. REPORT OF THE CHAIRPERSON OF COUNCIL

3.1. Continued effects of the Covid-19 pandemic

The year 2021 was the second academic year to be severely affected by Covid-19. The previous academic calendar was extended into 2021, with the result that the 2021 year started in April, and it too was extended into the following year. The academic programme was again delivered partly online and partly through a “platoon” system of contact tuition that reduced the number of students in class.

3.2. Governance challenges

In April 2020, the University Council placed the Vice-Chancellor, Dr ED Malaza, on precautionary suspension. Disciplinary action was instituted against the Vice-Chancellor and two other senior officials.

Early in the year under review, in February of 2021, the University was requested by the Parliamentary Portfolio Committee on Higher Education, Science and Technology to report on this and other governance and administrative issues in a Zoom meeting.

In May, the Council responded to a letter from the Minister of Higher Education and Training, Dr BE Nzimande, in which he indicated his intention to appoint an independent assessor to investigate the affairs of MUT. Council welcomed the appointment of an assessor to probe the identified matters.

The independent assessor, Professor AP Staak, was appointed in terms of a Government Gazette (No. 782 of 27 August 2021) to investigate the affairs of MUT “following a series of allegations and counter-allegations relating to the governance and management of the University” (Gazette, p4). This included, *inter alia*, various allegations made by the Vice-Chancellor in correspondence to the DHET in March and April 2020; allegations of misconduct and mismanagement against the VC; and the circumstances and reasons for the suspension of the VC and other senior managers in April 2020.

The independent assessor reported in November 2021. In the report, Professor Staak found that a number of the allegations and counter allegations were not substantiated by evidence. He recommended that the suspension of the VC and the other senior managers should be lifted. However, Dr Malaza’s employment relationship with MUT was terminated by mutual agreement with effect from 1 February 2022. The disciplinary proceedings against the two other senior officers continued.

The independent assessor, assisted by a financial expert, also reported on circumstances that led to a cash flow problem experienced by the University in early 2021. The University wrote to the DHET in February 2021 requesting it to allow MUT to use R75-million of infrastructure funding as bridging finance or to arrange an overdraft facility. The primary reason for the anticipated shortfall of funds in the first quarter was

that NSFAS had not paid University claims for student funding in January and February, as in the past. MUT was of the view that it was owed R314-million in outstanding claims at the end of December 2020.

The assessor found that the University genuinely believed that a cash injection would be necessary and that the amount requested seemed reasonable; but the request to the DHET was not formally approved by Council before submission. MUT has a reasonable control measure in place for isolating grant funding in call accounts; but the lack of a proper purchase order system for contracts posed a risk. Management should have proactively engaged NSFAS towards the end of 2020 or early 2021 to resolve the outstanding queries. The University did not currently have a robust mechanism to help it manage its cashflow regularly. (Staak Report, pp 72-73)

Unlawful student protests in April and May resulted in the suspension of 11 students and disciplinary charges being brought against them.

3.3. Oversight of the academic enterprise and the operational environment

The approach to teaching and learning in 2021 was again hybrid in nature. The University followed its remote multimodal teaching and learning plan and the “platoon” system, whereby students are arranged into cohorts or platoons that take turns on a rotational basis to use the limited classroom space and other resources available under Covid-19 restrictions.

Following the DHET’s approval, ring-fenced University funds were re-prioritised to create the Covid-19 Responsiveness Grant (CRG). By mid-2021, MUT had spent R19-million on IT infrastructure, laptops, USB drives, and data allowances for students and staff. The institutional learning management system (Blackboard) was upgraded and migrated to the cloud for more reliable access.

These initiatives, plus the printing and distribution of learning materials to students, were managed through the University’s Teaching and Learning Development Centre (TLDC). The TLDC also provided training to students and staff on the use of Blackboard; and to staff on alternative, online pedagogies.

The Library provided resources on how to navigate the transition to online library platforms. Approval by Council of the new Library Collection Development and Management Policy allows the Library to begin to phase out printed resources in favour of electronic resources. A subscription to the Perlego application provides access to prescribed textbooks in the form of e-books.

The University procured 1,000 laptops for students who were not funded under the National Student Financial Aid Scheme (NSFAS). The NSFAS-funded students opted to receive their full learning material allowance, rather than applying the funds to the NSFAS laptops scheme proposed by the DHET.

The Council on Higher Education (CHE) initiated a quality assurance process, in an engagement with MUT stakeholders in February 2021, that will culminate in an

Institutional Quality Audit (IQA) site visit to the University in November 2022. The purpose of the IQA is to evaluate the robustness and credibility of the University's quality assurance (QA) system at all levels and to ascertain the extent to which QA processes lead to improvement. A project plan for the implementation of the IQA was approved by the Executive Management Committee (EMC). A steering committee was established and four task teams began working on an institutional self-evaluation report.

As part of its on-going process of programme reviews, QMD conducted its first online, review in May 2021 in the Department of Office Management and Technology in the Faculty of Management Sciences. Programmes in the Department of Accounting and Law were reviewed in June 2021. A workshop was held to capacitate academic departments in developing an electronic document repository for use during programme reviews.

The Engineering Council of South Africa (ECSA) visited MUT in May 2021 for the purposes of accreditation of Engineering programmes. The assessors recommended that the following Engineering qualifications should be granted full accreditation until the next accreditation cycle: The Advanced Diploma in Chemical Engineering; the Diploma in Chemical Engineering; and the Diploma in Electrical Engineering. The Diplomas in Mechanical and Civil Engineering were not evaluated in this accreditation cycle as the new qualifications had yet to produce graduates.

The University's Department of Co-operative Education, which is responsible for all forms of experiential learning by students, was faced by a huge challenge with the introduction of Covid-19 lockdown restrictions in 2020 and their continuation during 2021. In response to the scarcity of work-integrated learning (WIL) placement opportunities, the department implemented project-based learning in Environmental Health, Office Management and Technology, and Public Administration. In 2021, 1,599 students were undertaking WIL, out of 2,788 placement candidates across the three faculties.

MUT's Work Readiness programme, which prepares students for the transition into the world of work, was nominated for an award for the best Work Readiness Training Intervention in the South African Graduate Employers Association (SAGEA). Five students from the Faculty of Management Sciences enrolled in the Global Challenge student-industry project programme through the World Association for Co-operative Education (WACE). The students were included in global student teams, linked to industry partners addressing specific United Nations sustainable development goals.

MUT's research activity increased dramatically during the Covid-19 years as staff took the opportunity of lockdowns to catch up on the publication of research results. The number of approved research publication units jumped from 40,3 in 2019 to 107,9 in 2020. The audited figure for 2021 (not yet DHET approved) is 114. Towards the end of 2021, MUT was awarded the "Excellerate" award (from "excellence" and "accelerate") by the National Research Foundation (NRF), recognising the progress made by the University in research development.

All faculties have appointed Postdoctoral Research Fellows (PDRFs) and retired Professors in order to bolster their research profiles. MUT hosted 14 PDRFs in 2021, 13 of them funded by the University and one by the NRF. Advertisements were placed for another five PDRFs. MUT staff continue to work towards the acquisition of Masters and Doctoral degrees, with the Faculty of Natural Sciences reporting that staff completed two Masters degrees and two PhD degrees during 2021.

In terms of innovation, MUT owns two South African patents, one provisional patent, and two trademarks. The two word-marks with trademark protection are “Mangosuthu University of Technology” and “MUT”.

The University’s Technology Station in Chemicals (TSC) has supported many companies and individuals in developing new detergents and upgrading existing formulations to ensure that their products are environmentally friendly. During Covid-19, many of the SMME companies supported by the TSC saw a rapid increase in sales and market share in the detergent sector. The TSC itself formulated an environmentally friendly alcohol-based hand sanitiser, continuing to provide quality hand sanitisers for University staff and students during 2021.

MUT has adopted an “intersection model” of community engagement. This implies that community engagement projects in the faculties will mainly enrich teaching, while research assists in the co-creation of new knowledge with the involved communities. The first workshop for academic staff on the integration of community engagement into research was held in February 2021. A guest lecture on engaged scholarship, titled “Balancing the nexus of teaching, research, and engagement”, was held on 23 April 2021.

MUT facilitates a Ministerial Special Project whereby three schools in the uMgungundlovu district and one in Umlazi are taught technology-related subjects. The focus is on computer programming, including coding, robotics, and the internet of things (IoT).

The University operated during 2021 in a context of a constrained budget, high student debt, and poor third-stream income.

It experienced high labour relations costs as a result of slow disciplinary processes and the engagement of outside legal expertise. In an attempt to reduce these costs, line managers were trained on how to handle disciplinary hearings during a two-day workshop in May 2021. The trained line managers were brought in as observers in current disciplinary cases.

MUT had a history of slow progress in the rollout of infrastructure projects, both for new buildings and deferred maintenance on existing buildings. Demands from Business Forums and the Umlazi community contributed to delays. The appointment of an interim Senior Director: Operations began to show an improvement in the management of infrastructure projects during 2021.

3.4. Important decisions taken in 2021

Important resolutions taken at Council meetings in 2021 (whether ordinary, special or emergency meetings) are listed in Table 3 below.

Table 3: Council resolutions in 2021

Strategic Council resolutions and major activities in 2021	
1.	Major stakeholder engagements
1.1.	The MUT Council and Management made a presentation to the Portfolio Committee on Higher Education, Science & Technology on 12 February 2021 via Zoom, reporting on progress in dealing with various governance and management issues at the University.
1.2.	Council approved that MUT should join the anticipated Forum of Chairpersons of Councils of Public Universities in SA as a full member.
1.3.	Council received a letter from the Minister of Higher Education, Science & Innovation in August, regarding the appointment of an Independent Assessor.
1.4.	A letter was received from the Council on Higher Education (CHE) on the dates for the Institutional Quality Audit to take place in 2022.
2.	Major approvals
2.1.	The 2020 Annual Report, including the audited Annual Financial Statements for the year ended 31 December 2020
2.2.	The schedule of deviation or Irregular, Fraudulent, and Wasteful Unauthorised Expenditure (IFAWUE) for 2020
2.3.	2021 Mid-year report
2.4.	2022 Annual Performance Plan
2.5.	2022 Budget
2.6.	2022 Governance calendar
2.7.	2022 Procurement Plan, in line with delegated authority
2.8.	2022 Infrastructure Plan
2.9.	2022 Infrastructure Maintenance Plan
2.10.	2022 Information Technology and Networks Infrastructure Plan
2.11.	2022 Campus Security Plan
2.12.	2022 Occupational Health and Safety Plan
2.13.	2022 Human Resource and Development Plan
2.14.	2022 Internal Audit Plan
2.15.	2022 Enterprise Risk Management (ERM) Plan
2.16.	2022 Strategic Risk Register
2.17.	A proposal for the acquisition of land adjacent to the North Campus
2.18.	Various policies were approved, including the revised Policy on Policies and the Student Fee and Debt Management Policy

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| 3. Major Council housekeeping decisions |
| 3.1. The revised MUT Statute was approved |
| 3.2. The revised Constitution of Convocation was approved, as per the MUT Statute |
| 3.3. The reconstitution of Council committees and structures was approved |
| 3.4. A Code of Ethics and Conduct was approved |
| 3.5. A protocol on the assessment of members of Council was approved |
| 3.6. Council elected Mr OM Galane as Deputy Chairperson of Council for a two-year term, to 22 September 2023. |
| 3.7. Council resolved that vacant top-management positions should be advertised as five-year renewable performance-based contract positions. |

Source: Minutes of Council meetings

3.5. Performance against the principles of good governance

3.5.1. Ethical leadership and corporate citizenship

In line with the implementation of Strategy 2020-25, MUT emphasizes the development of an environment that encourages dialogue and discovery and fosters a culture of integrity, accountability, respect, excellence, inclusiveness, collaboration and innovation.

In 2021 Council continued in its commitment to behave ethically and with integrity in its oversight responsibilities. It endeavoured to make independent decisions in the best interests of the University, with no conflict of interest in decision-making. All Councillors are committed to abiding by the Council code of conduct.

Councillors are required to make annual declarations of interests, to declare any potential conflict of interest ahead of discussions at meetings, and to recuse themselves from the meeting should a conflict of interest arise. A Whistle-blower hotline is in operation and managed by an external service provider, so that allegations of unethical conduct may be reported confidentially and anonymously. We continued to insist that no member of Council serves in any management or operational decision-making structure.

3.5.2. Governance of risk

Council recognises the complexity of risks facing the University and through its Audit, Risk and Compliance Committee (ARCC) oversees the uncertainty, likelihood and effects of those risks. Council manages risks within the approved enterprise risk management (ERM) framework 2019-2021. Processes are in place to identify, assess and manage significant risks as indicated in the risk register.

The Vice-Chancellor and executive management are responsible for identifying, assessing and mitigating against institutional risks. The University's Risk Management Committee (RMC) continues to use a combined assurance model to enhance the management of risks within the institution. Progress on the monitoring of risks and risk mitigation action items are reported to the Audit, Risk and Compliance Committee (ARCC) every quarter.

3.5.3. Governing stakeholder relationships

MUT is located in the broader context of multiple stakeholder networks which include students, staff, government and its agencies, private sector partnerships, civil society groups, parents, alumni, media and funders. These relationships are nurtured at several levels through reports, meetings, and publications via the Convocation (alumni and donors); the University's Community Engagement and Development directorate (Umlazi community and NGOs); Marketing and Communications (media and funders); Student Financial Aid (funders); and Student Affairs (students and parents).

3.5.4. Financial reporting and sustainability

During 2021, Council has ensured that the University is a going concern and that it will remain a going concern in the near future. The uncertainties associated with the management of the Covid-19 pandemic have emphasised the importance of managing our cash reserves and monitoring the economic outlook in South Africa and its implications for the University. Fee collections remain a concern as the historical debt of MUT students continues to rise.

3.5.5. Compliance with laws, codes, rules, and standards

MUT strives to be fully compliant with all laws applicable to higher education. In particular, care was taken to ensure that the University complied with the Institutional Statute and relevant prescriptions of the Higher Education Act. The University complies with regulatory codes of good practice including BBBEE, DHET reporting regulations, and changes to labour regulations. In 2021, there were no judgements against the University to the effect that it contravened any of the Country's laws.

3.6. Housekeeping and measures to improve good governance

Council remains committed to good governance as indispensable to the sustainability of the University and providing better outcomes for all stakeholders. Full records of all Council, Senate and IF meetings and attendance registers are kept by the Registrar's division.



30 August 2022

Ms Sanelisiwe Mnyandu
Chairperson of Council

Date

4. COUNCIL'S STATEMENT ON GOVERNANCE

Council is committed to the highest levels of sound corporate governance and endorses the ethical leadership principles outlined in the King IV Report and governs the University in terms of the Higher Education Act and the Institutional Statute of MUT published under the Act. Accordingly, at its meeting held in September 2021, the Council approved the Amended Statute of MUT and forwarded it to the Minister responsible for Higher Education for final approval and gazetting. The amended MUT Statute was approved and gazetted by the Minister in December 2021.

Council aims to ensure that all stakeholders act in the best interests of the University and conduct its affairs with integrity and within generally accepted business and legal practices. In 2021, Council acted in accordance with the MUT Code of Conduct for Council members, applied the Code of Ethical behaviour and practices as set out in King IV, and approved a Code of Ethics and Conduct for Council members.

5. COUNCIL AND COUNCIL SUB-COMMITTEES

The Council of Mangosuthu University of Technology is established in terms of, and exercises its functions in accordance with, Section 27 of the Higher Education Act, Act 101 of 1997 (as amended), supplemented by Sections 8-20 of the MUT Statute (as gazetted on 23 October 2015, No. 39315).

Council comprised of 23 members as at 3 December 2021, the majority being members appointed from outside the University.

The role of the Chairperson of Council is separate and delineated from the role of the Vice-Chancellor and Principal as set out in the MUT Statute. Very broadly, Council is responsible for steering the strategic direction of MUT and for the approval of policies and major developments at the University and is guided by the Comprehensive Code of Conduct for Council. Council's functions are directed by relevant legislation, the University Strategic Plan (2020-2025), as well as the Annual Performance Plan in its oversight. The Chairperson of Council helps Council to focus on its mission and strategic objectives through quarterly ordinary Council meetings, supplemented by special or emergency meetings as and when required. The MUT Executive Management Committee (EMC), led by the Vice-Chancellor, is responsible for the day-to-day management of the University's functions and accounts to Council on the University's operations.

In 2021, Council held four quarterly ordinary meetings (one of them over two days), four special meetings, and one emergency meeting. Table 4 below provides details regarding the composition of Council, the number of members, and statistics regarding their attendance.

Table 4: Council composition and attendance

2021 Council Attendance											
Name	26 January (Special meeting)	18 February (Special meeting)	24 March (Ordinary meeting)	20 May 2021 (Special meeting)	26 May 2021 (Emergency meeting)	23 June (Ordinary meeting)	12 August (Special meeting)	22 September (Ordinary meeting)	01 December (Ordinary meeting)	02 December (Continuation)	%
External Members											
Mr M. Morallane	P	P	P	P	P	P	P	P	P	P	100%
Mr S. Dlamini	P	P	P	P	P	P	P	P	P	P	100%
Mr O.M. Galane	P	P	P	P	P	P	P	P	P	P	100%
Professor N. Grove	P	P	P	AP	P						80%
Dr B. Makhathini	P	P	P	P	P	P	P	P	P	P	100%
Mr S. Makhunga (Appointed Nov 2021)									P	P	100%
Dr Adv M. Makhura (Appointed Nov 2021)									P	P	100%
Ms L.L. Mbatha	P	P	P	P	P	P	P	P	P	P	100%
Mrs N.S. Mlaba	P	P	P	P	P	P	P	P	P	P	100%
Ms S. Mnyandu	P	P	P	P	P	P	P	P	P	P	100%
Mr A.M. Mondli	AP	P	P								67%
Mr S. Mthethwa	P	P	P	P	P	P	P	P	AP	P	90%
Mr M. Msimang	P	P	P	P	P	P	P	AP	P	P	90%
Mrs C. Nyama	P	P	P	AP	A	P	P	P	P	P	80%
Dr V. Reddy	P										100%
Dr Z. Qunta	P	P	AP	P	P						80%
Mrs L. Thabethe	P	P	P	P	AP	P	P				86%
Mr T. Toni	P	P	P	P	P	P	P	P	P	P	100%
Mrs L. Tungamirai	P	P	P	AP	P	P	P	P	P	P	90%
Ms H.T. Zwane	P	P	P	P	P	P	P	P	P	P	100%
Internal Members											
Professor M.M. Ramogale	AP	P	P	P	P	P	P	P	P	P	90%
Dr J. van Koller	P	P	P	P	P	P	P	P	P	P	100%
Mr B.K Zwane	P	P	P	P	P	P	P	P	P	P	100%
Professor L.D Naidoo	P	P	P	P	P	P	P	P	P	P	100%
Mr G. Govender	P	P	P	P	P	P	P	P	P	P	100%
Dr J.M. Makua	P	P	P	P	P	P	P	P	P	P	100%
Mr B.S.D. Ntuli	P	P	P	P	P	P	P	P	P	P	100%
Ms S. Hlongwane	P	P	P	P	P	P	P	P	P	P	100%
Mr M. Gumede	P	P	P	P	P	P	P	P	P	A	90%
Ms M. Ntshingila	P	P	P	P	P	P	P	A	A	A	70%

Not a member
 P Present
 A Absent
 AP Apology

In discharging their fiduciary duties, obligations, and oversight functions in 2021, Council sub-committees comprised six standing committees. All these committees are formally constituted with specific charters and comprise a majority of external members of Council. All the committees of Council are chaired by independent members of Council with relevant skills and expertise. It is primarily in these sub-committees that Council's governance oversight is enacted.

5.1. Executive Committee of Council (Exco)

The Executive Committee of Council (Exco) attends to the governance affairs of Mangosuthu University of Technology between ordinary meetings of Council and exercises all powers granted by Council within the ambit of the Higher Education Act. It serves as the nominating committee of Council for additions to its membership and appointments to its committees. It also deals with urgent matters, as well as those referred to it by Council or its standing committees. Table 5 below shows an analysis of attendance per meeting in 2021.

Table 5: Exco composition and attendance

2021 Executive Committee of Council Attendance							
Name	08 February (Special meeting)	11 February (Special meeting)	15 February (Special meeting)	11 March (Ordinary meeting)	21 May (Emergency meeting)	10 June (Ordinary meeting)	07 July (Special meeting)
Mr M. Morailane (Chairperson of Council)	P	P	P	P	P	P	P
Dr Z.Qunta (Deputy Chairperson of Council)	P	P	P	P	P	P	P
Mr T. Toni (PRC Chairperson)	P	P	P	P	P	P	P
Mrs N. Mlaba (ARCC Chairperson)	P	P	P	P	P	P	P
Ms T.H. Zwane (HRC Chairperson)	P	P	P	P	P	P	P
Mr O.M. Galane (FIC Chairperson)	P	P	P	P	P	P	P
Ms S. Mnyandu (SAC Chairperson)					P	P	P
Mr S. Dlamini (FIC Chairperson)							
Professor M.M. Ramogale (Acting VC)	P	P	P	P	P	P	P
Dr J. van Koller (Acting DVC: R&P)	P	P	P	P	P	P	P
Dr J.M. Makua (Acting DVC: T&L)	P	P	P	P	P	P	P

2021 Executive Committee of Council Attendance (continued)								
Name	28 July (Special meeting)	05 August (Interviews, Special meeting)	09 September (Ordinary meeting)	15 September (Special meeting)	14 October (Special meeting)	18 November (Ordinary meeting)	19 November (Special meeting)	%
Mr M. Morailane (Chairperson of Council)	P	P	P	P	P	P	P	100%
Dr Z.Qunta (Deputy Chairperson of Council)								100%
Mr T. Toni (PRC Chairperson)	P	AP	P	P	P	P	AP	86%
Mrs N. Mlaba (ARCC Chairperson)	P	P	P	P	P	P	P	100%
Ms T.H. Zwane (HRC Chairperson)	P	P	P	P	P	P	P	100%
Mr O.M. Galane (FIC Chairperson)	P	AP	P		P	P	P	92%
Ms S. Mnyandu (SAC Chairperson)	P	P	P	P	P	P	P	100%
Mr S. Dlamini (FIC Chairperson)				P	P	P	P	100%
Professor M.M. Ramogale (Acting VC)	P	P	P	P	P	P	P	100%
Dr J. van Koller (Acting DVC: R&P)	P	P	P	P	P	P	P	100%
Dr J.M. Makua (Acting DVC: T&L)	P	P	P	P	P	P	AP	93%

 Not a member
 P Present
 A Absent
 AP Apology

During 2021 the Exco of Council held four ordinary meetings, nine special meetings, and one emergency meeting. It addressed a number of key issues as mandated by Council. These included:

- Considering documents to be presented to a meeting of the parliamentary Portfolio Committee on Higher Education, Science & Technology on 12 February 2021 and approving a presentation to the Committee.
- Approved the terms of reference of a proposed Multi-Disciplinary Task Team (MDTT) intended to assist the University in strengthening its management and administrative processes and functions.
- Referred the Code of Conduct for Council Members and the Conflict of Interest Policy to the Institutional Forum for consideration.
- Assisted in preparation for a Council Lekgotla, including an item on the ethical conduct of Council members.
- Forwarded proposals on the reconstitution of Council Committees to Council.
- A report on the cashflow situation of the University was forwarded to Council for noting.
- Preparing a response to a letter from the Minister of Higher Education, Science and Innovation in which he indicated his intention to appoint an independent assessor for MUT.
- The Acting Vice-Chancellor, Prof. Marcus Ramogale, reported to Exco that some students were not adhering to the platoon system of attending classes, which had

- been introduced to comply with Covid-19 regulations, because most had not bought laptops as agreed with the student leadership.
- At a later meeting, the Vice-Chancellor reported that students returned to campus from 26 July 2021, following the easing of Covid-19 lockdown restrictions.
 - The Governance Indicators Scorecard for 2020 was forwarded to Council for approval.
 - An update on the implementation of recommendations of Council-commissioned investigations was referred to Council for noting.
 - Changes were suggested to the format of the Vice-Chancellor's report to Council on the academic enterprise and the report on administration and support functions.

The Exco carried out its responsibilities as the nominating committee of Council for additions to its membership and appointments to its committees. It recommended, *inter alia*, the re-appointment of Mr OM Galane as the Deputy Chairperson of Council and Mr T Toni as Chairperson of the Planning and Resources Committee, following the extension of their terms as members of Council.

Exco conducted interviews for two vacancies on Council. The preferred candidates could not be referred to Council for appointment, as a probity assessment was unable to validate their legal qualifications, and the positions were re-advertised.

5.2. Audit, Risk and Compliance Committee (ARCC)

The Audit, Risk and Compliance Committee (ARCC) is responsible for assisting Council in fulfilling its role of providing assurance on corporate governance, as well as considering all issues of risk, financial and otherwise, which may result in some form of exposure for MUT. The ARCC operates in order to facilitate an effective working relationship between Council, management, and the external and internal auditors. It reviews financial statements and considers all factors and risks that affect the integrity of the financial statements.

ARCC has a responsibility to review its own Code of Business Conduct; systems of internal control; management of all financial risks, information systems and accounting practices; MUT's processes for monitoring compliance with laws and regulations; and MUT's auditing processes. The committee also ensures that each committee member understands the responsibilities of members as well as the institution's business, operations, and risks.

Table 6 below shows an analysis of ARCC attendance per meeting.

Table 6: ARCC composition and attendance

2021 Audit, Risk and Compliance Committee Attendance								
Name	01 March (Ordinary meeting)	10 March (Special meeting)	19 March (Special meeting)	12 May (Special meeting)	24 May (Ordinary meeting)	30 August (Ordinary meeting)	08 November (Ordinary meeting)	%
Mrs N. Mlaba (Chairperson)	P	P	P	P	P	P	P	100%
Mr S. Dlamini	P	P	P					100%
Mr S. Mthethwa	P	P	P	P	P	P	P	100%
Mrs C. Nyama	P	P	P	AP	P	P	P	86%
Mrs L. Thabethe				P	P	AP		67%
Professor M. Ramogale	P	P	P	P	P	P	P	100%
Co-opted								
Mrs L. Thabethe	P	AP	AP					33%

	Not a member
P	Present
A	Absent
AP	Apology

In 2021, the committee held four ordinary meetings and three special meetings. It recommended the revised ARCC Charter to Council for approval and deliberated on the following key matters:

- The committee expressed its concern at a delay in the appointment of the external auditors. A deviation rather than an emergency procedure should have been followed to re-appoint the existing auditors for another year after expiry of their contract. It recommended that the University apply to the DHET for an extension for the submission of the Annual Report.
- As part of its oversight of consequence management, ARCC proposed that line managers should be trained to deal with grievances and disciplinary hearings.
- The acting Vice-Chancellor reported in May that there had been a long process with the unions regarding the salary increment. Settlement had ended the strike and University operations were back to normal.
- As recommended by the King IV report, ARCC resolved to meet with the Internal Audit Department an hour before its scheduled meetings. In-committee matters should be a standing item on the agenda and addressed before the formal items on the agenda.
- A workshop on compliance was arranged, but did not meet committee members' expectations. Management undertook to employ someone to handle the compliance function.
- It was agreed that management should set up a task team on the Protection of Personal Information Act (POPIA) to keep track of the implementation of the Act.

As part of its oversight role, ARCC continued to monitor incident reports on labour matters (grievances, disputes, and disciplinary action), whistleblowing, fraud cases and other investigative or legal matters. It monitored quarterly progress against the internal audit plan, the enterprise risk management (ERM) plan, the implementation of the compliance plan, and the policy development schedule. It provided oversight on reporting of finances, IT governance and cyber-security, audit log, risk register and contracts management.

5.3. Finance and Investment Committee (FIC)

The Finance and Investment Committee (FIC) provides recommendations to Council regarding finance and investment matters. The committee provides effective and coordinated oversight of the development and implementation of the Financial and Investment Strategy, with a view to creating conditions that promote the long-term financial sustainability of MUT as a going concern. The committee aims to ensure that the finance and investment policies, through Council approval, incorporate aspects of the financial value chain, are compliant with laws and regulations, and are aligned with local and international best practices. The FIC also assesses whether reasonable measures are in place to ensure MUT assets are safeguarded to promote financial sustainability and to effectively control all revenue.

Table 7: FIC composition and attendance

2021 Finance and Investment Committee Attendance						
Name	22 February (Ordinary meeting)	17 May (Ordinary meeting)	31 May (Special meeting)	23 August (Ordinary meeting)	12 November (Ordinary meeting)	%
Dr Z.N. Qunta	P	P	P			100%
Mr S. Dlamini (Chairperson from August 2021)	P	P	P	P	P	100%
Mrs C. Nyama	P	P	AP	P	P	80%
Mrs L. Tungamirai	P	P				100%
Mrs L. Thabethe			P	P		100%
Mrs N. Mlaba					P	100%
Mr B.K. Zwane	P	P	AP	P	P	80%
Professor M. Ramogale	P	P	P	P	P	100%

 Not a member
 P Present
 A Absent
 AP Apology

The FIC held four ordinary meetings and one special meeting in 2021. It deliberated on the following matters, among others:

- The Acting Vice-Chancellor reported that NSFAS would not be making any upfront payments to institutions in the first quarter of 2021, due to a directive of DHET arising from National Treasury constraints. As a result, the University rescheduled the academic plan to start from 1 April 2021, by which time the government subsidy would be available.
- The revised budget for 2021, including a revised salary increment.
- The Investment and Banking Policy, which was forwarded to Council for approval.
- The need to address procurement challenges in the Supply Chain Management Department.
- The Chief Financial Office reported that the total student debt at 31 December 2021 was more than R570-million before impairment. MUT had handed over the collection of student debt to a panel of service providers who were making steady but slow progress in the collection of debt.
- FIC expressed concern at the slow progress in the development of finance policies.
- Course fees for two new Advanced Diploma qualifications were recommended to Council for approval.

- The Supply Chain Management Policy was recommended to Council.
- The committee considered requests for condonation of irregular expenditure in, among others, hygiene and sanitation services; security services; waste management services; leasing of printers; ambulance services; lift management services; wireless internet services; the supply of personal protective equipment (PPE); facilitation of the EMC Lekgotla; and the provision of external residences for unallocated students in 2020.
- The FIC noted that Council expenses for the first half of the year were 51% above budget.
- The Acting Vice-Chancellor informed the FIC that a financial turnaround strategy for the University was being developed, which would review the entire business model. The aim was to cut costs and identify new income sources.
- It had come to management's attention that some lecturers were mis-using the opportunity to offer evening classes by claiming hours for work which they had not done.
- An investment report, following approval of the University's Cash and Investment Policy, was recommended to Council for approval.
- The annual budget for 2022 was recommended to Council, with the inclusion of the salary increment.

In the course of the year, Mr S Dlamini was elected as the Deputy Chairperson of the committee and later appointed Chairperson.

5.4. Human Resources Committee (HRC)


The main function of the Human Resources Committee (HRC) is to make recommendations to Council regarding human resource matters. The HRC's mandate includes oversight, development and implementation of the Human Resource Strategy, and supporting the creation of a conducive environment for the attraction, development, and retention of high-performing individuals.

The committee ensures that MUT has compliant policies and standard operating procedures. It assesses recommendations on organisational structure and the conditions of service, remuneration, benefits, and privileges of staff. To deliver on its vision and mission, the HRC takes reasonable measures to ensure that MUT employs the right people and retains talent. The HRC ensures MUT has mechanisms in place to reduce workplace conflict, labour instability, and avoidable litigation.

Table 8 below reflects the meetings held in 2021 and the attendance of members.

Table 8: HRC composition and attendance

2021 Human Resources Committee Attendance								
Name	02 March (Ordinary meeting)	26 May (Ordinary meeting)	17 June (Special meeting)	25 August (Ordinary meeting)	15 September (Special meeting)	03 November (Ordinary meeting)	16 November (Special meeting)	%
Ms H.T. Zwane	P	P	P	P	P			100%
Mr M. Mondl	P							100%
Ms L. Noge-Tungamirai	P	P	P	P	P	P	P	100%
Ms S. Mnyandu	P	P	P	P	P	P	P	100%
Dr B. Makhathini		P	P	P	P	P	P	100%
Professor L.D. Naidoo	P	P	P	P	P	P	P	100%
Professor M. Ramogale	P	P	P	P	P	P	P	100%

 Not a member
 P Present
 A Absent
 AP Apology

The Human Resources Committee held four ordinary meetings and three special meetings in 2021. The following key matters were deliberated upon:

- The Acting Vice-Chancellor informed the committee of challenges with the labour unions around the salary increase. One union had embarked on a strike. After protracted negotiations, an agreement was reached and University operations returned to normal.
- The University had been informed by the Council on Higher Education (CHE) of institutional audits to be conducted, beginning in 2022.
- The committee encouraged management to motivate for the establishment of a joint bargaining forum, as a way of enhancing transparency.
- A new employment equity plan would be developed, focusing on sectoral areas. The University did not currently have a set employment target for people living with disabilities.
- The committee received reports on the progress with regard to the filling of senior posts at the University, including the Senior Director: Human Resource and Development.
- The HRC recommended the redesign of MUT's staff structure, urging management to reconsider a phased approach to its implementation.
- The committee made inputs into the Recruitment and Selection Policy, before recommending it to Council for approval.


5.5. Planning and Resources Committee (PRC)

The role of the Planning and Resources Committee (PRC) is to provide expert technical advice and oversight of recommendations concerning planning and resource matters, including physical infrastructure and information and communications technology (ICT) infrastructure. The PRC is responsible for planning and developing appropriate infrastructure compliance. It does this through appropriate policy covering the infrastructure and operations value chain, resource allocation through capital expenditure plans, and an annual maintenance plan. The PRC oversees health and safety, ensures business continuity plans are in place in event of emergencies, and ensures implementation of the Information Technology Governance Framework.

The committee held four ordinary meetings during 2021. Table 9 below shows the attendance of meetings.

Table 9: PRC composition and attendance

2021 Planning and Resources Committee Attendance					
Name	23 February (Ordinary meeting)	28 May (Ordinary meeting)	24 August (Ordinary meeting)	02 November (Ordinary meeting)	%
Mr T. Toni (Chairperson)	P	P	P	P	100%
Mrs N. Mlaba	P				100%
Professor N. Grove	AP	P			50%
Ms S. Mnyandu	P				100%
Mr M. Msimang		P	P	P	100%
Mrs L. Tungamirai		P	P	P	100%
Mr B.S.D. Ntuli	P	P	P	P	100%
Professor M. Ramogale	P	P	P	P	100%

 Not a member
 P Present
 A Absent
 AP Apology

During 2021 the PRC considered the following matters, among others:

- The Chairperson urged management to prioritise ventilation-related projects and other occupational health and safety, and campus safety projects.
- The Acting Vice-Chancellor reported that students would have to vacate the residences for the month of March as the start of the 2021 academic year was postponed to 1 April.
- Quarterly reports on physical infrastructure, the annual maintenance plan, campus security report, the IT&N infrastructure plan, and the occupational health and safety report.
- Plans for 2022 on physical infrastructure projects, deferred maintenance projects, IT&N infrastructure projects, Campus Security, and Occupational Health & Safety were recommended for approval by Council.

5.6. Student Affairs Committee (SAC)

The Student Affairs Committee (SAC) functions to provide expert, technical and oversight recommendations to Council, specifically dealing with student matters. This extends to coordinated oversight of the development and implementation of a student services strategy to create a conducive learning and living environment for students. The SAC aims to ensure that student-related policies are of an appropriate standard, and that the allocation of financial resources is in line with the Strategic Plan and is relevant to the Student Affairs operational plan.


The SAC assesses whether systems and processes are adequate to ensure a safe and healthy learning environment for students. In terms of oversight, the SAC monitors and evaluates the implementation of short, medium, and long-term plans to improve student services and promote the well-being of students. The SAC ensures that the University

regularly reviews and assesses the quality and effectiveness of services to students, as well as policy implementation and objectives.

The committee held four ordinary meetings in 2021. The attendance is shown in Table 10 below.

Table 10: SAC composition and attendance

2021 Student Affairs Committee Attendance					
Name	25 February (Ordinary meeting)	20 May (Ordinary meeting)	26 August (Ordinary meeting)	04 November (Ordinary meeting)	%
Ms S. Mnyandu	P	P	A	P	75%
Ms H.T. Zwane	P				100%
Ms L.L. Mbatha	P	P	P	P	100%
Mr S. Dlamini		P	P	P	75%
Dr B. Makhathini			P	P	100%
Professor M. Ramogale	P	P	P	P	100%
Mr M. Gumede		P	P	P	100%

 Not a member
 P Present
 A Absent
 AP Apology

In 2021, the Student Affairs Committee deliberated on the following matters:

- It noted that Council had approved the policy on Students Living with Disabilities at a special meeting in January 2021.
- It was reported that inspections of residences would be conducted to ensure that they complied with DHET standards. Non-complying residences would be reported to the landlords for action.
- The Student Satisfaction survey took place online in January. Four percent of students submitted responses. The survey report was recommended to Council for information and noting.
- MUT had participated in only two sports codes during the Covid-19 lockdown, football and athletics. The codes were expanded in 2021 to include also rugby, hockey, and canoeing. League games for some sports codes resumed in the second quarter.
- The Student Affairs operational plan was tabled.
- The Acting Vice-Chancellor informed the committee that the academic plan for 2021 had to be revised, owing to the delayed start of the academic year.
- A new policy on Gender-Based Violence was recommended to Council for approval.
- It was noted that Management and Student engagement meetings would be held each quarter, at the Student Affairs Management Panel (SAMP), ahead of the SAC meetings.
- An MUT sports strategy was referred back to the Student Affairs Department for alignment with the MUT Strategy 2020-2025.
- The committee was informed that there would be no increase in the NSFAS grants for 2022.

6. DECLARATION OF INTEREST BY COUNCIL MEMBERS

In terms of the Comprehensive Code of Conduct for Council members (Section 12), all members who exercise the functions of Council in terms of delegated authority must declare any conflict of interest. In 2021 Council members were required to declare any conflict of interest at each meeting (including sub-committee meetings) ahead of discussion of items on the meeting agenda and to recuse themselves from the discussion where conflicted.

7. STATEMENT ON CONFLICT MANAGEMENT

Section 10 of the Comprehensive Code of Conduct for Council stipulates the dispute resolution mechanisms available to Council.

8. STATEMENT ON COUNCIL CODE OF CONDUCT

Council abides by the Comprehensive Code of Conduct for Council. The purpose of the Code is to uphold the principles of good and corruption-free governance and to ensure that members of Council are aware of and comply with applicable laws, regulations, and MUT policies and procedures.

The Code of Conduct obliges Council members to perform their duties in line with the principles of ethical conduct and to guide their decision-making based on trust, honesty, and integrity. The Code is not intended to inhibit the actions of Council members, but to ensure that the best interests of the University always take precedence over personal or other interests.

9. COUNCIL'S STATEMENT ON SUSTAINABILITY

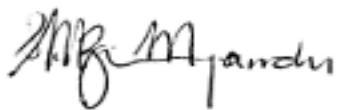
Council is acutely aware of the need to improve the financial position of the University in order to secure its long-term sustainability. The Covid-19 pandemic made new demands on all Universities to facilitate a transition to a hybrid or multimodal form of tuition, which MUT was able to achieve through the DHET-approved re-prioritisation of earmarked funds. The fragility of the University's cash-flow situation was made clear at the beginning of 2021 when a delay in the payment of NSFAS funding resulted in a delay to the start of the academic year. The report of the Independent Assessor in the latter part of 2021 made recommendations on how MUT might improve its cash flow.

The extent of student debt, and its continued growth, are matters of concern. MUT had handed over the collection of student debt to a panel of service providers and plans to develop an in-house debt collection function.

During 2021, MUT management initiated a process to develop a Turnaround Strategy, primarily aimed at curbing costs and identifying new income streams. The entire business model of the University will be analysed in the process.

10. APPROVAL OF GOVERNANCE STATEMENT BY COUNCIL

Council approved the Council Statement on Governance at a special meeting on 29 August 2022. It welcomed the unqualified audit report tabled at the meeting, which was the University's third consecutive year of an unqualified audit opinion.



30 August 2022

Ms Sanelisiwe Mnyandu
Chairperson of Council

Date

11. SENATE'S REPORT TO COUNCIL

According to Section 42 of the Higher Education Act (No 101 of 1997), Senate's main role is to exercise sound academic governance and to oversee the maintenance of quality in respect of MUT's teaching, research, and community engagement activities. As a body that is accountable to Council, the Senate also executes all other functions assigned to it by the Council.

a. *Composition of Senate*

In terms of the Statute of the University, which is aligned to the Act, the membership of the University Senate is as follows:

- Vice-Chancellor and Principal
- Deputy Vice-Chancellors
- Registrar
- All Deans of Faculties
- All Heads of Academic Departments
- All Professors
- Head of Research
- Head of the Library
- Head of Quality Management
- Head of Student Affairs
- Head of Operations
- Head of Human Resources and Development
- Head of Finance
- Head of Institutional Planning and Research
- Two representatives of the Student Representative Council nominated by the SRC
- A non-academic employee from each faculty elected by non-academic employees of each faculty
- An academic employee from each faculty elected by academic employees of each faculty
- Two members of Council designated by Council
- Any additional members approved by Senate

b. Senate meetings in 2021

During the course of 2021, Senate convened four ordinary meetings, two special meetings and one emergency meeting as outlined in Table 11 below. The total membership of Senate was 56.

Table 11: Senate meetings in 2021

Meeting type	Date	Number of Senators in attendance
Ordinary	18 March 2021	40
Ordinary	27 May 2021	42
Ordinary	2 September 2021	47
Ordinary	11 November 2021	47
Special	14 July 2021	43
Special	29 July	45
Emergency	30 July	42

In its ordinary meetings, Senate considered reports from:

- The DVC: Teaching and Learning.
- The Registrar
- Deans of the three Faculties.
- Faculty Boards
- Senate sub-committees (Community Engagement Committee, Library and IT Committee, Health and Safety Committee, Employment Equity and Skills Development Committee)
- Higher Degrees Committee.
- Research and Innovation Committee.
- Quality Management Directorate
- Teaching and Learning Development Centre
- Community Engagement and Development
- Marketing and Communications
- Directorate of Institutional Planning and Research
- Student Representative Council

It is the responsibility of the Senate to pay ongoing attention to the development of academic-related policies. This serves to respond to changes in the academic environment, and regulate and protect the integrity of the overall academic project.

During 2021, Senate recommended the following policies to Council for approval:

1. Revised acceptable email use policy
2. Revised acceptable use and management of IT policy
3. Revised computer replacement policy
4. Post-doctoral research fellowship policy
5. Reviewed language policy
6. Alumni relations policy
7. Web content management policy
8. Library collection development and management policy
9. Policy on gender-based violence
10. Policy on grants and research funding
11. Examinations policy
12. Research ethics policy (revised)
13. Higher degrees policy
14. Student fee and debt management policy
15. Smoking in the workplace policy
16. Research policy
17. Recognition of prior learning policy
18. Bring your own device policy
19. Information security policy
20. ICT governance policy
21. Student assistant policy
22. Probation policy
23. Travel, subsistence and expense reimbursement policy
24. Policy on people living with disabilities
25. Policy on sexual harassment
26. Recruitment and selection policy

In addition, Senate supported the submission on Guidelines for the appointment of executive grades 2-3 and recommended it to the Human Resources sub-committee of Council.

i. Changes to the academic structure

Discontinuation of registration for National Diploma Programmes

Senate approved the following:

- i. That the 2023 academic year would be the last year of registration for National Diploma and Bachelor of Technology programmes across all Faculties. The placement of National Diploma students in work integrated learning (WIL) should be prioritised.
- ii. That the information should be communicated to affected students immediately.
- iii. That students who had not completed their National Diploma programmes by the end of 2023 would be migrated to Diploma programmes by all Faculties.
- iv. That communication should be sent to students notifying them that NSFAS no longer funded National Diploma programmes.

Revised Diploma in Civil Engineering

The Engineering Council of South Africa (ECSA) requested that the department align the curriculum with other Universities of Technology, reduce the total number of SAQA credits to 360, increase the mathematical knowledge area, and find relevant and appropriate names for some subjects. All detailed aspects of the revisions were completed accordingly and approved by the relevant structures within the institution, such as the Advisory Board, QMD and the Engineering Faculty Board.

Senate approved the Revised Diploma in Civil Engineering.

The following new qualifications were introduced in 2021:

- Advanced Diploma in Agriculture in Animal Production (ADVAGA)
- Advanced Diploma in ICT in Applications Development (ADIPAD)
- Advanced Diploma in Accounting (ADVACC)

ii. Teaching and Learning

March 18, 2021: First Ordinary Meeting

The Acting DVC: Teaching and Learning (T&L), Dr JM Makua, made a presentation reflecting on T&L in the previous year and on the then latest DHET bi-monthly reporting on T&L indicators. He mentioned that capacity development for both staff and students is included as a new category for 2021 indicators. The DVC mentioned that the DHET is interested in how Universities are building capacity in digital teaching, learning, and assessment approaches.

The University was afforded the opportunity to reflect on institutional perspectives in terms of the continuity of the academic year and on how quality assurance issues would be addressed. He went on to present the 2021 University Learning, Teaching and Assessment plan. This included approaches and modalities for both undergraduate and postgraduate programmes. He addressed quality assurance issues at module level; resource plans, including the provision of student laptops and data for internet access for staff; and capacity development interventions for staff and students.

The DVC noted the comments and requests from Senate members regarding the required online teaching and learning resources. Also noted was an appeal for the training of academic staff in the pedagogies of using online technologies for T&L. Faculties were encouraged to attend the online capacity building courses offered by the Teaching and Learning Development Centre (TLDC). The DVC requested Management to explore external organisations offering advanced online courses in areas of concern.

The Acting Dean of the Faculty of Management Sciences (FMS) requested Senate to consider and approve the FMS Teaching and Learning plan. The plan outlined all activities undertaken from day one to the last day of the 2021 academic year. It was noted that this plan was not rigid, and when needed the plan would be adjusted to meet the needs of the time. Senate approved the plan. Faculty of Natural Sciences and Faculty of Engineering plans were also approved.

An apparent weakness of control in the management of continuous assessment was noted. The marks needed to be captured immediately for the smooth running of the University. At the time, there were several outstanding marks hindering the registration process.

In an effort to introduce vertical articulation to its programmes, Senate approved the Department of Accounting's initiative to start the accreditation process for two Postgraduate Diplomas: PGDip in Accounting and PGDip in Cost and Management Accounting.

Senate approved that the Department of Accounting and Law should change Entrepreneurial Skills from written to online assessments in the Diploma of Accounting (ACODIP) via the Wadhvani Foundation Programme.

Senate ratified the revised academic plan for 2021 and engaged with the MUT 2021 enrolment projections report. QMD examined the integrity of security procedures related to examinations (15 February – 1 March 2021).

May 27, 2021: Second Ordinary Meeting

The Acting VC noted that the 2021 academic year started late, partly as a result of student and labour union issues. Senate was requested to consider the Revised Academic Plan to be presented by the Registrar in the meeting.

Senate was requested to note that the University would be moving into the third cycle of the Quality Assurance processes of the CHE, although the details were not yet firm. The University would be moving into the new era of Institutional Audits. MUT's previous Institutional Audit was in 2011. Thereafter, the CHE decided on a different approach of Quality Enhancement, instead of an outright audit. CHE had since decided on reverting to Institutional Audits. Staff members needed to start preparing themselves for these audits. The details would be clear once a meeting with HEQC had been held. Indications showed that MUT would be amongst the first institutions to be audited. MUT had internal staff members experienced in auditing, hence there was in-house expertise to help the University. There was a request for staff to train as auditors.

The Academic Plan for 2021 was approved by Senate at its meeting held on 18 March 2021 with lectures commencing on 06 April 2021. However, the disruptions immediately after the Easter recess necessitated the revision again of the 2021 academic plan. The following points were considered in formulating the revised plan:

- i. A flexible academic plan should be adopted by each Faculty;
- ii. The continuation of a multi-modal system of teaching and learning, inclusive of the utilization of the platoon system;
- iii. Teaching time being adjusted for both semester and annual programmes resulting in more self-study taking place; and
- iv. All academic activities for 2021 were to be completed by mid-January 2022 thereby allowing the University to commence with the 2022 plan.

Senate approved the following:

- i. That the amendments to accommodate a one-week break between Christmas and New Year 2021 be incorporated in the plan and to reduce the recess in the 2022 Academic Year.

The Director: Community Engagement and Development reported that the involvement of students in community engagement (CE) was critical. It equips them with civic skills and prepares them for the reality of the society that they live in. The conceptual framework for community engagement indicates the involvement of students not only in CE activities but also in the committee for community engagement. Senate approved the Reviewed Conceptual Framework for Community Engagement at MUT.

Senate engaged on the topic of guidelines for setting tuition fees for new qualifications, which provided an opportunity for the University to establish a viable fee base, outside of the annual cap on the overall fee increase. At the same time, the affordability of the fees for MUT students should be considered.

The Registrar requested Senate to consider and approve the revised dates and format of the 2021 Graduation Ceremonies, for the 2020 academic year. He stated that the graduation dates for 2021 were approved as part of the 2021 academic calendar and were scheduled from 04 - 08 May 2021. It was envisaged to be a face-to-face event.

Given the disruption of the 2020 academic year, which extended into March 2021, it was necessary to revise the graduation dates. At that time, some departments were still processing graduation forms. In addition:

- i. Special examinations were still being concluded;
- ii. Given that Covid-19 was still a danger, more especially in large gatherings, it was necessary to reconsider the face-to-face convening of the graduation ceremonies;
- iii. A benchmarking exercise in this regard was conducted with other HEI's and all of the respondents indicated that their ceremonies were conducted virtually;
- iv. The Health and Safety Officer had advised against a face-to-face event due to Covid-19 and the restrictions imposed on public gatherings; and
- v. Although there had been some relaxation in the restrictions, it would be extremely challenging for the University to contain the large crowds of students and parents on campus.

Concerns of student representatives:

- i. The SRC requested face-to-face graduation ceremonies instead of virtual ceremonies as the country was on level 1 restrictions; and
- ii. In their research, they learned that there were institutions that would be holding physical graduation ceremonies.

Senate supported the virtual graduation as the risks for physical graduations due to Covid-19 were too high.

September 2, 2021: Third Ordinary Meeting

Senate noted that a process was being followed in ensuring the academic structure was corrected and updated on an annual basis. This process was ongoing as the Registrar's Office planned to meet with HoDs around November 2021 in preparation for 2022 registration. In addition, progression rules were implemented in 2020 and are currently in place for all Diploma qualifications.

Senate approved the adoption of a new monitoring framework for work-integrated learning (WIL) which includes:

- i. Monthly Reflections: Reflective learning in WIL ensures that the students internalise what they are learning while doing their work. It also ensures that the WIL Coordinator gains an early awareness of the students' problems.
- ii. Quarterly Virtual monitoring: A quarterly virtual class meeting would enable the WIL Coordinator to gain insights into the students' progress, address some of the issues that may have been picked up in the monthly reflections, and encourage students to share their experiences and ideas.
- iii. Semester visits and monitoring: A physical visit to a student gives the WIL Coordinator a better insight into the extent to which work and theory were integrated. The WIL Coordinator can also meet with the student's work

supervisor and have a walk-about to observe the students at work and have an idea of their ability to use machinery and instruments.

- iv. The framework further recommends the change of terminology concerning the term WIL Monitoring. The term “monitoring” does not capture the extent of the academic engagement and activity during a WIL Monitoring visit. Therefore, it became essential to re-visit the term and it was recommended that “WIL Academic Supervision” replace the term “WIL Monitoring”.

Senate discussed the expected MUT subsidy for 2022-2025, approved updates to academic departments’ handbooks for 2022, and approved the application for the Postgraduate Diploma in Public management and Advanced Diploma in Public Supply Chain Management, both planned for implementation in 2024.

Senate discussed the discontinuation of registration for National Diploma programmes and approved the following:

- i. That the 2023 Academic Year would be the last year of registration for National Diploma programmes across all Faculties;
- ii. That the information would be communicated to affected students immediately;
- iii. That students who had not completed their National Diploma programmes after 2023 would be migrated to Diploma programmes by all Faculties; and
- iv. That communication would be sent out to students notifying them that NSFAS no longer funded National Diploma programmes.

Senate approved the proposed revisions to the Diploma in Civil Engineering.

Senate discussed the development of two strategies: Teaching and Learning 2021-2025 and e-Learning 2021-2025.

Senate considered the proposal to establish a Technology and Innovation Agency Seed Fund Steering Committee as a sub-committee of Research and Innovation Committee, and approved the Charter.

Senate approved the 2021 list of researchers to be honoured at the Research Awards event.

Senate approved the following in terms of the return of Library materials:

- i. Implementation of the formal rules and procedure for the return of Library material;
- ii. A rule be included in the MUT Rules and Regulation book that graduating students should return all outstanding books and pay their fines before graduating, failing which their certificates would be withheld until they make all outstanding payments and return Library items;
- iii. The Registrar's Office forwards the list of graduating students to the Library to verify and notify students about their outstanding Library items; and
- iv. The Research Office alerts the Library a month before the end of the term of a Postdoctorate researcher for checks to be conducted for outstanding Library

items. The exact process applied by HR for staff with outstanding dues should be applied to Postdoctorate researchers.

November 11, 2021: Fourth Ordinary Meeting

The Deputy Registrar: Academic Administration presented the process to be followed by students who intended registering their outstanding modules with other universities for the purposes of graduating at MUT. He stated that the Office of the Registrar had noted with concern that there was no clear process to be followed by students who wanted to do outstanding modules at other universities for the purpose of coming back and graduating at MUT. He then highlighted the proposed process to be followed.

- i. The student must write a formal letter addressed to the HoD, requesting permission to do outstanding module/s with another university for the purposes of graduating at MUT after passing the module/s with that university;
- ii. The HoD should consider the request to do outstanding module/s with another university in line with MUT rule G18 (a) and (b);
- iii. After the approval of the request by the HoD, the Office of the Registrar will write a formal letter addressed to that university stating that the student is allowed to do outstanding module/s with that university;
- iv. After completing the module/s the student must bring the results or academic record from that university and apply for credit/s during the registration period;
- v. After the approval of the credit/s, the faculty officer will register and capture the credit/s; and
- vi. In case the student brings the credit/s after the registration period, that credit/s will be processed during the next registration period

July 14, 2021: Special Meeting

The special meeting was called to discuss the recommended appointment of the DVC: Resources & Planning. The Chairperson briefly reported on what transpired at the Senate meeting of 27 May 2021, where Senate could not resolve on this matter because of the issues raised. Senate insisted that more information was required and as a consequence of that, it withheld expressing itself on the matter. The matter was subsequently referred back until all the issues raised were addressed.

The Registrar reported that additional information was to be obtained from Senate as part of the consultation process in the recruitment of a substantive Deputy Vice-Chancellor: Resources and Planning of the University. He stated that the resolutions of the meeting of Senate held on 27 May 2021 served before the Selection Committee on Thursday, 17 June 2021 and the following were resolved:

- i. That the Senate reconvenes immediately to provide the Selection Committee with the list of additional documents or information required; and
- ii. That Senate indicate precisely what additional information was required over and above what was already provided, noting that some of the information was confidential; and how its confidentiality would be ensured.

Senate resolved to stand by its decision not to support the recommendation of the Selection Committee. Senate emphasised that it needed confirmation that in future all governance issues from Senate would be communicated accordingly to Council by the relevant office.

November 29, 2021: Second Special Meeting

Senate ratified the approval by Senex of the Guidelines for the 2021 Community Excellence Awards. It also approved the Community Engagement Excellence Award.

The Chairperson reported that Senate needed to consider and note a proposal by the Covid-19 Task Team (CTT) to the EMC regarding mandatory vaccination of staff and students in 2022. After deliberations on the matter, EMC had advised the CTT to obtain a legal opinion regarding mandatory vaccination at MUT. A legal opinion had been obtained from the Internal Legal Services Division. The legal advice suggested that:

- i. Senate should support the CTT position that vaccination for staff and students should remain voluntary until the additional work, as recommended in the legal opinion, has been completed;
- ii. Senate should request Management to first complete the additional work before a decision on mandatory vaccination is made; and
- iii. That there should be two separate policies, i.e. a Policy for Mandatory Vaccination and a Policy for other mandatory preventative measures.

The Acting Registrar reported that Senex was requested to consider and approve the 2022 Almanac together with the General Handbook. An Almanac that indicated the academic programme for the following year must be approved by Senate the previous year. However, at its meeting held on 11 November 2021, Senate delegated the finalisation of the Almanac to Senex after receiving concerns from the Director: Research regarding the Research Committees. Senex referred the approval of the Almanac back to Senate after the Registrar's Office effected changes as recommended by Senex. Senate approved the 2022 Almanac with one change that had merit, which was to re-open the University on 9 January 2022.

The Senior Director: HR&D requested Senate to nominate a representative/observer to serve on the selection committees for the recruitment of executives at P2 and P3 levels. He reported that Council had approved the recruitment of executives to key portfolios of the University. Selection committees had been approved and the recruitment process had commenced. As per the approved guidelines, representatives of the various structures of the University were invited as members of the selection committees in an observer capacity. Observers would be invited to participate in all the proceedings of the selection committees. Senate recommended that there should be one observer per Selection Committee.

November 30, 2021: Emergency Meeting

The Senior Director: HR&D requested Senate to withdraw its original nominee and nominate another representative to serve on the selection committee for the recruitment of the DVC (RIE). The original nominee did not qualify to serve on any of these selection committees by virtue of previous conduct in a selection process and pending disciplinary action arising from such conduct. In the circumstances, Senate was required to withdraw this nomination and nominate another member in good standing.

Senate withdrew the original nomination and approved the election of Dr PR Gumede as the representative/observer for the DVC: Research and Innovation's position.

a. Summary

Senate held four ordinary meetings during 2021, in which it discussed and found solutions to important matters for the University. These included issues emanating from regulatory bodies, such as the DHET's addition of a new category for teaching and learning indicators. The new indicator in this case was capacity development. The CHE's third cycle of quality assurance in the form of institutional audits also featured strongly. The Senate deliberated on and approved strategic management issues such as the revision of the academic plan emanating from the delay of the academic year. Closely related to the disruptions caused by the pandemic were discussions around vaccination and the holding of virtual graduation ceremonies.

Other matters for discussion and resolution included general management issues, approval of documents such as charters, policies, and standard operating procedures for various tasks e.g. processes for correction of the academic structure, and a process for students to do a module with another institution for graduating at MUT.

Two special meetings that were held discussed the appointment of the DVC: Resources and Planning; community engagement excellence awards; possible mandatory vaccination for 2022; and election of a Senate representative/observer for selection committees for P2-P3 levels. The one emergency meeting held was to withdraw the nomination of a Senate representative for a selection committee and elect a new member.

iii. Research

Table 12: Research productivity in 2021

Period	Admin	Engineering	Management Sciences	Natural Sciences	Total
Baseline: 2020	53.83	14.62	18.25	17.98	104.68
Q1 2021: Jan - Mar	2.950	2.820	5.750	2.710	14.230
Q2 2021: Apr - Jun	0.000	2.840	0.330	1.495	4.665
Q3 2021: Jul - Sep	1.250	6.080	4.500	3.850	15.680
Q4 2021: Oct - Dec	2.784	2.985	8.330	4.677	18.576
TOTAL: 2021	6.784	14.725	18.910	12.732	53.151

Enhancing research skills is an important objective in the MUT strategy. To this end, several capacity building workshops and seminars were hosted by the Faculties in 2021 as outlined in Table 13 below:

Table 13: Research capacity-building workshops and seminars

Type	Name of workshop/seminar	Presenter/s	Date
	Transparency in Publishing	Prof Sam Lubbe	28 to 29 October 2021
	Matrix Analysis Workshop	Prof Sam Lubbe	25 November 2021
	The journey from PhD to Postdoctoral research Fellow	Dr MA Jordaan	20 September 2021
	Mentoring and coaching, project and time management, and work-life balance	Dr MA Jordaan	30 September 2021
	Crafting a research strategy for yourself, NRF rating and the way forward	Dr MA Jordaan	01 October 2021
	The Annual Research Indaba: Measuring research impact.	Ms Eloise Emdon (Carleton University, Canada)	6 and 7 September 2021

The National Research Foundation (NRF) rating system is a useful tool for benchmarking the quality of our researchers against the best in the world. The ratings are based on a researcher's recent research outputs and impact as perceived by international peer reviewers. Table 14 below reflects the MUT researchers with NRF ratings in 2021.

Table 14: NRF-rated researchers at MUT

Name	Rating category	Period of Rating
Prof. TC Haupt	C1	2016-2021
Dr K Tumba	C2	2021-2026
Dr H Ndebele	C3	2020-2025
Dr R Subbaye	C3	2020-2025
Prof. BF Bakare	Y2	2019-2024
Dr M Lasich	Y2	2019-2024
Dr BP Numbi	Y2	2019-2024

iv. Community Engagement

In 2021, eight nominated submissions were made to the Community Engagement and Development (CEAD) Directorate for the community engagement awards. Out of the eight submissions, five projects qualified for the awards. Two of the nominees not selected did well, but the category that they selected did not qualify them to receive awards. The two were still celebrated through a token of R2,500 each. One submission was incomplete and was not considered.

Category 1 (one prize): Distinguished Community Engagement Awards to the value of R20,000. Category 2: Best Multidisciplinary Collaborations for Community Engagement Awards to the value of R30,000 (R15,000; R10,000; R5,000). Category 3: Best Collaboration for New Initiatives Awards to the value of R30,000 (R15,000; R10,000; R5,000).

v. Staff and students awards and achievements in 2021

- Ms E Kotelana completed a PhD in Leadership and Complexity from DUT;
- Mr B Mhlongo completed a Masters Degree in Marketing from DUT;
- Mr EM Xaba completed a Masters Degree in Marketing (*cum laude*) from TUT;
- Prof BF Bakare was recently appointed as an Editorial Advisory Board Member of the Journal of Engineering, Design and Technology;
- Mr O Nkwonta and Mr AO Jaiyeola obtained their PhDs under the supervision of Prof TC Haupt (Research Professor);
- Ms M Akinlolu, a contract lecturer, completed her PhD in Construction Management under the supervision of Prof Haupt;
- Mr S Mtsweni, one of the first cohort of nGAP lecturers, completed his D.Eng in Chemical Engineering. Mr Mtsweni was able to complete his Masters and Doctoral

studies within the time frame given by DHET and he was the first nGAP lecturer to accomplish this feat

Summary of student governance activities and achievements:

- SRC Strategic Planning Workshop: Conducted in the Drakensberg, to align SRC activities and programmes to the strategic goals of the University;
- Allocation of SRC members to Student Governance Structures;
- Policy Development: Involvement of student leaders in policy development process by eliciting their inputs and comments;
- SRC Constitution: Student governance draft document was finalised and circulated to various statutory committees;
- SRC Covid and Vaccination Awareness Campaign: sensitizing students about the pandemic;
- SRC Participation in South African Union of Students (SAUS) and DHET activities;
- Elections and capacity development of Class Representatives and Faculty Committees;
- SRC Trust Fund Launched to assist qualifying students in financial distress;
- Partnership with Community Engagement to promote student leadership involvement in Student Volunteerism;
- Social Cohesion Workshops for student structures;
- SRC elections to enable students to exercise their democratic rights to elect their representatives to the University governance; and
- SRC inauguration, portfolio allocations, internal induction and handover process.

Student sports awards

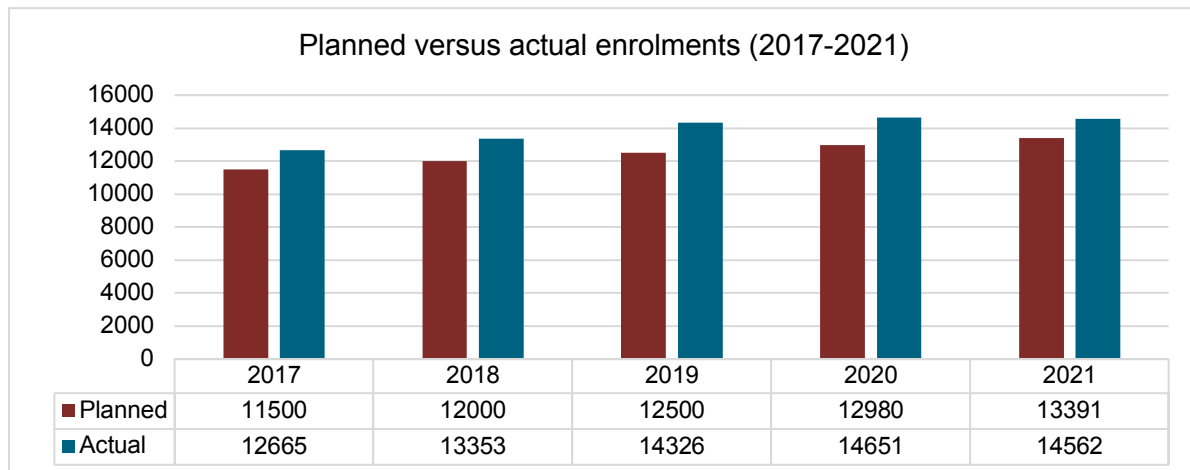
Due to Covid-19, sport was only partially allowed to resume towards the end of the year, only to be stopped again in November and December due to increased numbers of Covid-19 cases. Only the cricket and football leagues resumed after July.

A basketball player was selected during USSA winter games in Gqeberha (Nelson Mandela University) to be part of team South Africa for the world student games. Unfortunately, he was dropped from the squad because he is Nigerian by birth and does not possess a South African Identity document.

vi. Composition and size of the student body

Figure 1 below reflects the five-year trend in planned versus actual headcount enrolments at MUT. The number of students increased by 1,897 between 2017 and 2021, representing an annual average growth of 4% in headcount enrolments over a five-year period.

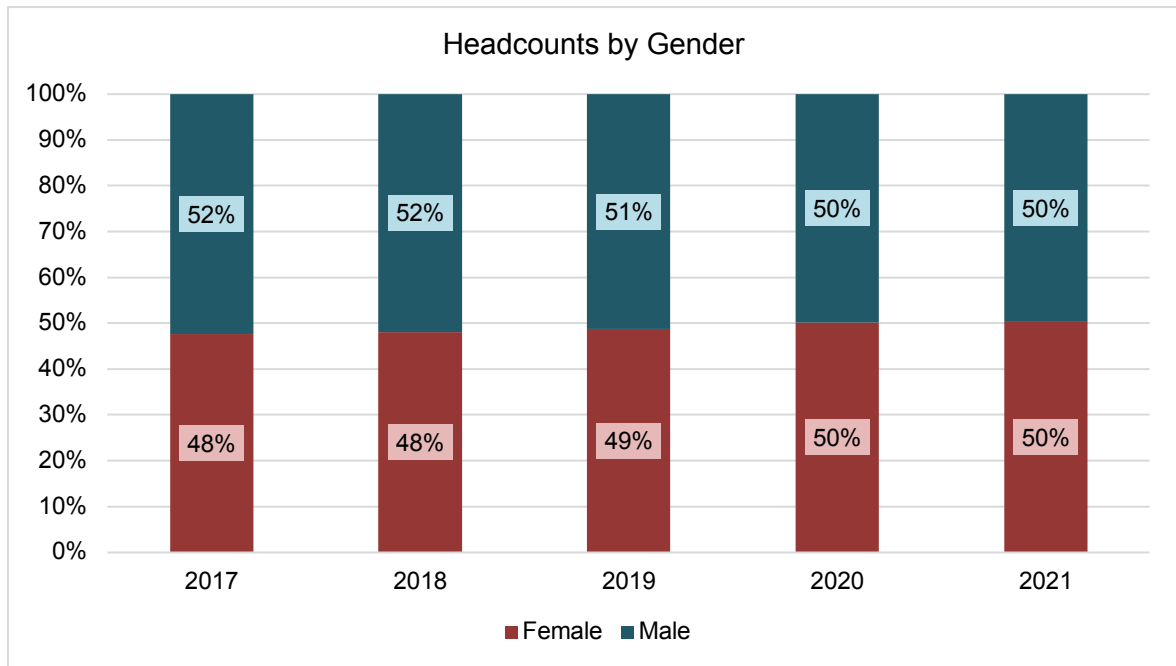
Figure 1: Headcount enrolments planned vs actual (2017-2021)



Most students enrolled at MUT in 2021 are African (99.66%). Indian (0.16%), Coloured (0.16%) and White (0.01%) students represent less than 1% of the student body. This demographic trend has remained consistent over the last five years.

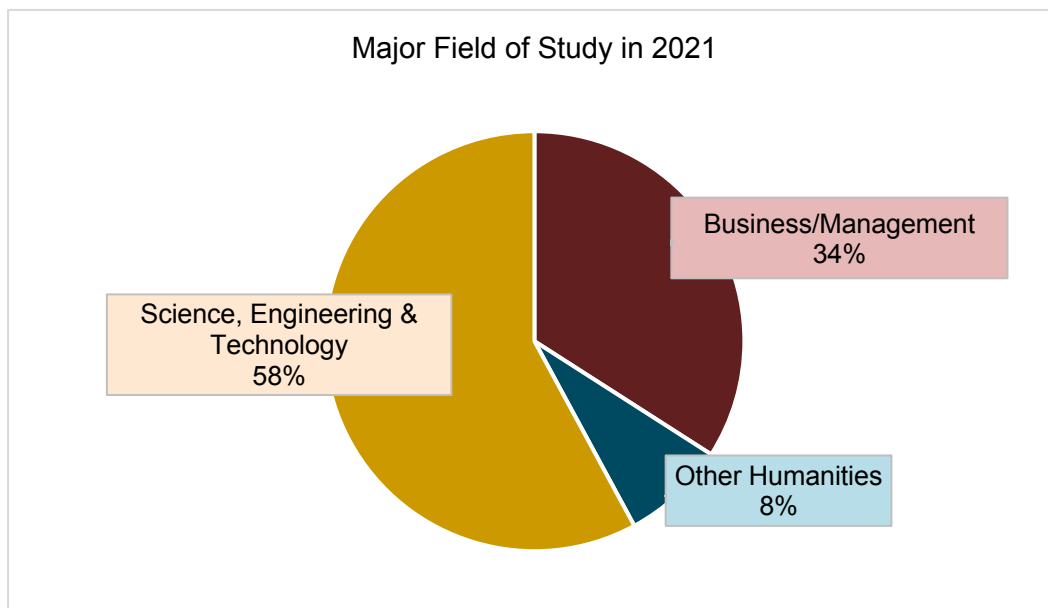
Figure 2 below shows that in terms of gender, there was a 50-50 split between male and females. There has been a gradual increase in the proportion of female students over the last five years and in 2020 to 2021 MUT achieved gender parity.

Figure 2: Headcounts by gender (2017-2021)



In 2021, headcounts by major field of study showed that the proportion of enrolments in Science, Engineering and Technology (SET) was 58%, down slightly from 60% in 2019. There was an increase in the proportion of students in Other Humanities, from 6% in 2019 to 8% in 2021 (see Figure 3.)

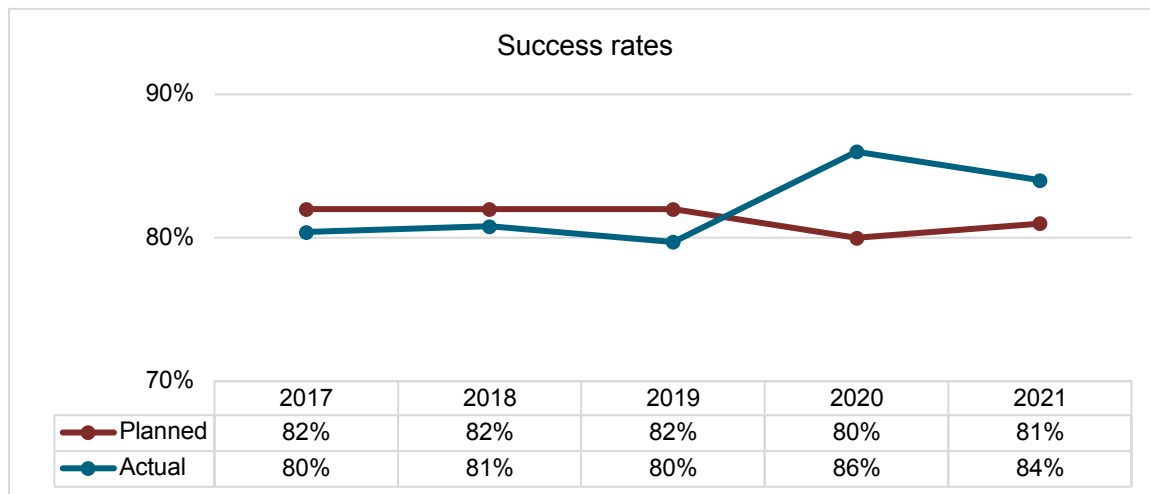
Figure 3: Headcounts by major field of study in 2021



Enrolments in Business/Management fields remained consistent and were slightly below target at 34% in 2021. The decline in SET enrolments may be attributed to the shrinking pool of learners who take Mathematics (as opposed to Maths Literacy) in matric. Passing Mathematics in matric is a minimum admission criterion for most SET courses.

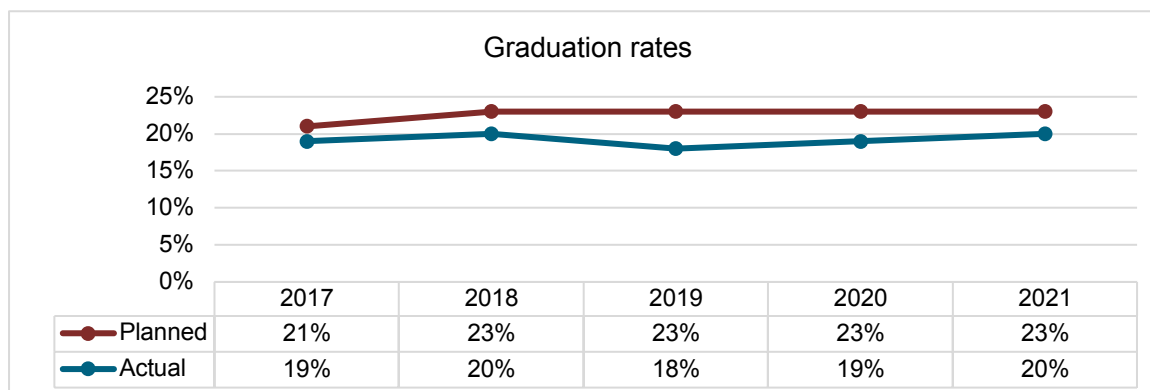
The success rate reflects the proportion of subjects that students pass (expressed as credit values), compared to the subjects for which they were enrolled. Figure 4 shows the planned versus actual success rates at the University for the period 2017 to 2021. The success rate has increased from 80% in 2017 to 84% in 2021. MUT's success rate for 2021 exceeded the planned target by 3% percentage points. This is significant, given the shift in teaching and learning methods to blended learning, due to the Covid-19 pandemic.

Figure 4: Success rates - planned vs actual (2017-2021)



The graduation rate (number of students who graduated divided by the total number of students enrolled in that year) stood at 20% in 2021 (Figure 5). While this is below the target of 23%, it does represent a stable output from 2018 to 2021.

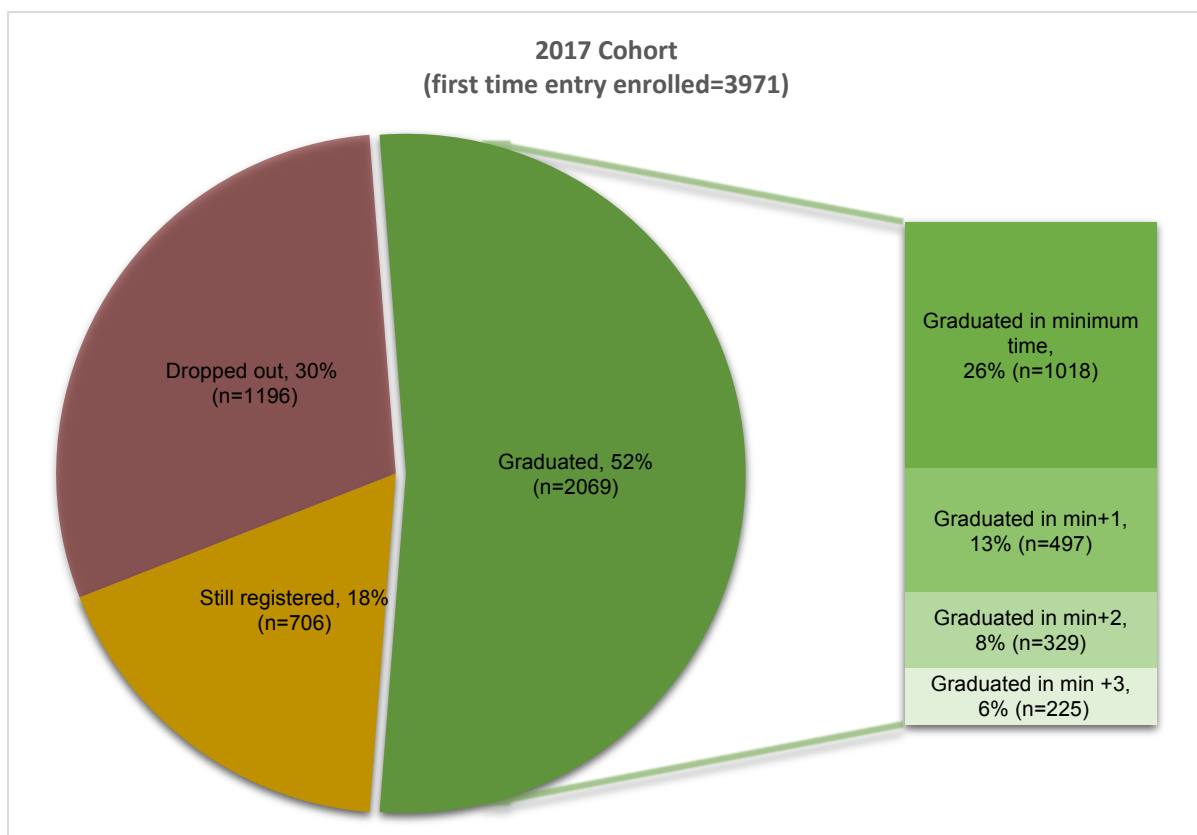
Figure 5: Graduation rates: planned vs actual (2017-2021)



The throughput rate aims to provide an indication of a University’s academic efficiency. It is defined as the number of new undergraduate students, analysed as a specific cohort tracked for a particular period, who have graduated either within the minimum time or more than the minimum time.

Figure 6 below provides a descriptive analysis of first year entry enrolments (n=3971) in 2017 and shows that 26% of students in the 3-year National Diploma and Diploma programmes graduated in the minimum time (in 2019). A further 13% graduated in the minimum time +1 year (in 2020) and 8% completed in the minimum time +2 years (in 2021). Overall, 53% of students who enrolled in 2017 graduated within 6 years of registration (min+3).

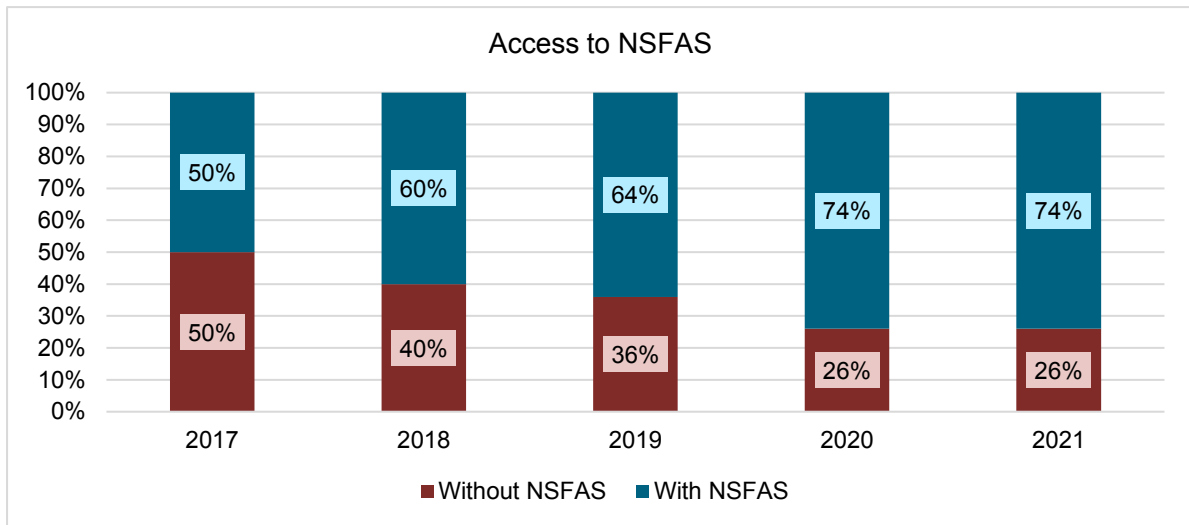
Figure 6: Cohort analysis (2017) of 3-year National Diploma & Diploma programmes



Dropout rates complement our understanding of student throughput rates. For the 2017 cohort enrolled in National Diplomas and Diplomas, 30% of the new entrants had dropped out by 2021. A further 18% of the students who registered for the first time in 2017 were still registered at the university in 2021.

The National Student Financial Aid Scheme (NSFAS) is the major source of student funding at MUT. Figure 7 below shows the five-year trend in the proportion of students who are funded by NSFAS. In 2021 the NSFAS grant was allocated to 10,797 students, representing 74% of MUT’s student population of 14,562. There has been a significant increase in the proportion of our NSFAS-funded students since 2017.

Figure 7: Student access to NSFAS (2017-2021)



Although NSFAS funding allocations have increased year on 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. MUT draws a large number of students from historically disadvantaged communities where many parents are either unemployed or dependent on government social grants. Additional financial aid from the private sector is insufficient to meet current needs.

30 August 2022

Prof MM Ramogale
Acting-Vice-Chancellor & Principal
Chairperson of Senate

Date

12. REPORT OF THE INSTITUTIONAL FORUM TO COUNCIL

The MUT Statute outlines the role of the Institutional Forum (IF) as an advisory body to Council on issues affecting the University, including but not limited to, the following:


- The implementation of the Higher Education Act and the national policy on higher education.
- Transformation, which includes race and gender equity policies.
- The selection of candidates for senior management positions.
- Codes of conduct, mediation and dispute resolution procedures.
- The fostering of an institutional culture which promotes tolerance and respect for fundamental human rights, and creates an appropriate environment for teaching, research, learning and community outreach.
- The language policy of the University.

The IF performs such other functions as may be determined by the Council. Subject to the provisions of the Higher Education Act and the MUT Statute, the Institutional Forum consists of representatives from Management, Council, Senate, academic employees, employees other than academic employees, students, and any other category determined by the institutional statute.

The Institutional Forum held four ordinary meetings in 2021, as well as one special meeting and one emergency meeting. The composition of the IF and attendance of the meetings is reflected in Table 15 below.

Table 15: IF composition and attendance

2021 Institutional Forum Attendance							
Name	19 February (Ordinary meeting)	04 June (Ordinary meeting)	17 June (Special meeting)	20 August (Ordinary meeting)	10 September (Emergency meeting)	29 October (Ordinary meeting)	%
Mr L Mthimkhulu (Chairperson)	P	P	P	P	P	P	100%
Mr T Hadebe	P	P	P	P	P	P	100%
Mr S Mbonambi	P	P	P	P	P	P	100%
Mr S Mthethwa	P	P	P	P	P	P	100%
Mr M Msimang		P	AP	P	AP	P	60%
Dr JM Makua	P	AP	P	P	P	P	83%
Mr LP Nzama	P	P	P	P	P	AP	83%
Mrs J Baah	P	A	P	P	P	P	83%
Mr N Fuyane	P	P	P	P	P	P	100%
Prof AM Msomi	P	P	AP	A	P	AP	50%
Ms LT Kweyama	P	P	P	P	P	AP	83%
Dr TT Poswa		P	AP	P	P	P	80%
Mr T Zwane	P	P	P	P	P	P	100%
Ms M Ntshingila	P	A	A	A	A	A	17%
Mr M Gumede	P	P	P	A	A	A	50%
Ms TE Kotelana	AP						0%
Dr BYC Mvuyana	AP	P	AP	P	P	P	67%
Mr M Mondli	A						0%
Mr AZM Kubone	A	P	P	P	P	P	83%

 Not a member
 P Present
 A Absent
 AP Apology

During 2021, the IF reviewed proposals and advised Council on the following matters:

- Recommended the Code of Ethics and Conduct to Council for approval.
- Recommended the revised MUT Statute to Council for approval.
- Supported a candidate for appointment as Senior Director: Human Resources and Development.
- Supported a report on an amended guideline document for the appointment of executives at Grades 2-3.
- Supported the Employment Equity Plan for approval by Council.
- Established an IF Task Team to develop a concept document on transformation, leading to the development of a Transformation Plan for the University.

Furthermore, in 2021 the IF:

Was informed that Protection Services had increased monitoring and patrols of the residences. The IF suggested that security in the residences should be standardised, so that students can feel and stay safe.

- Received a report that MUT's Employment Equity plan had expired. The University was not adequately addressing employment opportunities for people living with disabilities.
- Expressed concern at the performance of Human Resource and Development and urged management to enhance the department's operations.
- Requested a report on how former MUT students have been empowered through the BBBEE.
- Was informed that MUT does not have a proper succession plan.



Mr L Mthimkhulu
Chairperson of the Institutional Forum

31/09/2022

Date

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

The year under review commenced in the same manner as 2020 concluded, with MUT navigating the management of its core business under Covid-19 regulations outlined in the Disaster Management Act. The year saw the emergence of the Omicron sub-variant and subsequent peaks in the infection rates. Despite fluctuations in lockdown levels during the year, the University remained compliant and due consideration of the law was taken in managing operations.

The University continued to apply its special dispensation resolution of adopting a platoon system within the academic space, to limit the number of students on campus. Training in the delivery of E-Learning, or online tuition, continued and Academic staff became more accustomed to online teaching.

Despite the challenges experienced because of the pandemic, the mass looting in KwaZulu-Natal in July 2021, and the floods that ravaged the province, the University managed to successfully achieve targets stated in its Annual Performance Plan.

Substantial progress has been made in the recruitment of Executive Management staff. The process to recruit the Vice-Chancellor and Principal has commenced with the drafting of the Guidelines for Appointment of a VC, which has served at the various structures of the institution for consultation. The final document was planned to serve at the first Council meeting in March 2022.

The organisational structure in the Supply Chain Management (SCM) unit does not yet support an efficient and effective SCM function. Although two positions have been approved and filled in 2021, there is still a need for additional skills and experience in SCM to ensure the optimal functioning of the unit. Therefore, the approval of the SCM structure is crucial. Other positions within the Finance Directorate will be included in the proposed new structure. These will form part of a submission to Council which will also incorporate various positions recommended within other areas of operation. Once approval is received by Council in 2022, it is envisaged that many capacity constraints currently impeding optimal functionality within critical areas will be addressed.

The Directorate of Institutional Planning and Research (DIPR) facilitated the preparation of the University's Annual Performance Plan (APP) for 2022. The APP was approved by Council at its meeting of 01-02 December 2021 and submitted to the Department of Higher Education and Training (DHET).

The University made a submission of project plans under the Sibusiso Bengu Development Programme (previously the HDI Development Grant) for the period 2022 to 2025. The project proposals, also submitted to Council in December 2021, amounted to a total of R322,8-million over a four-year period (2022-2025).

DIPR initiated a review of MUT's Student Enrolment Plan for the years 2023-2025, in response to a request from the DHET for a Mid-Term Review. The Enrolment Plan is the basis for the subsidy that Universities will receive two years after the planned

enrolment years. The revised targets are more in line with the recent growth of MUT enrolments and will contribute to a higher DHET block grant subsidy from 2025.

Student services and student extra-curricular activities were constrained by restrictions enforced by the lockdown regulations. These regulations also negatively impacted community engagement activities that ordinarily form part of the University's academic calendar.

The major initiative entrusted to the Office of the Vice-Chancellor and Principal of the University, and which formed part of the Performance Agreement between the Vice-Chancellor and Council, was the development of the University Turnaround Strategy. To this end, a workshop was held in 2021 whereby Executive and Divisional Heads presented various plans aimed at promoting financial sustainability and, more broadly, culture change and other transformative initiatives to take the University forward.

The resolution taken at that workshop was that the University engage the services of Turnaround Consultants and an in-house Project Manager in 2022 to develop a turnaround plan and to oversee the project.

During 2021, the University was managed largely by an Acting Executive Management team as the substantive Vice-Chancellor and two other colleagues from Senior Management remained suspended for the duration of the year.



30 August 2022

Prof MM Ramogale
Acting Vice-Chancellor & Principal

Date

14. REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS

In 2021, MUT continued to maintain 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.

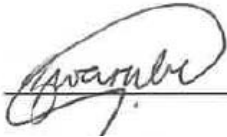
The University relies on enterprise resource planning (ERP) software to manage its information resources, namely staff, student, space and financial data. Information management systems have been developed and implemented according to defined and documented standards (for example HEMIS protocols). In addition, 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 regularly. 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.

Internal Auditors assess the operation of internal control systems and report findings and recommendations to executive management and ARCC. Corrective actions were taken to address control deficiencies and other opportunities for improving systems are adopted when identified.

Internal audits were performed on various divisions throughout the University according to a three-year rolling audit plan. On a quarterly basis, ARCC provided oversight on the implementation of the IA operational plan. Internal audit reports with management comments were presented to ARCC. The audit log was also maintained to assess progress on the implementation of management action plans in terms of addressing both internal and external audit findings raised previously. Status reports on the resolution of audit findings in the audit log were presented to ARCC on a quarterly basis.

While MUT does not have an Internal control manual, the University is guided by several finance policies and standard operating procedures. The University is also developing further finance policies and standard operating procedures in identified areas of need.

With regard to annual financial reporting, the University prepares its annual financial statements internally using specialized software. The financial statements are prepared by the Budget & Reporting Accountant, with the assistance of the Director: Finance and under the supervision of the CFO. The draft annual financial statements are subject to an independent review by the Internal Audit, Risk & Compliance directorate, and submitted to a joint sitting of the Finance & Investment Committee (FIC) and ARCC for approval.



Ms Z Gwarube
Acting Director: Internal Audit,
Risk and Compliance

30/08/2022

Date



Mrs NS Mlaba
Chairperson of the Audit, Risk and
Compliance Committee

30 August 2022

Date

15. REPORT ON TRANSFORMATION

As part of its Strategic Plan 2020-2025, MUT has committed to becoming “a transforming, equitable, sustainable and academically excellent University of Technology anchored in its communities”. This is a commitment to transform the culture of the institution in alignment with its core values and leadership capability expectations to produce graduates that make a positive contribution to our society. For this to come to fruition, MUT will have to transform the attitude and behaviour of its staff, who are the transforming agents, and the students themselves. The institution’s values are Accountability, Integrity, Respect and Excellence, which provide a valuable road map in terms of the kind of behaviour that the institution wants to foster.

Inspired by the stance taken by MUT’s Senate in 2018 by condemning gender-based violence (GBV) and xenophobia, the University committed itself to focusing on transforming the culture by running a number of campaigns to raise awareness of these issues.

With the launch of MUT’s radio station on June 16, 2021, the Vice-Chancellor made it clear that the issues would be a central focus of MUT Radio. A series of guest programmes focused on these key themes. In addition, there were targeted campaigns drawn from a booklet: *No excuse to abuse*. The campaigns focused on these themes:

- Understanding GBV
- Raising men
- Why men abuse
- Overcoming GBV

The campaigns, for both staff and students, were publicised on social media platforms and MUT publications and highlighted on MUT Radio. The online interactions provided opportunities to engage with students and some student comments were escalated to relevant departments.

The University is constantly aware of xenophobic issues around the country. Several campaigns against xenophobia were undertaken, bearing in mind the interests of MUT’s international students, its international staff members, and the surrounding communities.

The Office of the Vice-Chancellor spearheaded campaigns on the core values of the University. These campaigns aim to add value towards transforming the culture of the University. The values campaigns focus on the four main MUT values: Accountability. Integrity. Respect. Excellence. The campaigns were aligned to specific United Nations Days and South African holidays to emphasize the significance of the values. For instance, with Human Rights’ Day, the campaigns were designed to be a part of a nation-building and social cohesion agenda by focusing on building a rainbow nation and at the same time acknowledging the LGBTQ Rainbow Day. There was also a special focus on how sport could be used to strengthen values and to unify both staff and students.

As part of MUT Strategy 2025, the University identified foundational themes of leadership as themes that should transform MUT. These themes are:

- **Transformative leadership:** Critical thinking, analytical and reflective evaluation, and the ability to effect positive change.

MUT continued to sustain its flagship conference, Focus Conference, which took place in November, themed, 'The future of education. Where to from here?' This conference drew delegates from across the country and the world and cemented MUT's transformation agenda by tackling topical issues such as the abrupt and unprecedented transition into full online learning because of Covid-19 and tackling issues of how universities should be prioritising entrepreneurship among graduates.

The University also continued to implement its Anchor Strategy, which focuses on revitalising its location. Some projects undertaken as part of the Anchor Strategy focused on the preservation of local history and art. The University has made headway in the documentation of local history. The following links provide access to the home page of the local history projects and to podcasts of interviews on local history:

<https://www.mut.ac.za/umlazi-history/>

<https://www.mut.ac.za/umlazi-history-podcasts/>

In addition, the University has been working with local artists to help them curate Umlazi local art.

- **Promoting diversity:** Understanding and valuing differences among us; enhancing our view of the world, how we express ourselves, relate to one another, and our intellectual and moral obligations.

The promotion of diversity was implemented through the LGBTQ Rainbow campaign which included a fun walk within Umlazi Township.

With regard to diversifying the student body, the University relied on embassies for assistance with marketing the University given that there were still some Covid-19 restrictions.

- **Globalisation:** Technological, communicative, social, and cultural knowledge and skills to lead and succeed in the intensively connected global world.

Senate recommended the MUT's Internationalisation Strategy 2025 for approval by Council. The Internationalisation Strategy provides a platform for MUT to become more global so that the University can meet its Goal 4: Targeted national and international engagements.

In spite of being under Covid-19, the University held its International Week (I-Week) from 22 to 25 November 2021 by hybrid mode of delivery. It was attended by sister universities, multilateral funding agencies (DAAD, GIZ, USAID,

Humboldt) and international associations such as the National Association of African American Studies and the Climate Change Centre. The participants also included international universities from as far afield as Canada, UK, USA, to mention a few. The outcome of this week was the elevation of MUT's profile globally, while laying a foundation for MUT's internationalisation agenda.

MUT acknowledges the importance of ensuring fair and equitable treatment of all applicants for employment and all existing University employees by removing discriminatory barriers and introducing positive affirmative action policies and practices. The University has committed itself to promoting employment equity and affirmative action.

The EMC has indicated that transformation is not seen as an issue, act or event. Transformation is construed as a process of change at MUT. In this regard, EMC has seen to it that transformation is reflected in many key governance instruments. For instance:

- An interim Employment Equity Plan was approved in 2021 as the previous plan had expired.
- Targets for staff demographic profiles (to address injustices of apartheid policy) are encapsulated in our employment equity plan and monitored by HR&D.
- Targets for student demographics are captured in our enrolment plan and monitored by the Academic Planning Committee (APC) and academic administration.
- Targets to create an enabling culture are explicated in Goal 5 of our Strategy 2025 and monitored by the Office of the VC.
- Awareness programmes to address issues of gender-based violence and diversity are conducted by various departments such as Marketing and Communications and Student Affairs.
- There has been a recognition that more needs to be done to recruit and retain people living with disabilities.

15.1. Employment equity

MUT recognises that having a diverse workforce and an inclusive work environment makes good business sense. In South Africa there is also the moral, ethical and legislative imperative of addressing the legacy of apartheid, guided by the Employment Equity Act. The aim of the Employment Equity Act, 1998 (Act No. 55 of 1998) (EEA) is to facilitate transformation in the workplace. Transformation and change management should interlink with employment equity within all organisational structures to bring about a diverse and equal representative workplace. Organisational transformation and change are however challenging to implement due to fears and resistance.

The University Council has approved the interim Employment Equity Plan for twenty months as the previous plan expired. The reason for the interim employment equity plan is that there are still consultations throughout the sector and the promulgation of the Employment Equity Amendment bill is still awaited. This will determine sectoral targets

applicable to the University sector. The University is committed to eliminating unfair discrimination in all human resources policies and practices within MUT and designing and implementing affirmative action measures to achieve equitable representation of designated groups in all occupational categories and levels. All this is done through the implementation of the EE Plan.

The University is also striving to ensure that unfair discrimination is prohibited, through the analysis of employment policies and practices. Through our employment equity efforts, we promote equity of opportunity and seek to create a workforce that is representative of the South African population.

The Covid-19 pandemic affected the University in meeting some of its EE targets due to low recruitment levels. We continue to take advantage of the full human capital value chain to support our employment equity efforts. This includes attraction, appointment, development, advancement and retention. Table 16 below summarises the University's employment equity targets.

Table 16: University Employment Equity targets

University Employment Equity Targets					
Population Group	Gender	EAP 2020	Filled Posts	EE Target	Employees Required
African	Male	45,70%	278	331,34	-53,34
	Female	40,40%	306	292,88	13,12
Coloured	Male	0,70%	3	5,09	-2,09
	Female	0,80%	3	5,81	-2,81
Indian	Male	5,20%	35	37,69	-2,69
	Female	3,20%	21	23,19	-2,19
White	Male	2,40%	6	17,38	-11,38
	Female	1,60%	8	11,62	-3,62
TOTAL			660	725	-65

EAP: Economically Active Population. The 2020 EAP figures from the Labour Force Survey were the latest available in 2021.

All the figures in the negative represent a deficit in terms of employees required. The University has committed itself through the EE Plan to ensuring that its targets are clearly indicated on advertisements for posts so as to recruit or attract the relevant race and gender, particularly other races as MUT is dominated by African Males and Females. The University is hoping to attract other races through the new initiatives from the plan. There is still a shortage of women in higher-level positions and people living with disability. The University continues to work towards achieving employment equity targets and to ensure that the designated groups are given first employment opportunities. However, there has been slow progress in terms of achieving the provincial and national

targets. This is not a challenge unique to MUT but is evident elsewhere as indicated in the new EE Bill and associated regulations.

One of the difficulties in recruitment and selection of people from targeted groups has been in the area of scarce skills, especially Engineering. It is difficult to attract staff as we are competing with very high remuneration packages offered in industry. Deviations to hiring staff in the targeted groups in this area were expected and necessary, to ensure continuity of teaching at the University. In addition, there is slow progress towards meeting gender equity targets at senior management levels (Grades 1-3). Females are under-represented in executive management (which has two vacant DVC positions) and in other senior management roles. Attention also needs to be paid to the recruitment, selection and retention of people living with disabilities.

15.2. Staff development and capacity building

Employees are a key determinant of an organization's success and maintaining a well-trained, well-qualified workforce is a critical function of both employees and managers. Skills development supports transformation, the University goals, and professional and personal advancement. Employee training and development is a continued effort of the University to boost the performance of its employees. Staff development presents an opportunity to instil the needed skills for the employees and in doing so the University is able to bridge any gaps and weak links. Employees who receive training from time to time are in a better position to improve their work productivity.

Investing in the professional development of staff is important to maintaining and enhancing the knowledge and skills needed to deliver high levels of service to our stakeholders. Moreover, continuous professional development is among the key strategic objectives (2020-2025) to create an organisational culture that optimises productivity at MUT. In support of the strategic objective, training was provided during 2021 in Emotional Intelligence and Managing for Impact as part of a Management Development Programme.



30 August 2022

Prof MM Ramogale
Acting Vice-Chancellor & Principal

Date



30 August 2022

Ms Sanelisiwe Mnyandu
Chairperson of Council

Date

PART C: ANNUAL FINANCIAL REVIEW

16. REPORT OF THE CFO AND THE FINANCE AND INVESTMENT COMMITTEE

The Finance and Investment Committee (FIC) met as scheduled during the year to consider various financial and investment issues. The FIC focuses on issues affecting the financial well-being of the institution, including financial sustainability, finance policies, processes and systems.

It is encouraging to report that three new Finance Policies were approved during the 2021 financial year whilst the revised Supply Chain Management Policy was also approved. The Finance department has drafted the three remaining policies as per the policy schedule and has revised two existing policies. These policies are at various stages of the policy approval process and are expected to be approved later in 2022.

The onset of the Covid-19 pandemic in 2019 resulted in the President announcing a National State of Disaster followed by the lockdown restrictions brought into effect at the end of March 2020. These lockdown restrictions continued into the 2021 academic year and the lockdown levels remained in a state of flux during the 2021 year. This resulted in the 2020 academic year extending into the 2021 financial year and the 2021 academic year also extending to the first quarter of the 2022 academic year. The consequence of this, from a revenue recognition perspective, was that a portion of revenue relating to the 2020 academic year had to be recognised in the 2021 financial year and a portion of 2021 revenue had to be deferred to be recognised in the 2022 financial year.

The Covid-19 pandemic had dire consequences for the Higher Education sector. The University had to navigate through the lockdowns, dealing with multiple challenges as a result of the pandemic. The key financial challenges experienced as a result of Covid-19 continued into the 2021 financial year and included the following:

- i. Continued negotiations with landlords in order to reach amicable solutions that would not prejudice MUT, but also not disadvantage the landlords. The matter was also dealt with at national level, culminating in the DHET gazetting a regulation for the payment of student accommodation for the 2020 and 2021 years.
- ii. The negative impact on the economy of South Africa resulting in numerous businesses either closing down or down-sizing, with significant job losses in all sectors.
- iii. A significant reduction in cash collections as a result of the economic downturn, which negatively impacted cash flow and required very prudent and circumspect cash flow management.
- iv. The introduction of a multi-modular mode of teaching, necessitating the reduction of the Block Grant subsidy and re-prioritisation of certain earmarked grants in order to make funds available for continued teaching and learning.
- v. The extension of the 2020 and 2021 academic years meant that certain accounting adjustments had to be made in respect of revenue recognition.
- vi. The additional financial reporting requirements introduced by the DHET as a result of the Covid Responsiveness Grants given to universities.

Although the government commenced with the roll-out of the Covid-19 vaccine in 2021, the negative impact on the physical and mental health of staff within the Finance Department continued, with many members of staff contracting the virus and staff having to deal with the death of family and friends as a result of Covid-19 related complications.

We continue to navigate through these difficult times, addressing challenges and capacitating Finance staff in all aspects with a view to achieving improved efficiency, effectiveness and compliance .

Various measures have been put in place to improve and ensure the financial sustainability of the institution. However, there is a significant amount of work to do in ensuring it becomes fully financially sustainable. In this regard, MUT commenced with the development of a Turnaround Strategy in late 2021. This significant project was well received and a team of specialists has recently been appointed to prepare a detailed Turnaround Strategy which will be implemented in phases. Development of the strategy is expected to be completed by the end of 2022.

The Finance team is working towards the improvement of existing policies, processes, procedures and IT systems with the goal of improving overall efficiency, effectiveness and compliance.

The areas of Supply Chain Management (SCM) and Students Debtors continue to be addressed and progress has been made. We are pleased to report that Council in late 2021 approved two key positions in the Supply Chain unit, namely the Deputy Director: Bids & Acquisitions and Senior Procurement Officer: Contracts & Vendors. We believe that these appointments will assist in improving the related Supply Chain Management functions. Nonetheless, the full capacitation of the Supply Chain Management Unit under the recently approved University structure remains critical.

Privately funded student debt remains a major challenge for the University. This has been exacerbated by the advent of the Covid-19 pandemic and its devastating impact on the economy. MUT has handed over the collection of student debt to a panel of service providers. There is a significant volume of accounts handed over with the total handover value of approximately R400-million at year end. These service providers have made slow but steady progress in the collection of such debt. The average collection rate is 6%. We engage with the debt collectors on a monthly basis to review their progress in respect of collections. MUT's in-house capacity for debt management is very limited, but the revised proposed structure of the unit has made provision to partially address this issue.

The challenges of student fees and debt are not unique to MUT and pose a sector-wide problem. Historically, MUT has been lenient in allowing students with outstanding balances from previous periods to register in the new academic period without settling prior debt or making a significant payment towards reducing the balance. There is a culture of non-payment amongst students.

However, it is not feasible to prevent students from registering even when they owe fees to the University. The sector (including MUT) has experienced dire consequences of

financial exclusion. We continue to work with the SRC to address the issue of student debt and concessions, which are an inevitable consequence of the socio-economic factors affecting students.

The provision for doubtful debt is significant and represents 60% (2020: 46%) of the gross student receivables.

Another significant matter that is being attended to by the University is the regularisation of a non-profit entity controlled by MUT. The company, First Ready Development 143 NPC, was registered in 1998 with the objective of acquiring property to be used as student accommodation for MUT students. The property, referred to as the “Executive Hotel” was acquired in 1999 and since then has been used as a student residence for MUT students.

However, the administration of this company was not attended to, which resulted in company secretarial records and financial records not being properly maintained and the company was deregistered by the Companies & Intellectual Properties Commission (CIPC). MUT has embarked on a process to reinstate the company with the CIPC and to regularise the relevant compliance and regulatory aspects related to the company. The intention is to then transfer the property to MUT. Further details of this are provided in note 33 to the consolidated Annual Financial Statements.

MUT recorded a surplus during the current year. The surplus before “Other comprehensive income” is R194-million (2020: R19-million).

The increase in total income was 26% (2020: 7%) and the increase in total expenses was 10% (2020:13%). The increase in income was mainly due to an increase of 26% (2020: 7%) in student accommodation income. Government grants increased by 7% (2020: 12%), whilst tuition income increased by 43% (2020: declined by 10%).

The number of Full Time Equivalent (FTE) students decreased by 194 or 1,9% from 10,383 in 2020 to 10,189 in 2021.

The number of students in residences decreased from 10,893 in 2020 to 10,739 in 2021, a decrease of 154 students or 1,4%.

16.1. Budgeting process

The budget supports the implementation of plans aimed at achieving the objectives of MUT’s Annual Performance Plan. The budget for 2021 was a balanced budget in line with historical trends. A Budget Committee is responsible for overseeing the budget and recommending the budget to the FIC, which recommends it to Council for approval. The University issues a detailed budget guideline document on an annual basis in order to assist budget holders in the budget-setting process.

16.2. Financial aid

The majority of students at MUT rely on financial aid to fund their studies. This means that a large portion of tuition fees are generated from the National Student Financial Aid Scheme (NSFAS), plus a small proportion of bursaries or scholarships from independent donors.

16.2.1. NSFAS

In respect of the 2021 year, the number of NSFAS-funded students as of 31 December 2021 was 10,797 (2020: 10,866), representing a decrease of 0,6%. The total funded amount for 2021 was R843-million (2020: R826m).

The number of students funded does fluctuate during the year as students are added onto the funded report when new applicants are funded or when appeals are approved by NSFAS. Students are removed from the funded report if they cease to meet the requirements for funding.

As from 2021 NSFAS no longer makes upfront payments to institutions. In 2021, NSFAS changed their payment cycle to Universities from monthly to quarterly with documented payment dates. The payments are supported by remittance lists which are then used to allocate the receipts from NSFAS against the student accounts

NSFAS funding issues during registration continue to cause significant disruptions and inefficiencies during the registration process. The University has formed a Student Orientation and Registration Task Team (SORTT) to deal with all registration related challenges, including NSFAS issues.

NSFAS has confirmed that institutional audits are to be conducted over funds disbursed to institutions in terms of an agreed-upon procedures audit. A final draft of the agreed-upon audit procedures was circulated to universities in January 2022 together with the NSFAS Memorandum of Understanding. The cost of this audit will be for the account of MUT. The audit report is due to NSFAS by 30 November 2022.

16.2.2. Bursaries and scholarships

The University has a cohort of students that are funded by various organizations, government and private institutions. The funding is staggered over the year with some organizations providing support and making commitments over various periods of the year, especially the SETAs who provide funding to students.

Bursaries and scholarships amounted to R23-million (2020: R35m) and funded 402 (2020: 512) students. The advent of the Covid-19 pandemic contributed to fewer bursaries and scholarships being granted by donors.

16.3. Financial highlights: Income and expenditure

16.3.1. Income

The statement of Profit & Loss and Other Comprehensive Income distinguishes between Council controlled funds, earmarked funds, and student and staff accommodation.

Total income increased from R1067-million in 2020 to R1344-million in 2021, which is an increase of R277-million (26%).

Council-controlled income amounted to R845-million compared to R722-million in 2020. This is an increase of R123-million (17%); (2020: R44m; 6%).

- Government subsidies and grants increased from R476-million in 2020 to R511-million in 2021, an increase of R35-million (7%).
- Tuition fee income increased from R234-million in 2020 to R334-million in 2021, which is an increase of R100-million (43%). The increment for tuition fee increases for the 2021 year was 4.7% (2020: 6%). Tuition income of R52-million was deferred in 2020 to 2021 as per IFRS 15. The amount deferred in 2021 to 2022 is R16-million.
- Income from student residence fees increased from R332-million in 2020 to R483-million in 2021, which is an increase of R151-million (45%). The increment in University residence fees and private leased residence fees was 6.7% (2020: 8%). Residence fee income of R72-million was deferred in 2020 to 2021 as per IFRS 15. The amount deferred in 2021 to 2022 is R20-million.

16.3.2. Expenditure

Council-controlled unrestricted expenditure amounted to R791-million compared to R743-million in 2021, which is an increase of R48-million (6%).

Personnel costs amounted to R482-million compared to R464-million in 2020, which is an increase of R18-million (4%). The salary increment for the year was 5.1%. The ratio of personnel costs to unrestricted income is 57% (2020: 64%).

16.4. Other operating expenses

Other operating expenses amounted to R560-million, which is an increase of R185-million (49%) on the 2020 expenses of R375-million. A significant portion of this increase is a result of external student residence rentals which increased by R143-million (79%). This was because a greater portion of the student accommodation rentals were capitalised in 2020 to the Lease Liabilities in accordance with IFRS 16; whilst in 2021, many of the leases did not meet the requirements for capitalisation. Therefore, a greater amount of the rental expenditure was recognised in the statement of comprehensive income.

Total expenditure amounted to R1150-million, which is an increase of R102m-million (10%) on the 2020 total of R1048-million.

Management continues to review costs with a view to cost optimisation whilst ensuring that the quality of teaching and learning is not compromised.

16.5. Surplus/deficit

In 2021 there was a surplus in the Council-controlled funds of R54-million, which is an increase of R75-million from the 2020 deficit of R21-million.

The surplus from student accommodation increased from R39-million in 2020 to a surplus of R124-million in 2021. This is an increase of R85-million (218%) compared to 2020.

In 2021 there was an overall surplus before other comprehensive income of R194-million, which is an increase of R175-million compared to the 2020 surplus of R19-million.

16.6. Statement of financial position

16.6.1. Non-current assets

Property, Plant and Equipment increased by 12% from R945-million in 2020 to R1056-million in 2021. The increase is a result of gains from a physical assets verification exercise conducted.

The University continues to improve its systems and processes over Property, Plant & Equipment, especially moveable assets. It will conduct physical verification on an annual basis and is also considering introducing better technology in respect of the monitoring and control of moveable assets.

16.6.2. Current assets

Current assets increased by 13% from R1332-million in 2020 to R1500-million in 2021. The increase is mainly due to an increase in cash and cash equivalents of R276-million.

16.6.3. Non-current liabilities

Non-current liabilities increased by 11% from R1062-million in 2020 to R1178-million in 2021. The increase is due to the increase in deferred Income of R130-million as a result of work-in-progress being raised on the infrastructure projects.

16.6.4. Current liabilities

Current liabilities decreased by 11% from R479-million in 2020 to R425-million in 2021. This is mainly due to the decrease in restricted grants of R22-million, a decrease in trade and other payables of R26-million, and a decrease in provisions of R5-million.

16.6.5. Solvency and liquidity

The balance sheet reflects a technically solvent position as the University's total assets exceed its total liabilities by R968-million (2020: R748m). Liquidity is also positive with current assets exceeding current liabilities by R1075-million (2020: R854m). The University's own cash balance after deducting earmarked grants is R483-million (2020: R176-m) as at 31 December 2021.

Table 17: Financial indicators and ratios (2017-2021)

	2017	2018	2019	2020	2021
Personnel cost to unrestricted Income	60%	58%	65%	64%	57%
Personnel cost as a % of total expend.	46%	45%	47%	45%	36%
Subsidy as a % of income	42%	45%	41%	41%	37%
Tuition and residences as % of income	54%	54%	56%	55%	61%
Other Income as a % of Income	1%	1%	1%	1%	1%
Current Ratio	2.93	4	3	3	3.53
Cash Ratio	2.02	2.69	2.66	0.58	1.37
Total debtors as a % of fees	69%	98%	39%	75%	70%
Provision for bad doubtful as a % of debt	47%	50%	54%	46%	60%
(Decrease)/Increase in debtors (R000)	128 674	109 118	-44 951	127 497	-112 413

There is a focused effort to improve the financial sustainability of the University. This is evidenced by the improvement in results and financial position of the University, as well as the commencement of the development of a Turnaround Strategy.

Although progress is slow and hindered by various internal and external factors, we are confident that the University will be successful in implementing improvements that will see enhanced efficiency, effectiveness and compliance that will contribute to the financial sustainability of the University.



29 August 2022

Mr R Delomoney
Chief Financial Officer

Date



31 August 2022

Mr S Dlamini
Chairperson of the Finance &
Investment Committee

Date

17. REPORT ON RISK EXPOSURE ASSESSMENT AND ITS MANAGEMENT

Risk identification and assessments at MUT are conducted by the University's Risk Management Committee (RMC), which is essentially the Executive Management Committee (EMC), and monitored by the Audit, Risk and Compliance Committee (ARCC) of Council.

Risk reporting is facilitated by the University's Director: Risk and Audit, and submitted to ARCC and management structures on a quarterly basis, and in response to authorised ad hoc requests. The implementation of an effective risk management system is a strategic imperative that has the full support of MUT's Council, management and staff.

MUT appointed institution-wide Risk Champions through the VC's Risk Management Committee. The champions are operating at a departmental level (first line of defence) and are there to provide support to the risk management oversight structure. This is an improvement on the more reactive approach previously adopted. In 2021, the EMC met to review and assess the strategic risks to the University. The top 12 institutional risks identified in 2021 are listed in Table 20 below, with their residual risk rating.

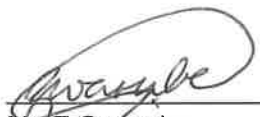
Table 18: Top 12 risks in 2021

BRIEF DESCRIPTION OF RISK	RESIDUAL RISK ¹ RATING
1. Covid-19	
1.1 IT security	5
1.2 Decline in international students and partnerships	15
1.3 Pandemic disease	4
1.4 Lockdown regulations	4
1.5 Finance	8
1.6 Infrastructure delivery	3
1.7 Declining research output	2,25
2. Failure to maintain academic quality and standards	10
3. Inability to strengthen our position as a research-informed University	10
4. Not being relevant or responsive to community needs	8
5. Inability to form collaborations nationally and internationally	15
6. Non-alignment of skill set to achieve strategic imperatives	15
7. Non-alignment of IT Strategy to organisation-wide strategy and needs.	15
8. Inability to remain financially sustainable	15
9. Lack of fit-for-purpose infrastructure	15
10. Non-compliance to laws, regulations, and processes	8
11. Inadequate whole student life (other activities)	12
12. Disruptions to normal business events	7,5

¹ The amount of risk or danger associated with an action or event remaining after controls (or mitigating strategies) have been implemented.

The Strategic Risk Register is used by Council, ARCC, the Acting Vice-Chancellor and the Executive Management team to identify, assess and monitor strategic risks of significance to the University during the year. It is a key tool used by Council and EMC to effectively manage institutional risks.

Feedback on the identified strategic risk and the mitigation controls is achieved through the MUT-approved combined assurance framework, which aims to inform on the effectiveness of assurance providers and to create confidence in the assurance provided in relation to key organisational risks.



Ms Z Gwarube

Acting Director: Internal Audit
Risk and Compliance

30/08/2022
Date

18. REPORT OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE

The Audit, Risk and Compliance Committee (ARCC) comprises a majority of external members of Council, elected by Council, who are knowledgeable and experienced in audit, risk, and compliance matters, one of whom is the Chairperson of the committee. In addition, the committee comprises the Vice-Chancellor and one additional internal member of Council, elected by Council.

The Committee's primary responsibility is to provide Council with assurance on the application of principles and best practices associated with the Council's accountability regarding all elements of corporate governance. The Committee is responsible for performing the following tasks (among others):

- i. Assist the Council in fulfilling its role of providing assurance on corporate governance.
- ii. Facilitate effective working relationships between the Council, management, and the external and internal auditors.
- iii. Review the financial statements and consider all factors and risks that may affect the integrity of the financial statements.
- iv. Consider the need for summarised information and engage with external auditors.
- v. Review its own Code of Business Conduct, the system of internal control, the management of all financial risks, information systems, accounting practices, the University's processes for monitoring compliance with laws and regulations (where applicable), and the University's auditing processes.
- vi. Ensure that each Committee member understands the detailed responsibilities of Committee members as well as the institution's business, operations and risks in order to perform his or her duties effectively.

18.1. Internal audit

Internal audit is an independent assurance function with the aim of providing oversight and reasonable assurance that controls are in place to ensure the effective and efficient delivery of operations, reliability of financial information, safeguarding of assets and the information systems environment, and compliance with laws and regulations.

The Internal Audit (IA) function at MUT works in line with the Internal Audit Charter as approved by the Audit Risk and Compliance Committee. The internal audit activity is co-sourced with appointed service providers reporting to the MUT Director Risk and Audit. MUT has two internal auditors and an internal audit Manager to support this function. The Director Risk & Audit was suspended for the full 2021 financial year. The Manager Internal Audit has been acting in the role.

The Director Risk and Audit, as the custodian of the internal audit function, reports regularly to ARCC and has unrestricted access to the Committee Chairperson. A three-year strategic rolling plan and an annual operational plan were developed and approved for the 2021 financial year. This is a risk-based plan and reports are submitted to ARCC on a quarterly basis for monitoring and oversight purposes.

Internal Audit also assists the University in coordinating the process of closing out the prior period external and internal audit queries by management, by following up quarterly on the specified target action dates. An audit log report is updated and reported to ARCC. Table 19 below shows the status of internal audit findings as at 31 December 2021:

Table 19: Status of Internal Audit findings, 2021

Status as at 31 December 2021 Q4										
Status	Teaching & Learning	Finance	HR	Marcomms	Student Affairs	Registrar	DIPR	IT&N	Operations	Total
Not Resolved	4	29	3	0	5	11	0	0	25	77
Resolved	51	180	19	9	13	11	17	17	3	320
Partially Resolved/In progress	7	18	3	0	8	2	7	7	1	53
Not due for implementation	0	3	0	0	0	0	3	0	4	10
Awaiting Management Comments	0	0	0	0	0	0	0	0	0	0
	62	230	25	9	26	24	27	24	33	460
Total Number of Findings due for management action										450

18.1.1. Internal control systems

MUT strives for continuous implementation and monitoring of the systems of internal controls. Internal control systems are in place and operating effectively. Nevertheless, due to the nature of our operating environment, there are inherent limitations to the effectiveness of our internal control systems, including the likelihood of human error and the bypassing or overriding of controls. Therefore, even an effective internal control system can provide only reasonable assurance with respect to the preparation of financial statements and the safeguarding of assets. The University's external auditors provided an audit opinion of the annual financial statements (AFS) in 2021.

It is management's responsibility to implement a good system of internal controls to ensure strategic goals are achieved. The role of Internal Audit is to assess internal control systems and to assist line management in ensuring the adequacy of such controls. The University Council, through ARCC, provides oversight of the preparation, integrity and fair presentation by management of the financial statements and the financial reporting process.

18.2. Risk management

Risk management at MUT is guided by an Integrated Risk Management Framework and the risk management process is aligned to strategy, which ensures a focused and integrated process of risk management.

MUT, through its Risk Management and Combined Assurance Policy and Framework, has adopted the King IV report on Corporate Governance Principle 4, 11, 12, 13, 15 and 16, which require Council and management to implement a risk management process that is based on best practices, including the COSO II Risk Management Framework (as revised 2017) and the ISO 31000:2018 Risk Management Principles and ISO 19600 International Standard for Compliance Management. The adopted guidelines and

principles provide a structured approach to implementing risk management on an enterprise basis. Therefore, initiatives deliver outputs including management of risks and improved decision making.

The MUT Council, with the support of ARCC, has provided oversight for risk management and Internal Audit. The Vice-Chancellor, with the risk management committee (EMC), is responsible for the implementation of the Enterprise Risk Management (ERM) policy and Combined Assurance Framework.

The Director Risk and Audit is responsible for co-ordinating ERM activities. The Risk and Audit function, as a second line of defence, facilitates the enterprise-wide risk management and combined assurance process. The risk management function conducts risk assessment workshops or training and provides updates of the strategic risk register and the fraud risk register on a quarterly basis. It was confirmed in the management strategic risk assessment workshop that the MUT strategy 2020 to 2025 has not had any updates or revisions. This resulted in a resolution that the strategic risks of 2020 are still all relevant for the 2021 year.

18.3. Compliance

18.3.1. Mitigating against fraud and corruption

MUT is a publicly funded University. In line with the principles of good corporate governance, MUT continues to support and foster a culture of zero-tolerance towards fraud and corruption in all its activities and is committed to maintaining a culture of ethical compliance. The vice chancellor has formulated a management structure, the anti-fraud working group, to formally deal with all the fraud matters for investigation. The objectives of the structure are to:

- Co-ordinate forensic efforts to achieve the strategic objectives as set out in the strategic plan;
- Ensure effective and efficient execution of prevention, detection and investigation activities;
- Streamline forensic activities and leverage knowledge across MUT;
- Improve and define ownership of fraud prevention, including deterrence, detection, investigation and remediation;
- Minimize and monitor the fraud risk exposures across the University.

MUT has provided an independent whistleblowing facility for staff, students, suppliers, and other interested parties to report fraud, corruption, unethical conduct and misconduct, confidentially and anonymously. Cases where the allegations are found to have merit are dealt with via the University's internal disciplinary processes. On a quarterly basis all reported cases, management actions, and progress are reported to ARCC.

Table 20 below reports matters raised via the Whistleblowing platform in 2021 and earlier cases for which investigations were concluded in 2021. The table does not reflect the outcome of disciplinary hearings arising from whistleblower investigations, nor University investigations arising from other sources.

Table 20: Matters raised via the Whistleblowing platform

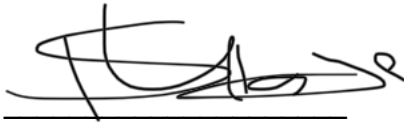
Description	Date Reported	Date Forensic Investigation Finalised	Resolution or Status of Management Action
Alleged irregularities surrounding the second advertisement and the recruitment to the position of the Human Resource Executive Director	03 Aug 2020	Feb 2021	The forensic report was concluded and the matter referred to the Acting DVC Resources & Planning and the Acting Vice-Chancellor. A disciplinary process was concluded. Both the affected parties have since left the university after a mutual separation agreement.
Allegation of mismanagement and fruitless and wasteful expenditure by a Head of Department	22 June 2021	No forensic investigation required	The Anti-Fraud Working Group resolved that the matter first be handled by the DVC Teaching & Learning as it appeared that the issues were not of a fraudulent nature, but rather the result of personality clashes.

18.3.2. Monitoring health and safety

The University's Health and Safety Committee regularly monitors actions taken by management to mitigate any risks on health and safety matters and areas of concern. The committee has a Charter that guides its functionality. The focus has been on improving the behaviour of students in residences and always adhering to health and safety standards.

18.3.3. Monitoring IT governance

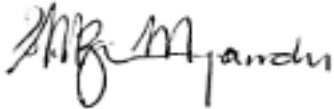
On a quarterly basis, the ICT function within the University submits to ARCC the IT Governance report for risk oversight purposes. ARCC continuously stresses the importance of adopting industry-best practices on IT Governance. ICT has been identified as one of the priority risk areas and forms part of the University's strategic risk register. To this end, progress towards developing a comprehensive IT strategy and IT governance policy that supports the academic enterprise as well as the support services of the University began in 2020 and continued in 2021.



30 August 2022

Mrs NS Mlaba
Chairperson of the Audit, Risk and
Compliance Committee

Date



30 August 2022

Ms Sanelisiwe Mnyandu
Chairperson of Council

Date