



ANNUAL REPORT

2023

AUGUST 2024

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ABBREVIATIONS AND ACRONYMS

ACSAWG	Academic and Student Affairs Working Group
AFS	Annual Financial Statements
AI	Artificial Intelligence
ALLU	Academic Literacy and Language Unit
APC	Academic Planning Committee
APP	Annual Performance Plan
ARCWG	Audit, Risk and Compliance Working Group
BBBEE	Broad-Based Black Economic Empowerment
Capex	Capital expenditure
CE	Community Engagement
CEAD	Community Engagement and Development Directorate
CFO	Chief Financial Officer
CHE	Council on Higher Education
COEC	Community Engagement Committee
Covid-19	Coronavirus disease of 2019
CRM	Customer Relationship Management
DHET	Department of Higher Education & Training
DVC	Deputy Vice-Chancellor
EAO	Economic Activation Office
EAP	Economically Active Population
ECSA	Engineering Council of South Africa
EDHE	Entrepreneurship Development in Higher Education
EE	Employment Equity
EEP	Employment Equity Plan
EMC	Executive Management Committee
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
Exco	Executive Committee of Council
FCEDC	Faculty Community Engagement and Development Committee
FIWG	Finance and Investment Working Group
FMS	Faculty of Management Sciences
FNS	Faculty of Natural Sciences
FQAC	Faculty Quality Assurance Committee
FTE	Full Time Equivalent
GBV	Gender-based violence
GSCEWG	Governance, Social Cohesion and Ethics Working Group
HEMIS	Higher Education Management Information System HEQC
	Higher Education Quality Committee
HEQSF	Higher Education Qualifications Sub Framework
HR&D	Human Resource and Development
HRWG	Human Resources Working Group
HSC	Health and Safety Committee
IA	Internal Audit

ICT	Information and Communications Technology
IF	Institutional Forum
IFAWUE	Irregular, Fraudulent and Wasteful Unauthorised Expenditure
IFRS	International Financial Reporting Standards
ITNGWG	Information Technology Network and Governance Working Group
IP	Intellectual Property
IQA	Institutional Quality Audit
IT	Information Technology
IT&N	Information Technology and Networks
ITP	Institutional Transformation Plan
ITS	Integrated Tertiary Software
KPI	Key Performance Indicator
KZN	KwaZulu-Natal
LMS	Learning Management System
MSEU	Mathematics and Science Education Unit
MUT	Mangosuthu University of Technology
NGAP	New Generation of Academics Programme
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NQF	National Qualifications Framework
NRF	National Research Foundation
NSFAS	National Student Financial Aid Scheme
NUTA	National University Teacher Awards
OHS	Occupational Health and Safety
Opex	Operating expenditure
PCT	Patent Cooperation Treaty
PDRF	Postdoctoral Research Fellow
PQM	Programme and Qualifications Mix
PRIWG	Planning, Resources and Infrastructure Working Group
QA	Quality Assurance
QAF	Quality Assurance Framework
QMD	Quality Management Directorate
RMC	Risk Management Committee
SA	South Africa
SAC	Student Affairs Committee
SAHECEF	South African Higher Education Community Engagement Forum
SAMP	Student Affairs Management Panel SAMRC
	South African Medical Research Council
SARS	South African Revenue Service
SBDP	Sibusiso Bengu Development Programme
SCM	Supply Chain Management
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SL	Service Learning
SLF	Service Learning Forum
SMS	Short Message Service

SO	Strategic Objective
SOE	Scholarship of Engagement
SOTU	State of the University
SPSS	Statistical Package for the Social Sciences
SRC	Student Representative Council
STEM	Science, Technology, Engineering and Mathematics
SWEEP	Student Woman Economic Empowerment Programme
TLDC	Teaching and Learning Development Centre
TSC	Technology Station in Chemicals
TVET	Technical Vocational Education and Training
UCDG	University Capacity Development Grant
UKZN	University of KwaZulu-Natal
UNIVEN	University of Venda
UWC	University of the Western Cape
USAf	Universities South Africa
VC	Vice-Chancellor
WIL	Work Integrated Learning

INTRODUCTION

This Annual Report provides information on the core business of Mangosuthu University of Technology (MUT) in 2023. The first part reflects MUT's performance in 2023 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 University's Student Enrolment Plan 2020-2025, as approved by the Department of Higher Education and Training (DHET) and progress toward achieving the pre-determined objectives and targets set out in the Annual Performance Plan (APP) for 2023.

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 Administrator, the Acting Vice-Chancellor and Principal, Senate, and the Institutional Forum (IF). 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 MUT's finances in 2023. It addresses the salient features presented in the annual financial statements (AFS) for the period 1 January to 31 December 2023, and provides commentary on the financial highlights. This part comprises a report from the Chief Financial Officer (CFO) and the Finance and Investment Working Group (FIWG) of the Administrator, a report on risk assessment, and a report from the Audit, Risk and Compliance Working Group (ARCWG).

The 2023 Annual Report was approved by the University Administrator on 30 August 2024.

PART A: PERFORMANCE ASSESSMENT REPORT

1. PERFORMANCE AGAINST THE DHET APPROVED ENROLMENT TARGETS

Table 1: Performance against Ministerial Approved Targets in 2023

INDICATORS	2022 Actuals (Audited 3 rd HEMIS submission)	2023 Approved Targets (Enrolment plan)	2023 Actuals (Audited 3 rd HEMIS submission)	2023 Percentage Achievement
HEADCOUNT TOTALS (Excludes Occasional)				
First-time entering undergraduates	3 435	3 770	3 409	90,42 %
Foundation provisioning (1 st Time Entry)	500	405	488	120,49 %
Total headcount enrolment	14 437	14 500	14 312	98,70 %
Total undergraduate headcount enrolment	14 379	14 310	14 239	99,50 %
Total postgraduate headcount enrolment	58	190	73	38,42%
ENROLMENTS BY MAJOR FIELD OF STUDY				
Science, Engineering, Technology	58%	59%	59%	100,0%
Business/management	34%	34%	32%	94,12%
Other Humanities	9%	7%	9%	128,57%
GRADUATES IN CURRENT YEAR				
Graduates - undergraduate	3 044	3 021	3 009	99,60%
Graduates – postgraduate	44	126	47	37,30%
Graduation rate	21%	22%	21,33%	96,95%
Success rate	76%	81%	78,61%	97,05%
UNDERGRADUATE OUTPUT BY SCARCE SKILLS				
Engineering	778	808	1010	125%
Life and physical sciences	62	62	94	151,61%
Human health	62	148	59	39,86%
Animal Science	13	75	10	13,33%
STAFF PROFILE				
Instructional/research professional staff	230	237	238	100,42%
% staff with doctoral degrees	26%	19%	26,05%	137,10%
Number of NGAP staff	14	19	19	100%
Ratio of FTE students to FTE instructional/research staff	45:1	33,6:1	38,8:1	115,48%
RESEARCH OUTPUT				
Total Research Output units	106,33	66	115,673	174,24%

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

Performance rating key:	1 Not achieved in 2023	2 Started but below target by more than 3%	3 Within 3% range of target	4 Exceeded expectations. More than 3% 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)	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	Reason for Underperformance (Provided for rating 2 and below)
SO 1.1 To increase student success	1. Student success rate	76%	81%	78,61%	3	
	2. Student graduation rate	21%	22%	21,33%	3	
	3. Throughput rate (in min+2) for the 3-year diploma programmes (NQF6) (2019 cohort reported in 2023)	55%	54%	55.88%	4	
SO 1.2 To improve graduate satisfaction with the quality of teaching and learning	4. Graduate satisfaction with the quality of teaching and learning	85%	85%	85%	3	
SO 1.3 To increase the	5. Implementation of Approved E-learning Strategy	Strategy was piloted	Implemented E-learning strategy	Strategy implemented	3	

Goal 1: Excellence in teaching and learning						
Strategic Objectives	Key Performance Indicator (KPI)	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	Reason for Underperformance (Provided for rating 2 and below)
quality of graduates	6. Percentage of undergraduate students graduating with work-integrated learning (WIL) experience	46%	50%	59%	4	
	7. Employment of graduates (reported at graduation)	28,6%	33%	24,7%	2	MUT is not in a position to directly influence the employment outcomes. Employment rates are dependent on various external factors beyond the University's control.
SO 1.4 To maintain the number of programme offerings endorsed by professional bodies or associations	8. Percentage of approved academic programmes endorsed/accredited by professional bodies/associations	4	100%	100% (Six programmes)	3	The measure was changed for 2023 to reflect the proportion of academic programmes endorsed or accredited by professional bodies or associations that maintained their accreditation. The wording of the KPI, "number of programmes offerings" is from the Strategic Plan.
SO 1.5 To increase the ratio of Postgraduate programme offerings	9. The ratio of HEQSF aligned qualifications at NQF levels 5-7 to NQF levels 8-10, listed on MUT's PQM.	51:49	95:5	84:16	2	Delays in DHET approvals for the Masters in Biomedical Sciences and PhD in Nature Conservation, as well as ongoing reviews for new postgraduate diplomas in ICT, Chemistry, Environmental Health, Agriculture, and Community Extension.

Goal 2: Excellence in research, innovation and engagement						
Objectives	Key Performance Indicator	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	Reason for Underperformance (Provided for rating 2 and below)
SO 2.1 To increase research productivity	10. Number of accredited research output units	106.33	66	115.673	4	
SO 2.2 To increase the commercialisation of Intellectual Property (IP), both protectable and unprotected	11. Number of protected IP (including trademarks)	7	7	7	3	

Goal 3: Excellence in community engagement						
Objectives	Key Performance Indicator	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	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 the Directorate of Community Engagement and Development (CEAD)	11	13	19	4	
	13. Number of public lectures offered annually	8	6	6	3	
	14. Number of student entrepreneurship projects	4	4	4	3	
	15. Number of capacity-building initiatives for internal and external stakeholders	14	8	12	4	
SO 3.2 To increase the number of partnerships with local government and communities	16. Number of partnerships with local government and communities	7	4	5	4	

Goal 3: Excellence in community engagement						
Objectives	Key Performance Indicator	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	Reason for Underperformance (Provided for rating 2 and below)
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	1	5	5	3	
	18. Number of MUT staff who represent the University in professional communities, bodies or associations	13	12	12	3	

Goal 4: Targeted national engagement and internationalisation						
Objectives	Key Performance Indicator	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	Reason for Underperformance (Provided for rating 2 and below)
SO 4.1 To increase national visibility	19. Number of nation-building projects	16	6	6	3	
SO 4.2 To increase international visibility	20. Number of international staff and student engagements or exchange programmes	29	6	8	4	
	21. International student enrolments as a proportion of total student enrolment	0,19%	1%	0,18%	2	MUT's internationalisation efforts have not yet increased the proportion of international students, which is slightly down on the previous year. A lack of funding for international students may be a contributing factor.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	Reason for Underperformance (Provided for rating 2 and below)
SO 5.1 To increase the popularity of the MUT brand	22. Proportion of stakeholders surveyed (staff, students and alumni) who recommend MUT as a place to work or study	90%	58%	98%	4	
SO 5.2 To improve student life and wellness	23. Student satisfaction with the quality of supporting infrastructure	Not achieved	58%	Survey response poor.	1	There were only 185 responses to the survey.
SO 5.3 To improve the well-being and engagement of staff	24. Staff engagement index (Participation rate)	Not achieved	50%	Staff survey not conducted.	1	The survey could not be conducted owing to capacity constraints. There was no budget for engaging a service provider.
SO 5.4 To improve operational efficiency and effectiveness	25. Reduction in the number of external audit findings	8	Not more than 6	16	1	There were 16 findings rated as follows: 6 High, 8 Medium and 2 low. Greater emphasis was placed on IFRS (accounting standards) compliance in the current, following a detailed technical review of the 2023 AFS. In addition, there were some SCM findings in the current year.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	Reason for Underperformance (Provided for rating 2 and below)
SO 5.5 To sustain and improve financial sustainability	26. Third stream income as a percentage of total income	2.5%	1.5%	3,8%	3	
	27. Efficiency ratio: Total expenditure as a percentage of total revenue	90%	95%	99%	3	
	28. Quick ratio: {Cash & Cash equivalents less Restricted Grants funds + Student debtors} to {Current Liabilities less Current portion of Restricted Grant funds}	2.94	1.4	2.7	3	
	29. Debt ratio: Total Liabilities less Deferred Income (to be amortised) as a % of Total Assets (Debt ratio)	40.8%	61%	41,6%	3	
SO 5.6 To maintain and improve infrastructure.	30. % of Capex projects awarded within approved procurement plan	22%	80%	56,25%	2	Non-responsive tenders from the market resulting in tenders being re-advertised. Capacity constraints within Supply Chain Management.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2022 (Actual)	2023 (APP Target)	2023 (Actual)	Performance Rating in 2023	Reason for Underperformance (Provided for rating 2 and below)
	31. % expenditure of Capex projects awarded within the approved plan	63.4% (R125 773 570/ R198 491 932)	75%	24,6% (R54.478m/ R221.283m)	2	Delayed approvals by Ethekwini Municipality and Department of Water and Sanitation. Demand by service providers for payment of a deposit before service can be rendered. Delays associated with resuscitating projects previously on hold and dealing with gaps identified. Non-performance of service providers; Change request approvals by DHET before project could proceed.
	32. Maintain a ratio of Capex infrastructure maintenance allocation to the overall infrastructure budget (Ratio of maintenance to the immovable asset value)	17.7% (R29 879 579/R168 612 354)	38.8%	75% of the annual budget was spent (R12.627m spent out of R16.936m).	4	Owing to deferred maintenance over long periods more work needs to be done in this area, despite achieving annual target. It should be noted that the initial budget was R13m which was adjusted by R4m to allow for student residences repairs and water provisioning during water outages from the municipality.

As reflected in Table 2 above, MUT achieved most of the 32 KPIs that it set for itself in the 2023 Annual Performance Plan, with performance against 15 of them being within 3% of the target or better (indicated by a rating of 3 in the table). The three percent margin for success is a more rigorous measure than the margin of 10 percent applied in previous annual reports. It is applied here upon the recommendation of the Administrator’s Working Group on Planning, Resources and Infrastructure (PRIWG). Taking into account nine over-achieved outcomes (a rating of 4 in the table), The University succeeded in meeting or exceeding its targets in 24 of the 32 KPIs, a success rate of 75%.

Among the key performance indicators reflected in Table 1 above are the total student enrolment, the student pass rate (or degree credit success rate) and the number of research publications produced.

The total student enrolment in 2023 was 14,312. This is 98,7% of the approved enrolment target of 14,500, which is within the latitude of 2% for under-enrolments permitted by the DHET before it imposed financial penalties on universities.

The overall student success rate of 78,6% in 2023 is two percentage points below the target of 81%, which fall within the three percent margin of achievement. As shown in Tables 1 and 2 above, the 2023 success rate is an improvement of three percentage points on the 2022 rate of 76%. In 2019, the latest year before the Covid-19 pandemic, the pass rate was 80%.

A decline in the number of research publication units was anticipated in 2023, but the total of 115,67 units was 9,34 units (or 8,8%) higher than the 106,33 units achieved in 2022. The 2023 total was substantially higher than the 68,87 units achieved in 2021 and the target for 2023 of 66 units. The total research units for 2023 included 108,547 units for journal articles, 4,092 for book chapters, and 3,035 for peer-reviewed conference proceedings.



Prof Nokuthula Sibiyi
Vice-Chancellor & Principal

30 August 2024

Date



Professor Lourens van Staden
MUT Administrator

30 August 2024

Date

PART B: REPORTS ON GOVERNANCE AND OPERATIONS

3. REPORT OF THE ADMINISTRATOR

3.1. Memorable Events

The year 2023 will be remembered as the year in which the founder of the MUT, Prince Mangosuthu Buthelezi, passed away. He passed away on 9 September 2023 at the age of 95. The University hosted a memorial service for Prince Buthelezi on 14 September in its Seme Hall. It was attended by various dignitaries, including Prince Buthelezi's son, Prince Nthuthukoyezwe Zuzifa Buthelezi, who delivered a keynote address.

Mr Sandile Zungu was installed as the Chancellor of MUT at a ceremony on 17 March 2023. Mr Zungu is a prominent businessman, born and bred in Umlazi, who is owner of the AmaZulu Football Club,

The University engaged in negotiations with the KwaZulu-Natal Department of Social Development with a view to purchasing the property next to the MUT north campus, previously housing the Enduduzweni Centre for the Blind.

3.2. Oversight of the Academic Enterprise and the Operational Environment

The University Administrator, Professor Lourens van Staden, was appointed by the Minister of Higher Education, Science and Innovation, Dr BE Nzimande, to replace the University's Council with effect from 28 September 2022, in terms of Government Notice 2608 of 10 October 2022, published in Government Gazette 47280. The specified duties of the Administrator are:

- a) Take over the role, powers, functions and duties of the Mangosuthu University of Technology Council for a period of 24 months.
- b) Identify and initiate processes and initiatives that will restore proper governance and management at the University.
- c) Initiate the independent external investigation (a forensic audit) into the range of financial control weaknesses and suspected financial irregularities as a matter of urgency. Further, where criminal activity is evident, full legal processes must follow so that there is visible consequence management for illicit practice.
- d) Develop and begin the implementation of a 5-year development plan that will address the range of problems and challenges that have been identified in all the Independent Assessor reports and in the CHE's institutional audit reports.
- e) Take responsibility for the appointment and for the filling of senior level posts including that of the Vice-Chancellor and Principal, within 12 -18 months of the term of office of the Administrator.
- f) Review the senior appointments made in 2022 to ensure that the institutional statute and all applicable policies were strictly adhered to. Further to this, the

Administrator must ensure that there are necessary employment probity assessments for new management recruits.

g) Ensure that a new council is constituted in accordance with the institutional statute as soon as is practicable; and that there is a proper induction of all members and an effective handover of the governance role to the new Council. The recommendation of a probity assessment for potential members of Council must be followed through.

The reporting year, 2023, was the first full year of the Administrator’s two-year appointment. Important considerations and resolutions taken at meetings of the Administrator in 2023 (whether ordinary, special or emergency meetings) are listed in Table 3 below.

Table 3: Administrator Resolutions in 2023

Major Resolutions and Considerations in 2023	
1.	Major Administrator stakeholder engagements
	<ul style="list-style-type: none"> - The Administrator thanked management for the presentation to the Portfolio Committee on Higher Education, Science and Technology during its visit on 26 January 2023. - He expressed his appreciation and that of his Technical Team for the well-organised inauguration of the Chancellor, which had been well covered in the media. - The Administrator noted the initiative of management with regard to changing the institutional culture, pointing out that such change would assist in instilling a culture of accountability. - He expressed his appreciation for the well-organised 10th Teaching and Learning Focus Conference, which was attended by international guests and representatives from 24 universities. - The Acting Vice-chancellor, Professor MM Ramogale, reported on the memorial service held by the University for its founder, Prince Mangosuthu Buthelezi. A delegation was sent to his home and the University was represented at his funeral. - The Administrator presented a report on the University Summit to management. The Summit was convened by the Administrator and Technical Team on 11 and 12 September 2023, including a wide range of stakeholders. - The Administrator resolved that the recruitment process for the position of Vice-Chancellor and Principal would commence in January 2024.
2.	Major Administrator approvals
	<ul style="list-style-type: none"> - The Administrator approved the budget for the first quarter of 2023, requesting a report on the revised organisational structure approved by Council in 2023 and its financial implications. - The 2023 Annual Performance Plan was approved, subject to amendments, for submission to the DHET. Approval of the financial section would be dependent on the approval of the 2023 budget. - A salary increase of 4,5% for the grade P1 position of Vice-Chancellor and Principal was approved, applied retrospectively from January 2022.

- A budget of R4,756,768 was approved for the filling of critical vacant academic positions in 2023.
- The Administrator approved the 2023 Internal Audit Plan, the 2023 Enterprise Risk Management Plan, the 2023-2025 Compliance Plan, the Annual Procurement Plan, and the Enrolment Plan.
- The 2023 university budget was approved, subject to an inquiry into the use of the surplus on leased student accommodation.
- The Administrator approved a salary increase of 4,25% for executive and senior management in grades P2-P4 for 2023, retrospective to 1 January 2023.
- He ratified the conclusion of the salary negotiation and collective bargaining processes between management and organised labour at MUT.
- The Administrator ratified a decision to issue a letter of intent to the KwaZulu-Natal Department of Public Works, indicating MUT's interest in considering the sale offer for the eNduduzweni Centre for the Blind.
- The University's 2022 Annual Report and Annual Financial Statements were approved.
- The 2023 Mid-Year Report and the 2024 Annual Performance Plan were approved for submission to the DHET.
- Management will submit a quarterly report to the Administrator on staff members doing business with the University, to ensure adherence to Section 34 of the Higher Education Act.
- The composition of the Executive Management Committee (EMC) was approved.
- The Administrator approved the Agreement of Sale and Purchase of Immovable Property in respect of the eNduduzweni Centre for the Blind.

3. Major Administrator housekeeping decisions

- The Administrator approved the procedure for decision making during his tenure at MUT.
- An 'expression of interest' process was to be followed for the position of Acting Vice-Chancellor and Principal, pending a substantive appointment.
- The appointment of Professor Ramogale as Acting Vice-Chancellor and Principal was approved on a month-to-month basis from 1 March 2023, for a period not exceeding 12 months.
- A schedule of policies for 2023 was considered.
- The Administrator recommended a reconsideration of the composition of the Executive Management Committee, which he considered too large for an institution of MUT's size.
- The Administrator received and noted a report on Staff members doing business with the University.
- He received quarterly and noted reports on sexual harassment and on fraud, ethics hotline, and investigation progress reports.
- The Administrator approved the University's revised Policy on Policies.
- He approved the MUT Institutional Rules.
- The Administrator noted a report from the Acting Vice-Chancellor that the University had received the preliminary report on the Institutional Audit conducted by the CHE.

- The Administrator approved the following University plans for 2024: Annual Infrastructure Plan, Security Management Plan, Security Assessment Plan, Energy Management Plan, Procurement Plan,
- The Annual Budget for 2024 was approved. The Administrator noted that the University was cognisant of the deficit and was working on a remedial plan to manage the situation. The MUT Sabbatical Leave Policy and the revised Research Policy for Financial
- Research Incentives were approved.

Source: Minutes of Administrator meetings

3.3. Performance against the Principles of Good Governance

3.3.1. Ethical Leadership and Corporate Citizenship

MUT recognises that public institutions should have an informed sense of good corporate governance and should be embedded within their communities. In 2023 it was guided by a stance adopted at a governance and leadership Lekgotla in July 2022, stating: “Appropriate governance of the institution is critical for the successful delivery of the mandate of the University, being teaching and learning, research and community engagement and the supporting support services”. The University recognized that the values that should guide MUT and its relationships with stakeholders are:

- (i) Ethical leadership
- (ii) Respect for the law
- (iii) Accountability
- (iv) Mutual trust and respect
- (v) Healthy, effective relationships.

3.3.2. Governance of Risk

The University recognises the complexity of risks facing MUT and manages risks within the approved Enterprise Risk Management (ERM) framework 2020-2025. 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 institutional risks. The University’s Risk Management Committee (RMC) uses a combined assurance model to enhance the management of risks within the institution. Progress on the monitoring of risks and risk mitigation action items was reported quarterly to the Administrator’s Working Group on Audit, Risk and Compliance (ARCWG), which exercised oversight of the risk governance processes.

3.3.3. Financial Reporting and Sustainability

The Administrator and his team ensured that the University was a going concern and that it would remain a going concern in the near future. The Working Group on Finance and Investments introduced a change to the accounting of the surplus on residence accommodation. The Finance Department, with the assistance of outside consultants, initiated projects on the costing of residence accommodation and the tuition fees for academic programmes.

A focus on the management of MUT's cash reserves, an issue highlighted during the Covid-19 pandemic, was maintained, as well as a focus on fee collections and the historical debt of MUT students.

3.3.4. 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 2023, there were no judgements against the University to the effect that it contravened any of the Country's laws.

3.4. Housekeeping and Measures to improve Good Governance

The maintenance of good governance is crucial to the continued existence of the University, and housekeeping plays an integral part in this. In addition, establishing a framework with standards is vital to attracting students and workers, ensuring legitimacy, and keeping up with the competition. However, good governance can be complex, regardless of a university's size or capabilities, due to the compliance requirements, regulatory commitments, and complexities surrounding educational institutions.

The University is establishing a single centralised information system for storing all of the University's documents and make them readily available. This will save time, reduce the likelihood of errors, and lessen the possibility of reputational damage to the University.



Professor Lourens van Staden
MUT Administrator

30 August 2024

Date

4. STATEMENT ON GOVERNANCE

MUT is governed by a diverse set of strategic documents that include the Higher Education Act, the amended MUT statute and the recently adopted MUT institutional rules. The institutional rules impact on a number of issues, including the appointment of the Vice-Chancellor and other executive positions, and the powers and functions of the Senate, the Institutional Forum, the Executive Management Committee and the Council. As a consequence of the dissolution of the Council, the Administrator has effected the operation of Working Groups to replace the erstwhile committees of Council. All Working Groups have had their terms of reference drafted, consulted upon, and approved.

MUT is committed to the highest levels of sound corporate governance and endorses the ethical leadership principles outlined in the King IV Report. The University has developed a three-year compliance plan that is reviewed annually and this is complemented by an ethics strategy that also has an implementation plan. The measures are reported on every quarter to the Governance, Social Cohesion and Ethics Working Group and then to the Administrator. All of these measures are tied to the pursuance of a culture of good corporate governance and ethics.

Progress towards good governance is undertaken in conjunction with development of the primary function of the University – excellence in teaching, learning and research. This requires the strengthening of the organisational machinery, especially the filling of critical academic and non-academic positions, an effective and harmonised learning environment for students, and leveraging strategic partnerships with external actors.

5. ADMINISTRATOR AND WORKING GROUPS

5.1. Introduction

Under normal circumstances, the University Council is the highest decision-making body of the institution, exercising its functions in accordance with, Section 27 of the Higher Education Act, Act 101 of 1997 (as amended), supplemented by the provisions of the MUT Statute (as gazetted on 10 December 2021, No. 45616).

Since the appointment of the Administrator in September 2022 the functions of the University Council have been assumed by the Administrator. The Administrator is assisted by a Technical Team, consisting of Dr Dhaya Naidoo, Ms Moretlo Mokele, and Mr Paul Slack. The Technical Team was responsible for convening and chairing various Working Groups that fulfilled the functions of Council sub-committees. The Working Groups are:

ACSAWG:	Academic and Student Affairs Working Group
ARCWG:	Audit, Risk and Compliance Working Group
	Finance and Investment Working Group
GSCEWG:	Governance, Social Cohesion and Ethics Working Group

- HRWG: Human Resources Working Group
- ITNGWG: Information Technology & Network Governance Working Group
- PRIWG: Planning, Resources and Infrastructure Working Group

The Working Groups were established in terms of a decision of the Administrator on 26 January 2023 that set out the procedures for decision-making during his term of office. The Working Groups usually only recommend matters to the Administrator, but may conclude matters delegated to them by specific resolutions of the Administrator.

The Vice-Chancellor and Principal is responsible for the day-to-day management and administration of the University. The VC is the chief executive and accounting officer of the University and its legal, administrative and academic head. In 2023, in the absence of Council, the Acting Vice-Chancellor was accountable to the Administrator for the performance and execution of his duties and reported to the Administrator.

During 2023, the Administrator held eight meetings, including four ordinary quarterly meetings and four special meetings. He also convened a summit meeting of University stakeholders on 11 and 12 September 2023. (The main deliberations of the Administrator are reported on in Section 3.2 above.)

Table 4 below provides details regarding the composition of Administrator’s meetings, the names of the members, and their attendance.

Table 4: Composition of Administrator Meetings and Attendance

Administrator's Meetings and Attendance in 2023									
Name	27 January (Special meeting)	27 March (Ordinary meeting)	29 June (Ordinary meeting)	24 July (Special meeting)	28 August (Special meeting)	14 September (Special meeting)	28 September (Ordinary meeting)	28 November (Ordinary meeting)	%
Administrator & Technical Team									
Professor L. van Staden (Administrator)	P	P	P	P	P	P	P	P	100%
Ms M. Mokuele	P	P	AP	P	P	P	P	P	88%
Dr D. Naidoo	P	P	P	P	P	P	P	P	100%
Mr P. Slack	P	P	P	P	P	P	AP	P	88%
Professor M.M. Ramogale	P	P	P	AP	P	AP	P	P	75%

P Present
A Absent
AP Apology

The Administrator did not convene an Executive Committee corresponding to the Executive Committee of Council.

Brief reports on the main deliberations of the Administrator’s Working Groups are provided below, including a report on each committee’s composition and the attendance of meetings.

5.2. Academic and Student Affairs Working Group (ACSAWG)

The functions of the Academic and Student Affairs Working Group are to provide oversight of the development and implementation of the University's teaching and learning, research, innovation, and engagement strategies; and oversight of its student services strategy with a view to creating a conducive learning and living environment for students.

The Working Group held four quarterly meetings and one special meeting in 2023. The second ordinary meeting convened on 1 June 2023 but adjourned for further input from management and reconvened on 14 June.

Table 5 below shows an analysis of the ACSAWG attendance per meeting.

Table 5: ACSAWG Composition and Attendance

Academic and Student Affairs Working Group Attendance in 2023							
Name	23 February (Ordinary meeting)	01 June (Ordinary meeting)	14 June (Reconvened meeting)	04 September (Ordinary meeting)	07 November (Ordinary meeting)	20 November (Special meeting)	%
Ms M. Mokuele	P	P	P	P	P	P	100%
Dr D. Naidoo	P	P	P	P	P	P	100%
Mr P. Slack	P	P	P	P	P	P	100%
Professor M.M. Ramogale	P	P	P	P	P	P	100%

P Present
A Absent
AP Apology

The Working Group deliberated on the following matters, among others, during 2023:

- The Working Group established its terms of reference, intended to serve as the terms of reference of a Council committee when the next Council is installed.
- Reports were received on community engagement, as well as teaching and learning, research, innovation, and engagement.
- The ACSAWG was informed that the Student Affairs Department, with the exception of the Clinic, had relocated to the new Student Centre.
- The 10th Focus Teaching and Learning Conference was successfully hosted by the Teaching and Learning Development Centre (TLDC)
- A Deputy-Director: Intellectual Property was appointed from 1 September 2023.
- The Working Group recommended that the Student Affairs Management Panel (SAMP) be formalised within the University's structures.
- It recommended the development of a policy governing the running of the University's Technology Station in Chemicals.
- Consolidated oversight reports on teaching and learning, and on research, innovation and engagement were recommended to the Administrator for noting.
- The revised Research Policy and revised policy on Financial Research Incentives were recommended to the Administrator for approval.

5.3. Audit, Risk and Compliance Working Group (ARCWG)

The main functions of the Audit, Risk and Compliance Working Group are to oversee MUT’s external audit process, its financial reporting, the annual financial statements, the internal audit function, risk management, internal controls, fraud risks, information technology risks, the compliance function, and the combined assurance model.

The Working Group held four ordinary quarterly meetings and one special meeting in 2023. The second ordinary meeting convened on 2 June 2023 and continued on 14 June. Table 6 below shows the ARCWG attendance per meeting.

Table 6: ARCWG Composition and Attendance

Audit, Risk and Compliance Working Group Attendance							
Name	22 February (Ordinary meeting)	02 June (Ordinary meeting)	14 June (Reconvened meeting)	05 September (Ordinary meeting)	08 November (Ordinary meeting)	14 December (Special Meeting)	%
Ms M. Mokuele	P	P	P	P	P	P	100%
Dr D. Naidoo	P	P	P	P	P	P	100%
Mr P. Slack	P	P	P	P	P	P	100%
Professor M.M. Ramogale	P	P	P	P	AP	P	83%

P Present
A Absent
AP Apology

The ARCWG deliberated in 2023 on the following matters, among others:

- The requirements for the Internal Audit Plan and quarterly reports. A tracking register was required and a dashboard should be developed.
- The Working Group recommended that the Quality Assurance and Internal Audit functions be integrated.
- It received a report on the Enterprise Risk Management Plan (ERM) as at September 2022.
- The Annual Risk Register for 2023 was considered and referred back to the Departments for correction.
- Quarterly reports on fraud, the Ethics Hotline, and other investigations were dealt with in committee.
- A tracking register on progress regarding previous audit findings was noted.
- Reports on management accounts, a schedule of deviations, NSFAS and student debt, and irregular, fruitless and wasteful and unauthorised expenditure (IFAWUE) were added to standing items on the ARCWG agenda.
- The Strategic Risk Register was referred to the Administrator for approval.
- The ARCWG requested that the payroll for June 2023 be distributed to all Heads of Department to ensure that it was correctly allocated, for audit purposes.
- The ARCWG resolved that the Management should identify a dedicated person to deal with risk management.
- The quarterly Risk Management report; progress report on internal audits; and the report on fraud, the Ethics Hotline and other investigations should be included as standing items on

the agenda of the Executive Management Committee (EMC).

- The ARCWG considered a report from the auditors on Risk Maturity Assessment.
- A report on business continuity was noted.
- The ARCWG noted that a service provider was being sought to fulfil the risk management function.
- It resolved that line managers be responsible for the improvement of controls and develop a three-year action plan.
- The University’s Compliance Plan should include compliance with the Occupational Health and Safety Act, staff doing business with the University, and PAIA, the Promotion of Access to Information Act.
- The report on Consequence Management was referred to the Human Resources Working Group.
- The ARCWG expressed a concern regarding lecturers who had not yet obtained a Masters qualification.
- It recommended the 2024 Internal Audit Charter and the 2024 ERM plan to the Administrator for approval.
- Concerns were raised regarding the audit report; a meeting with the Administrator would be arranged in January 2024 to discuss the matter.

5.4. Finance and Investment Working Group (FIWG)

The main function of the Finance and Investment Working Group is to provide oversight of MUT’s financial and investment strategy in support of its vision and mission, with a view to promoting the long-term financial sustainability of the institution. It monitors the compliance with relevant laws and regulations of all facets of the financial value chain; monitors the allocation of financial resources; and assesses the measures in place to safeguard the University’s assets and manage the risks associated with revenue and costs.

The FIWG held four ordinary meetings and one special meeting in 2023. The ordinary meeting of 31 May reconvened on 14 June. Table 7 below reflects the meetings held and the attendance of members.

Table 7: FIWG Composition and Attendance

Finance and Investment Working Group Attendance							
Name	22 February (Ordinary meeting)	31 May (Ordinary meeting)	14 June (Reconvened meeting)	05 September (Ordinary meeting)	08 November (Ordinary meeting)	20 November (Special meeting)	%
Ms M. Mokuele	P	P	P	P	P	P	100%
Dr D. Naidoo	P	P	P	P	P	P	100%
Mr P. Slack	P	P	P	P	P	P	100%
Professor M.M. Ramogale	P	P	P	P	P	P	100%

P Present
A Absent
AP Apology

The following matters were deliberated upon, among others:

- The FIWG expressed concern regarding the 2023 Budget presented.
- It considered the MUT staff structure as approved by the Council in 2022 to be inappropriate. Some critical organisational design principles were not considered. The personnel budget was more than 74% of the Council-controlled income and the proposed structure would take it above 80%
- The report on NSFAS and Student Debt was recommended to the Administrator for noting. The FIWG pointed out a financial risk of about R58-million in charging students R52,000 a year for residence accommodation when NSFAS was paying only R45,000.
- The Working Group noted that the Annual Procurement Plan was approved by the Administrator at a meeting on 27 March 2023 and the Budget was provisionally approved.
- The FIWG recommended the terms of reference for the Working Group to the Administrator for approval.
- It recommended the appointment of directors to First Ready Development, a non-profit company formed in 1998 to acquire property for use as student accommodation, which acquired the Executive Hotel property in 1999. The recommended directors are Mr R Delomoney (CFO), Dr PP Masala (Registrar) and Professor N Sibiyi (DVC Research and Innovation).
- The FIWG received a management report on MUT's Turnaround Strategy 2023- 2031, which could contribute to the five-year development plan to be prepared by the Administrator.
- The Acting Vice-Chancellor reported that the security contract was terminated with 60 days' notice to the University.
- The Working Group commended management's approach on investments. Short-term investments were placed with different financial institutions.
- Instances of over-spending in the mid-year Management Accounts were flagged by the FIWG, including over-spending on administrative personnel and an increase in depreciation. It requested management to report on what it was doing to manage such over-expenditure.
- The Working Group advised that future financial recovery initiatives should include boosting of the University's reserves.
- It was noted that privately funded student debt remains a major challenge.
- The FIWG recommended the 2024 budget and the 2024 procurement plan to the Administrator for approval.
- It forwarded a letter from the DHET, regarding reductions in the block grant and earmarked grants for the 2023-24 financial year, to the Administrator for noting.

5.5. Governance, Social Cohesion and Ethics Working Group (GSCEWG)

The main functions of the Governance, Social Cohesion and Ethics Working Group are to provide oversight of all governance matters and Executive Management's execution of strategies to ensure good corporate citizenship, sustainable development, and stakeholder relations; and to assess Executive Management's accountability for ethical and effective leadership and its advocacy of ethics. The GSCEWG is responsible for

ensuring that all the Working Groups and statutory committees (such as the Senate, Institutional Forum, EMC, and SRC) are properly constituted and function optimally. The GSCEWG functions as a Nominations Committee of the Administrator.

The Working Group held four ordinary meetings and one special meeting during 2023. Table 8 below shows the attendance of meetings.

Table 8: GSCEWG Composition and Attendance

Governance, Social Cohesion & Ethics Working Group Attendance						
Name	24 February (Ordinary meeting)	01 June (Ordinary meeting)	04 September (Ordinary meeting)	07 November (Ordinary meeting)	20 November (Special meeting)	%
Ms M. Mokuele	P	P	P	P	P	100%
Dr D. Naidoo	P	P	P	P	P	100%
Mr P. Slack	P	P	P	P	P	100%
Professor M.M. Ramogale	P	P	P	P	P	100%

P Present
A Absent
AP Apology

During 2023 the GSCEWG considered the following matters, among others:

- The Working Group noted that previous assessor reports had touched on issues concerning the culture of the University, ethics, and social cohesion. The Working Group would work closely with Management on such issues.
- The GSCEWG received a report on the number of special meetings of Council and Council committees. The Working Group would review the measures to address identified inefficiencies.
- The Working Group recommended a report on engagement with stakeholders on issues raised at a meeting with the Parliamentary Portfolio Committee to the Administrator for noting.
- It requested the development of an Ethics Framework for the University, incorporating an ethics statement.
- The MUT Organisational Climate and Culture Survey should reside in the Office of the Vice-Chancellor. Expert help should be brought in to assist.
- The GSCEWG received a report on the implementation of recommendations arising from investigations commissioned by the dissolved Council.
- The Working Group recommended to the Administrator the inclusion of the Senior Director of the Teaching and Learning Development Centre (TLDC), the Director of Community Engagement and Development (CEAD), and the Director of Cooperative Education as full members of Senate, provided that the majority of Senate should be academic members.
- A report on the EMC Governance Workshop was received and forwarded to the Administrator for noting.
- A report on the composition of the Executive Management Committee (EMC) and a reviewed charter of the committee were recommended to the Administrator for approval.

- A revised Policy on Policies was forwarded to the Administrator for approval. The GSCEWG recommended that policies be differentiated into three categories – Council, Operational, and Academic.
- The Working Group noted that a benchmarking exercise on the workings of the Convocation of the University did not indicate difference from other universities. Convocation would be requested to present an annual report. The Convocation Executive Committee would be invited to submit a report on their performance for the past four years.
- A schedule of mandatory submissions to the Department of Higher Education and Training (DHET) was noted.
- The GSCEWG was informed that the new SRC had been elected in October, following a peaceful campaigning season with no reported issues. The EFF Student Command won the election.
- The Working Group recommended the 2023 Mid-Year Report and the 2024 Annual Performance Plan to the Administrator for noting, subject to inputs made.
- It received a report on benchmarking with regard to the workings of the University’s Convocation.

5.6. Human Resources Working Group (HRWG)

The Human Resources Working Group provides oversight of the development and implementation of the University’s human resource strategy in support of its vision and mission, with a view to attracting, developing and retaining high performing individuals. It is responsible for recommending to the Administrator an appropriate organisational structure, as well as conditions of service, remuneration, benefits and privileges of staff.

The Working Group held four ordinary meetings in 2023. The attendance is shown in Table 9 below.

Table 9: HRWG Composition and Attendance

Human Resources Working Group Attendance					
Name	23 February (Ordinary meeting)	01 June (Ordinary meeting)	04 September (Ordinary meeting)	07 November (Ordinary meeting)	%
Ms M. Mokuele	P	P	P	P	100%
Dr D. Naidoo	P	P	P	P	100%
Mr P. Slack	P	P	P	P	100%
Professor M.M. Ramogale	P	P	P	P	100%

P Present
A Absent
AP Apology

In 2023, the Human Resources Working Group deliberated on the following matters, among others:

- The Working Group highlighted the importance of determining the majority union in the University. It noted that NEHAWU had complained to the CCMA that MUT did not want to negotiate with them as the majority union. Verification of staff numbers showed that there were 572 staff members in the bargaining unit

(excluding Grades 1 – 4). Of these, 50,87% were affiliated with NEHAWU, 33,04% with TENUSA, and 16,08% were unaffiliated. Thus NEHAWU was the majority union. The TENUSA recognition agreement still stood, as its membership was above the 30% threshold.

- It was suggested that the University should have a bargaining forum, as both unions met the threshold for recognition.
- The HRWG did not support the University's revised Organisation Structure. It requested Management to review the structure, taking affordability into account.
- The Working Group received a report on why the post grade 1 (the position of Vice-Chancellor) had not been included in previous salary increases. It recommended to the Administrator a salary increase of 4,5% for the post grade 1 retrospective to January 2022.
- A salary increase for post grades 2 – 4 of 4,25% was recommended to the Administrator for approval. A proposed once-off payment of R4,000 for these grades was not supported.
- The HRWG received a report that the 2023 salary negotiations had been concluded with the majority union (NEHAWU) and an agreement had been signed. The report would be submitted to the Administrator for ratification.
- The HRWG noted that a meeting to discuss concerns raised regarding the revised Organisational Structure was held on 18 May 2023.
- The terms of reference of the Working Group were recommended to the Administrator for approval.
- The Working Group noted a report that the University would not have a new five- year Employment Equity plan by September 2023, after expiry of the current plan in August. Management would write to the Department of Labour to request an extension of the existing plan.
- The HRWG received a revised Leave Policy. It requested Management to check on the collective bargaining obligations with respect to conditions of service. Management would consult with relevant stakeholders on the reviewed policy in line with inputs made by the Working Group.
- The Working Group requested management to engage a service provider to conduct an audit of the Human Resources function.
- It took note of a report on expenditure on Evening Classes. It referred the matter to the ACSAWG, requesting the DVC: Teaching and Learning to submit a report on evening classes, taking into account enrolment, allocation of students, number of staff, number of day classes, and how the University ended up with evening classes.
- The HRWG noted that MUT was not compliant with regard to the declaration and permission for staff to do business with the University. The completion by all staff of the declaration form will be enforced.

5.7. Information Technology and Network Governance Working Group (ITNGWG)

The main functions of the Information Technology and Network Governance Working Group are to exercise oversight of technology and information management; to recommend policies that give effect to MUT's set direction on the employment of

information and technology; and to oversee the integration of associated risks into organisation-wide risk management.

The Working Group held four ordinary meetings in 2023. The composition and attendance is shown in Table 10 below.

Table 10: ITNGWG Composition and Attendance

Information Technology and Network Governance Working Group Attendance					
Name	24 February (Ordinary meeting)	02 June (Ordinary meeting)	04 September (Ordinary meeting)	08 November (Ordinary meeting)	%
Ms M. Mokuele	P	P	P	P	100%
Dr D. Naidoo	P	P	P	P	100%
Mr P. Slack	P	P	P	P	100%
Professor M.M. Ramogale	P	P	P	AP	75%

P Present
 A Absent
 AP Apology

The ITNGWG considered the following matters, among others, during 2023:

- The Working Group provided guidance on the development of a Data Governance Framework for MUT. It recommended consultation on the framework with academic divisions.
- It requested changes to the IT&N Project Portfolio report; the ICT Risks report; the Service Availability report; and the report on Internal and External Audit Findings.
- The Cybersecurity report was recommended to the Administrator for noting.
- The ITNGWG requested a full report on the utilisation of laptops purchased as part of the University’s response to the Covid-19 pandemic.
- The terms of reference for the Working Group were recommended to the Administrator for approval.
- The Secretariat and Management were commended on the quality of the minutes, agendas, and reports.
- The Working Group noted the ICT Business Continuity and Disaster Plan report. It raised a concern about the measures in place regarding load shedding.
- The IT&N Data Governance Framework and related policies and procedures were recommended to the Administrator for noting.
- The Annual ITN Infrastructure Plan for 2024 was recommended to the Administrator for noting.
- The ITNGWG requested a report on the ITS system, the enterprise resource planning (ERP) system, including the total functionalities of ITS and how well the University utilises ITS and its various modules.

5.8. Planning, Resources and Infrastructure Working Group (PRIWG)

The Planning, Resources and Infrastructure Working Group oversees the alignment of all aspects of MUT's strategy and planning in relation to academic, financial, physical, and human resource planning. It advises the Administrator on all matters of long-term, medium-term, and short-term planning, reviewing and recommending the Annual Performance Plan and the Mid-Year Performance report. The PRIWG oversees the development and implementation of master plans for infrastructure, energy, and security.

The Working Group held four ordinary meetings and two special meetings in 2023. The attendance is shown in Table 11 below.

Table 11: PRIWG Composition and Attendance

Planning, Resources and Infrastructure Working Group Attendance							
Name	22 February (Ordinary meeting)	01-02 June (Ordinary meeting)	14 June (Special meeting)	05 September (Ordinary meeting)	03 October (Special Meeting)	08 November (Ordinary meeting)	%
Ms M. Mokuele	P	P	P	P	P	P	100%
Dr D. Naidoo	P	P	P	P	P	P	100%
Mr P. Slack	P	P	P	P	A	P	83%
Professor M.M. Ramogale	P	P	P	P	P	AP	83%

P Present
A Absent
AP Apology

The PRIWG deliberated on the following matters, among others, during 2023:

- The PRIWG advised that the development of a Strategic Planning Governance Framework should take into account the roles, responsibilities, approval structures, processes, project planning, and timelines associated with strategic planning.
- It requested a progress report on actions taken by management to address shortcoming identified in an internal audit report on performance evaluation (the AOPO Internal Audit).
- The Working Group noted correspondence with the KZN Department of Human Settlements and Public Works regarding possible purchase of a property opposite the main campus of MUT, the eNduduzweni Centre for the Blind.
- It recommended that a letter of intent to purchase the property be submitted to the Administrator for approval.
- As the country was moving to higher levels of load-shedding, development of an Energy Efficiency Plan was recommended.
- An integrated institutional Business Continuity Plan was requested, indicating how the University would continue to function in the event that the campus could not be accessed.
- Progress reports on Capital Infrastructure Projects and Maintenance Projects were received.

- It was noted that the Parliamentary Portfolio Committee had expressed concern about the University's internal residences. A process was underway to repair the residences.
- A concern had been raised regarding the quality of water supplied to MUT. The Working Group noted a report that the water had been tested and met acceptable standards.
- The PRIWG recommended reports on the Security Management Plan, the Annual Infrastructure Plan, and the AOPO Internal Audit to the Administrator for noting.
- Reports on the Security Management Plan should include a report on significant incidents that occurred.
- The Working Group requested a report on how students were being compensated academically for the loss of lecture hours as a result of load-shedding.
- The Terms of Reference of the PRIWG were recommended to the Administrator for approval.
- The 2024 New Infrastructure and Refurbishment Plan to the value of R221,5- million was recommended to the Administrator for approval.
- The Energy Management Plan and the Security Management Plan were recommended to the Administrator for approval, subject to DHET funding.
- Management was requested to report on media reports concerning an approach by the Umdoni Municipality regarding a possible satellite campus on the South Coast.
- The Working Group recommended that the Administrator approve the submission to the KZN Department of Public Works of a conditional offer to purchase the eNduduzweni Centre for the Blind.
- It noted the progressive work done in addressing issues raised in the AOPO internal audit on performance evaluation.

6. DECLARATION OF INTEREST

In terms of the University's 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 2023, this applied to members of the Administrator and Working Group meetings who were required to declare any conflict of interest ahead of discussion on agenda items and to recuse themselves where conflicted. All declarations are filed and kept by the office of the Registrar.

7. STATEMENT ON CONFLICT MANAGEMENT

Section 10 of the Comprehensive Code of Conduct for Council stipulates the dispute resolution mechanisms available to Council. Following the appointment of the Administrator, this particular section does not apply as the Administrator has taken over the role, powers, functions and duties of Council.

8. STATEMENT ON COUNCIL CODE OF CONDUCT

The Comprehensive Code of Conduct for Council is intended to uphold the principles of good and corruption-free governance and to ensure that members of Council (when there is a constituted Council) are aware of and comply with applicable laws, regulations, and MUT policies and procedures.

There is a strong emphasis on the division of labour as between the Council members (or the Administrator’s team) and the Management. In terms of good corporate governance, emphasis is placed on the value of declarations of interest where a member of the Executive Management or Administrator’s team is potentially conflicted on a matter. Such declarations contribute to the institutionalization of a culture of openness.

The Code of Conduct obliges Council members to perform their duties in line with the principles of ethical conduct and to make decisions based on trust, honesty, and integrity. The Code aims to ensure that the best interests of the University always take precedence over personal or other interests.

9. ADMINISTRATOR’S STATEMENT ON SUSTAINABILITY

The Administrator is acutely aware of the need to improve the financial position of the University in order to secure its long-term sustainability. The extent of student debt, and its continued growth, are matters of concern.

During 2023, MUT Management began to implement a Turnaround Strategy, primarily aimed at curbing costs and identifying new income streams.

10. APPROVAL OF GOVERNANCE STATEMENT

The Administrator approved the Statement on Governance on 30 August 2024.



Professor Lourens van Staden
MUT Administrator

30 August 2024

Date

11. SENATE REPORT TO THE ADMINISTRATOR

11.1. Senate's Function and Composition

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 (or the Administrator).

In terms of the Statute of the University, which is aligned to the Act, the majority of Senate members must be academic employees. The composition of the University Senate is as follows:

- Vice-Chancellor and Principal
- Deputy Vice-Chancellors
- Registrar
- All Deans of Faculties
- All Heads of Academic Departments
- Professors (excluding honorary, associate, visiting, emeritus, and adjunct professors)
- Head of the Library
- Head of Research
- Head of Quality Management
- Head of Student Affairs
- Head of Operations
- Head of Human Resources and Development
- Head of Finance
- Head of Legal Services
- Head of Institutional Planning and Research
- Two students who are elected by members of the SRC
- An administrative and support employee from among the three Faculties, elected by the administrative and support employees
- An academic employee from among the three faculties, elected by the academic employees
- Two external members of Council designated by Council
- Additional members proposed by Senate and approved by Council

11.2. Senate Meetings in 2023

During the course of 2023, Senate convened four ordinary meetings, three special meetings and one emergency meeting as shown in Table 12 below. The total membership of Senate was 55.

Table 12: Senate Meetings in 2023

Meeting Type	Date	Attendance
Ordinary	02 March	37
Special	15 May	29
Ordinary	23 May	38
Special	20 July	32
Ordinary	29 August	45
Emergency	11 September	40
Special	23 October	39
Ordinary	16 November	52

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

Senate deliberated on the following matters, among others, during its meetings.

11.2.1. First Ordinary Meeting, 2 March 2023

Senate ratified the following Criteria for the selection of Honourees for Graduation Ceremonies, as approved by Senex:

- a. The Faculty can nominate a maximum of three candidates;
 - b. The nominee should be recognised as a person who has contributed to society for a period not shorter than five years;
 - c. Upon receiving nominations, the Dean should approach the nominees, share the criteria with them and obtain their agreement to be subjected to an assessment;
 - d. The nominated individual would be honoured by the relevant Faculty, but this would not be considered to be an honorary degree;
 - e. Officials from the Department of Higher Education and Training and its associated entities should be excluded from being nominated as honourees; and
 - f. The nominated individual should become a brand ambassador for the University.
- Senate approved the revised SOPs for Research Awards, including the revised evaluation form. It approved 15 September 2023 as the date for the awards ceremony.
 - Senate supported and recommended the proposed Digital Centre that the Moses Kotane Institute (MKI) offered to house in the MUT premises for the approval of the Administrator.
 - Senate approved the 2023 Teaching Plan for all three Faculties

11.2.2. Special Meeting, 15 May 2023

The Senate approved:

- A one week extension of the first semester, with lectures ceasing on Friday 19 May 2023.
- The first semester examinations would be held from 29 May 2023 to 10 June 2023.
- The adjustment of the dates for supplementary examinations and ratification of results. Supplementary examinations would commence on 22 June to 28 June 2023 and the ratification of results would be on 19 June 2023.

11.2.3. Second Ordinary Meeting, 23 May 2023

The Senate approved:

- The Prospectus for the 2024 academic year for all three faculties.
- The term dates and skeleton calendar, provided there was a report tabled at the Senate's next meeting indicating how the risks associated with two sessions a day of the graduation would be managed.
- The Amendment to the existing programmes in the Department of Human Resource Management.
- The SOPs for the Research Ethics Policy.
- The proposal to change the name of the Community Engagement Committee (COEC) to Community Engagement and Development Committee (CEDC).
- The SOPs for Community Engagement (CE) at MUT.

11.2.4. Special Meeting, 20 July 2023

The Senate supported and recommended the Institutional Rules for the approval of the Administrator.

11.2.5. Third Ordinary Meeting, 29 August 2023

The Senate supported and recommended:

- The Sabbatical Leave Policy and SOPs for the approval of the Administrator.
- The revised Research Policy and the SOPs for Research Output and Financial Incentives for the approval of the Administrator.
- The revised Policy on Policies and the following documents in support of the revised policy: the process flow chart for policies; the MUT Policy Universe; the template for University policies; the record of changes made; and the supporting Council policies.

The Senate considered and approved:

- The 2024 Almanac and General Rules and Regulations Handbook subject to the proposed changes.
- The introduction of a new Masters of Business Management (HRM) in the Faculty of Management Sciences.
- The Charter for the Research Ethics Policy
- The 2023 recommendations for Research Award winners.
- The establishment of the Faculty Community Engagement and Development Committee (FCEDC) and its Terms of References.

- The inclusion of the HEMIS credit values in the Programme Content table of the Programme Development templates, PD Form1 and PD Form3, with rows to capture the sub-totals and total SAQA and HEMIS credit values.

11.2.6. Emergency Meeting, 11 September 2023

The Senate approved the suspension of academic activities on 14-16 September 2023 to allow staff and students to attend the memorial service and funeral of the University's founder, Prince Mangosuthu Buthelezi, who passed away on 9 September. The Registrar would reorganise the academic calendar for the fourth quarter to factor in the three days.

11.2.7. Special Meeting, 23 October 2023

The Senate supported and approved the adoption of the Draft HEQC Institutional Audit Report without any proposed changes.

11.2.8. Fourth Ordinary Meeting, 16 November 2023

The Senate approved:

- The revised Unsatisfactory Academic Performance (G20) Rule.
- The name change from Office Management and Technology to Business and Information Administration (BIA).
- The adoption of Project Based Learning (PBL) for WIL students not placed in industry.
- The Framework for the Scholarship of Engagement (SoE) at MUT.
- Amendments to the Diploma in Public Finance and Accounting and its extended programme (ECP).
- Amendments to the Advanced Diploma in Public Finance and Accounting.
- Applications for the introduction of the following new qualifications in the Faculty of Management Sciences: Diploma in Economics; Higher Certificate in Events Management; Diploma in Supply Chain Management; Diploma in Economics.
- Applications for the introduction of the following new qualifications in the Faculty of Natural Sciences: Advanced Diploma: Information Technology in Computer Networks; Postgraduate Diploma in Cybersecurity; Postgraduate Diploma in Chemistry;
- The postponement of the January 2024 registration by one week, to start on 22 January 2024 and continue to 02 February 2024. The Office of the Registrar to submit a proposal to Senate at its first meeting in 2024 on how to recoup the five Teaching and Learning days that would be lost due to the postponement of registration.

11.3. Changes to the Academic Structure

11.3.1. Discontinuation of National Diploma qualifications

The year 2023 was the final year in which students could be enrolled for National Diploma and B.Tech qualifications. The qualifications were phased out nationally, being replaced by the new HEQSF-aligned Diploma and the Advanced Diploma.

11.3.2. New Qualifications

In the 2023 academic year, there were no new qualifications that were introduced by MUT in its academic structure.

11.4. Teaching and Learning

11.4.1. The MUT Institutional Audit

As part of an institutional audit of MUT by the Council on Higher Education (CHE), an audit panel visited the University in November 2022. Subsequently, the CHE submitted a draft audit report to MUT on 18 September 2023, which the MUT Senate considered and accepted at a meeting on 23 October 2023. Following the confirmation of the Institutional Audit Report by the CHE in early 2024, MUT will prepare an institutional improvement plan for submission to the CHE by June 2024.

11.4.2. Student Academic Support

During 2023, at-risk students received support through interventions such as tutorials, one-on-one support, mentorship, and academic literacy and language workshops. Lecturers in the Faculties identified students for support, and lecturers in the Mathematics and Science Education Unit (MSEU) and the Academic Literacy and Language Unit (ALLU), as well as Student Academic Advisors, provided assistance. Additionally, the Library conducted information literacy workshops covering topics such as online database searching, the use of Turnitin and Mendeley, and exam preparation.

11.4.3. Programme Development

MUT's academic department developed a number of new programmes in response to a call to action by the acting Vice-Chancellor and Principal. The development of new programmes is central to the University's core business and the current strategy identified the introduction of post-diploma programmes as key in unlocking value for the University. The table below indicates the new programmes developed and approved by Senate in 2023.

Table 13: New Programmes approved by Senate in 2023

Faculty of Management	
Department	Programme
Accounting and Law	Advanced Diploma in Public Finance and Accounting
Public Administration and Economics	Diploma in Economics
Public Administration and Economics	Diploma in Supply Chain Management
Office Technology	Higher Certificate in Events Management
Office Technology	Higher Certificate in Contact Centre Management
Faculty of Natural Sciences	
Information & Communication Technology	Diploma in Cybersecurity
	Advanced diploma in Information Communication in Communication Networks
Chemistry	Post graduate Diploma in Applied Chemistry

11.4.4. Work Integrated Learning (WIL)

The total number of students who completed a work-integrated learning component of their qualification in the 2023 academic year was 1,784 across the three faculties. This accounted for 61% of the students that graduated in undergraduate programmes and a 9% increase from the 2022 graduate cohort. Engineering students that completed WIL reached the highest point over eight years with 1,202 students successfully completing WIL in 2023.

To improve graduate employability, a structured Internship program was implemented on campus. A total of 120 graduates, funded through the Presidential Youth Employment Stimulus, were placed on campus and monitored by Co-operative Education through monthly report submissions.

The CED's Employer Engagement program resulted in the University receiving two commendations in the CHE institutional audit report. These were for the positive impression held by employers, particularly with respect to the quality of students and interns; and a high level of satisfaction with respect to the quality of graduates and an extensive stakeholder engagement.

11.4.6. Implementation of the E-Learning Strategy

The implementation of the eLearning strategy is a Key Performance Indicator for MUT's Strategic Objective 1.3, focusing on enhancing the quality of graduates. A series of activities were specified in the 2023 Institutional Operational Plan, including annual targets.

In 2023, a total of 92 academic staff members underwent comprehensive training to enhance their expertise in technology-enhanced teaching and learning. The training sessions included a Teaching with Technology Summit, an Instructional Design course offered through the GetSmarter platform by UCT, a Facilitate Online programme by Emerge Africa, and a Digital teaching and learning series or learning design retreat.

Three academic staff members received support to enroll in the Post Graduate Diploma in Educational Technology at the University of Cape Town. In 2024, assistance will be extended for staff to enrol at UCT or Wits University for the same programme.

Support provided for students included digital literacy workshops and a student helpdesk. Out of the total first-time entering student population, 22% participated in digital literacy workshops. These workshops aimed to familiarise students with the online and digital learning applications they would use during their first year or semester.

At the onset of the academic year, the student helpline faced a challenge due to the absence of personnel to manage this crucial function. However, in the second semester, a student from the ICT department who was completing Work-Integrated Learning (WIL) took on some of the workload, responding promptly to student queries.

To stay current with advancements and offer students the best online learning experience, MUT initiated the migration to the Ultra navigation package of Blackboard, the learning management system (LMS), in late 2023.

An analysis of Blackboard usage statistics as of October 2023 showed that 1,966 out of 2,875 courses (or modules) were active, with 1,001 accessed between October 2022 and October 2023. This data indicates that 68% of the courses were active on Blackboard, but not all of these were actively accessed.

11.4.7. Professional Development and Support of Academic staff

In 2023, the Teaching and Learning Development Centre (TLDC) actively supported curriculum development efforts across various departments, encompassing the creation of new programmes and the refinement of existing ones. Notable collaborations included supporting the creation of new academic programmes in Accounting and Law, Marketing, Office Technology, and Agriculture. The TLDC's collaborative efforts with industry advisory bodies further enriched curriculum development processes, promoting relevance and excellence in programme offerings.

The Teaching Professional Development Unit (TPDU) facilitated the Academic Induction Programme for 23 new lecturers in 2023, providing them with the essential knowledge and skills needed for successful roles in academia. Additionally, the Assessment of Learning in Higher Education short course was implemented, with 22 lecturers successfully completing the training to enhance their skills in assessment design, implementation, and evaluation.

Recognizing the crucial role of student assistants, the TLDC provided training for 182 student assistants in 2023, enhancing their effectiveness in supporting faculty members and students within the academic environment.

In 2023, significant research outputs were achieved by TLDC staff members, contributing to the scholarship of teaching and learning. Publications covered diverse topics such as students' perceptions of online assessments, pedagogical training

initiatives for lecturers, and the importance of training and support for tutors in higher education, as shown below in Table 14.

Table 14 TLDC Research Publications in 2023

N Ndlovu, PR Gumede, S Mthimkhulu	Students' acceptance and perceptions of online assessments post-COVID-19 pandemic: A case of Community Extension students at a historically disadvantaged institution	Perspectives in Education 41 (2), 180-194
T Mutanda, PR Gumede, T Mayisela, D Ng'ambi	Using a design-based research approach for a supplementary instruction programme: A pedagogical intervention during the COVID-19 pandemic	South African Journal of Higher Education 37 (6), 271-285
PR Gumede, MP Sithole, D Gumede	Lecturers' Perspectives of Pedagogical Training Initiatives at a University of Technology in Kwazulu-Natal, South Africa	South African Journal of Higher Education 37 (5), 221-236
NS Hlongwa, MP Sithole	Training and Support for Tutors: Sine Qua Non for effective tutorship in higher education?	Proceedings of the 10th Focus Conference (TFC 2023), 53-77.

The following staff members, having completed their Doctoral studies, graduated in 2023:

- Dr Lynelle Martin, Department of Marketing
- Dr Ayanda Magwenyane, Department of Chemistry
- Dr Buyi Makhanya, Deputy Director: Academic Literacy and Language Unit
- Dr Sfundu Cebolenkosi Gumede, Department of Mathematics
- Professor Alfred Msomi, Head of the Department of Mathematics, obtained his second PhD
- Dr Bonginkosi Keith (BK) Zwane, Department of Accounting and Law
- Dr Lungani Makhathini, Department of Accounting and Law

11.4.8. Teaching Awards

The Vice-Chancellor's Excellence Awards were deferred in 2023, in order to align them with the National University Teacher Awards (NUTA) which are driven by the DHET.

11.5. Research

11.5.1. Research Productivity

It is MUT's objective to increase research productivity as measured by research output. The target for 2023 was 66 research output units. The 115,673 research output units received from staff for 2023 not only exceeds the 2023 target but also exceeds the 82.42 research output units approved by DHET for our 2022 submission.

Of the total 115,673 units, 108,5466 units were for research journal articles published in accredited journals. Book chapters made up 4,0916 units and peer-reviewed conference proceedings 3,0351 units. Articles published in predatory journals, although DHET accredited, are not included in the cumulative output for 2023.

Table 15 below shows the breakdown of the research journal articles published in 2023, according to Faculty.

Table 15: Research Journal Articles published in 2023

Period	Admin	Engineering	Management Sciences	Natural Sciences	Total
Q1 2022: Jan - Mar	0.750	6.102	4.833	3.667	15.352
Q2 2022: Apr - Jun	2.250	5.677	5.333	6.917	20.177
Q3 2022: Jul - Sep	3.333	3.630	9.766	13.429	30.158
Q4 2022: Oct - Dec	8,581	5.784	17.281	11.214	42.860
TOTAL: 2023	14.914	21.193	37.213	35.227	108.547

The DHET target for research output per academic staff member is 0.5 for Universities of Technology. MUT achieved 0.3 during 2022 and it is estimated that it will improve to 0.45 for 2023, once the DHET approvals for 2023 are known.

11.5.2. Capacity Development

Research capacity development is an important activity as it contributes to increased research productivity. MUT supports research capacity development through funding provided by the University Capacity Development Grant (UCDG). The capacity building workshops hosted by the Research Directorate during 2023 are outlined in Table 16 below.

Table 16: Research Capacity-building Workshops

Name of Workshop or Seminar	Date
The NRF Rating Information and Practical Session	18 January 2023
Women in Research Workshop	23 February 2023
Getting Ready for Publication Workshop	02 to 03 March 2023
NRF nGap Information Session	17 March 2023
NRF Funding Application Refresher Course	31 March 2023
NRF Thuthuka and the Black Academics Advancement Programme (BAAP) Information Session	12 April 2023
DSI-NRF Strategic Institutional Engagement	02 August 2023
Grant Writing	22 August 2023
Supervision of Higher Degrees	22 August 2023
Research Ethics	28 August 2023
Fundamentals of Research Proposals and Literature Review	11-12 September 2023
Academic Writing	18-20 October 2023
NRF Rating Workshop	14 November 2023
SPSS & NVivo training	29-30 November 2023

The Research Directorate, through the UCDG, allocated funding to support a total of 30 academic and support staff to complete their Masters and Doctoral degrees. The primary aim was to increase the number of personnel holding higher degrees within the institution. As part of this initiative, three deserving female researchers were granted seed funds to aid in their career development. Additionally, seven staff members were supported in international exchanges, a strategic effort aimed at fostering collaborative projects and broadening the institution's global network.

Recognizing the importance of skills development, five staff members from the Faculty of Engineering were chosen to attend a comprehensive five-day training program on MATLAB and Simulink conducted by Optimum Solutions. This training opportunity aimed to enhance their proficiency in these vital tools, ultimately contributing to their effectiveness and productivity in research and development endeavours.

11.5.3. NRF Rated Researchers

The National Research Foundation (NRF) rating system allows for the benchmarking of the quality of MUT's 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. The rating system not only identifies researchers who count among the leaders in their fields of expertise but also gives recognition to those who constantly produce high quality research outputs. The number of rated researchers increased from six during 2022 to nine in 2023.

Table 17 below reflects the MUT researchers with NRF ratings in 2023.

Table 17: NRF Rated Researchers at MUT

Name	Rating category	Period of Rating
Prof MN Sibiya	C2	2023 - 2028
Prof AT Kaniki	C2	2021 - 2026
Prof TC Davies	C2	2023 - 2028
Prof. B.F Bakare	Y2	2019 - 2024
Dr M Lasich	Y2	2019 - 2024
Dr BP Numbi	Y2	2019 - 2024
Dr O Ebenezer	Y2	2023 - 2028
Dr NJ Gumede	Y2	2023 - 2028
Dr D Naidoo	Y2	2023 - 2028

11.5.4. External Research Income

Research Funding lies at the heart of ground-breaking research and serves as the catalyst that fuels innovation. Further, most university-based research is funded through grants and contracts. Research Grants and Contracts not only play an important role in capacity development, national and international collaboration, and increased research productivity and output, but also serve as an incentive to generate new ideas which ultimately results in scientific progress. The Research Directorate assists with raising awareness of opportunities, proposal writing, and the evaluation and submission of proposals. Table 18 below shows the external research income received by MUT during 2023.

Table 18: External Research Income received in 2023

Funder	Programme	Grant Holder	Amount (R)
National Research Foundation	SA Research Chairs	Prof. BF Bakare	R570 000,00
National Research Foundation	Competitive Funding for Rated Researchers	Dr AT Kaniki	R 83 000,00
National Research Foundation	Research Development Grant for Rated Researchers	Prof. BF Bakare	R110 000,00
National Research Foundation	S & F-NRF- Free-standing Postdoctoral Fellowships	Dr NAN Ngxongo	R250 000,00
National Research Foundation	Evaluation and Rating	Prof. MN Sibiya	R30 000,00
National Research Foundation	Evaluation and Rating	Prof. TC Davies	R30 000,00
National Research Foundation	Evaluation and Rating	Dr D Naidoo	R50 000,00
National Research Foundation	Thuthuka Grant (Rating Track)	Dr T Mutanda	R60 000,00
National Research Foundation	Thuthuka Grant (Post-PhD Track)	Dr TP Makhathini	R260 000,00
National Research Foundation	Thuthuka Grant (Post-PhD Track)	Dr LQ Qwabe	R3330,63
DHET	University Capacity Development Grant	Dr A Mienie	R 1 200 000,00
International Centre for Genetic Engineering and Biotechnology	ICGEB Special Programme for South African HDI's	Prof. K.K Naidoo	R173 000,00
DHET/UJ	UCDP-Future Professors' Programme	Dr BYV Mvuyana	R190 000,00
National Intellectual Property Management Office	NIPMO-Institutional Support	Dr A Mienie	R 1 150 810,00
SAMRC	SAMRC RCDI	Ms PY Sikosana	R115 000,00
SAMRC	SAMRC RCDI	Ms NP Ndlovu	R92 000,00
National Graduate	Mathematical Early Career Fellowship	Mr L Mazibuko	R25 000,00

Academy for Mathematical & Statistical Sciences			
National Graduate Academy for Mathematical & Statistical Sciences	Mathematical Early Career Fellowship- Hosted by University of Pretoria	Mr SC Gumede	R25 000,00
South African Quantum Technology Initiative- University of Witwatersrand	SA QUTI (PhD) Student Bursary Award	Mr MB George	R50 000,00
SAMRC	SAMRC RCDI	Mrs R Pillay	R115 000,00
National Research Foundation	NRF Postdoctoral Grants	Dr NB Patrick	R305 000,00
University of Pretoria	UCDP National Collaborative Project- Conference Attendance	Mr D Hove	R20 000,00
TOTAL			R 4 907 140,63

11.5.5. Research Awards

The 21st Research Awards Evening were hosted on 29 September 2023 at the Premier Hotel, Umhlanga. The following prizes were awarded:

Faculty of Engineering

Gold Prize Prof BF Bakare

Faculty of Management Sciences

Gold Prize Dr BA Ntshangase

Silver Prize Prof S Ngcobo

Bronze Prize Dr BYC Mvuyana

Faculty of Natural Sciences

Gold Prize Dr B Mutanga

Bronze Prize Ms N Thembane

Senate Prize (Researcher who published most papers during 2022)

Prof BF Bakare published 15 papers during 2022.

DVC: RIE Prize (Research who secured most external research funding)

UCDP/UCDG and HDI Grants were excluded.

Prof T.C. Davies received R328 300.00 from the Alexander Von Humboldt Foundation

VC Prize (Best Researcher at MUT)

Prof BF Bakare submitted evidence of research output, external funding received, as well as successful student supervision.

11.6. Innovation**11.6.1. Intellectual Property Portfolio**

MUT has a small research base and consequently a small number of research and development initiatives result in protectable intellectual property, which results in a modest Intellectual Property portfolio.

MUT currently owns four South African patents from which two are also protected in several countries, as well as one provisional patent. Furthermore, the MUT Intellectual Property portfolio includes two trademarks: the wordmarks 'Mangosuthu University of Technology' and 'MUT'.

Unitary patents for the two Pharmacophore inventions were granted for Europe and the 17 participating countries are: Austria, Belgium, Bulgaria, Denmark, Estonia, Finland, France, Germany, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Portugal, Slovenia, and Sweden.

The target for protected intellectual property is seven, which was achieved.

Table 19: Summary of MUT Patents Granted and their Status

Grant Number	Name	Country	Application Type	Renewal Due	Status
2023/05712	Broad-Spectrum Organic Herbicide	South Africa	ZA Provisional		Provisional
2012/09619	Manufacturing a ceiling	South Africa	ZA Complete	19 Dec 2023	Granted
ZL 201680071241.2	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of Cyp17a1 and Cyp19a1	China	National Phase	22 Oct 2023	Granted
11,548,860	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of Cyp17a1 and Cyp19a1	United States	National Phase	10 Jul 2026	Granted
3365330	Pharmacophores, compounds and methods having	Europe (Unitary patent)	National Phase	22 Oct 2023	Granted

	application in the treatment of cancer through inhibition of Cyp17a1 and Cyp19a1	protected in 17 countries)			
3002567	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of Cyp17a1 and Cyp19a1	Canada	National Phase	22 Oct 2023	Granted
ZL 201680071222.X	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of Cyp17a1 and Cyp19a1	China	National Phase	22 Oct 2023	Granted
3365819	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of Cyp17a1 and Cyp19a1	Europe	National Phase	22 Oct 2023	Granted
3365330	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of Cyp17a1 and Cyp19a1	United Kingdom	National Phase	22 Oct 2023	Granted
3365819	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of Cyp17a1 and Cyp19a1	United Kingdom	National Phase	22 Oct 2023	Granted
2015/02913	System for harnessing wave energy	South Africa	ZA Complete	29 Apr 2024	Granted
2018/03198	Treatment of cancer through inhibition of cyp17a1 and cyp19a1	South Africa	ZA National Phase	26 Jul 2023	Granted
2018/03199	Treatment of cancer through inhibition of cyp17a1 and cyp19a1	South Africa	ZA National Phase	26 Jul 2023	Granted

11.6.2. Intellectual Property Capacity Development

The Research Directorate has responded to the call for hosting of the sixteenth (2024) and seventeenth (2025) World Intellectual Property Organisation (WIPO) – South Africa Advanced Summer School on Intellectual Property (IP) and Technology Transfer (TT).

We are delighted to report that the Research Directorate's application to host the 2024/2025 Summer School on Intellectual Property and Technology Transfer was accepted. To successfully implement this flagship project, MUT is required to enter into two separate funding agreements each contributing an amount of R500,000, to a total of R1-million. These agreements will be between the Department of Science and Innovation and MUT, and CIPC and MUT respectively.

11.7. Community Engagement

There has been noteworthy progress in delivering on the University's strategic objectives for Community Engagement (CE), which are:

SO 3.1: To enhance MUT's contribution to the socio-cultural, environmental and economic development of the community

SO 3.2: To enhance relationships with local communities

11.7.1. Strategy and Governance

Progress has been significant in the advancement of Community Engagement (CE) at strategic level and on issues of governance in an effort to strengthen CE at MUT. At strategic level a framework for the scholarship of engagement (SoE) was developed, and after consultations with university structures it was approved by Senate on 16 November 2023 for application in 2024.

The development of a Framework for the Scholarship of Engagement (SoE) at MUT is meant to assist MUT's current effort to respond to the HEQC audit recommendations of 2012 whereby CE should be integrated into the strategic priorities and the core functions of teaching, learning and research. The framework aims to develop a visual representation or roadmap for the implementation of SoE at MUT. It takes participants on a journey of "walking back" from intended outcomes to clarify what needs to be in place to get there.

Issues of governance to address the challenge of under-reporting of community engagement activities across the university were addressed through the resuscitation of Faculty Community Engagement and Development Committees to feed into the Senate sub-committee on Community Engagement and Development. The Faculty Community Engagement and Development Committee (FCEDC) was resuscitated to increase the participation of academic departments in community engagement.

Among other obligations, the FCEDCs will be responsible for identifying opportunities that enhance community engagement within the Faculty. Aspects such as community engagement as scholarship, the status of CE at MUT, principles that govern CE as indicated in CE policy, partnerships and collaborations, as well as issues of quality assurance will be the business of the committee.

11.7.2. Registered Community Engagement and Development Projects

MUT made notable progress in the implementation of CE projects. The CE projects are initiatives of the university staff, mainly academics, students and the CEAD Directorate. A total of 19 CE projects were implemented in 2023, with eight from the Faculty of Natural Sciences, three from Faculty of Management Sciences, two from Faculty of Engineering and six from the CEAD Directorate. The projects were implemented according to the four focus areas of the CE implementation strategy, which are Food Security, Health and Safety; Environmental Sustainability and Resilience; Skills Development; and Nation Building and Social Cohesion as reflected in the table below.

Table 20: CE Projects according to Strategic Implementation Focus Areas

Implementation Focus Area	Name of Project	Distribution Across Faculties
Food Security and Safety	Food Security for Better Health (FSBH)	Faculty of Natural Sciences
	Agricultural Support Project (ASP) for Umlazi Community	Faculty of Natural Sciences
	The Food Safety Training (FST) of the Ready-to-Eat Informal Traders in Umlazi	Faculty of Natural Sciences
	Marianridge garden project	CEAD Directorate
	Engagement with learners at Indukwenhle High School on wetland restoration on Thursday 10 August 2023	Faculty of Natural Sciences
Skills Development	Impilo Community Project (ICP) – FMS	Faculty of Management Sciences
	Professional Development of Agricultural Sciences Educators (PDASE)	Faculty of Natural Sciences
	Isisekelo Campaign Project (ISCP)	Faculty of Management Sciences
	Business Skills Development (BSD) project	Faculty of Management Sciences
	Geophagy Study Project (GSP)	Faculty of Natural Sciences
	MUT- MKI Digital centre	CEAD Directorate
	Umlazi ComTech library project	CEAD Directorate
	The Reading project	CEAD Directorate
Environmental Sustainability and Resilience	Ecosystem Rehabilitation & Restoration (ERR) Project- FNS	Faculty of Natural Sciences
	Phytoremediation Project (PRP) at Blackburn village, Mount Edgecombe, Durban.	Faculty of Natural Sciences
Nation Building and Social Cohesion	Environmental Education & Sustainability (EES) Project	Faculty of Natural Sciences & Faculty of Engineering
	School Sports Resuscitation Project	CEAD Directorate and Department of Sports
	Sivusisizwe Africa Initiative	CEAD Directorate
Entrepreneurship	Social Entrepreneurial Programme	Faculty of Management Sciences

The performance on CE projects especially in the last quarter of 2023 can be said to be well above average, with five of the projects in the top bracket of 75-100% implementation, three between 50-75%, four below 50%, and one inactive.

11.7.3. Talloires Network of Engaged Universities

Enhancement of relationships was undertaken in various ways. MUT became a signatory of the Talloires Network of Engaged Universities. MUT through the CEAD Directorate identified and established partnerships, held events and carried out capacity- building initiatives for internal and external stakeholders.

In March 2023 MUT became a signatory member of the Talloires Network of engaged universities. The Network is an international association of institutions which aims to foster civic engagement. As of 2018 the network had 427 member institutions in 85 countries, including South Africa. The network hosts conferences, produces publications on university civic engagement, provides financial and technical support to regional university networks, and awards the annual MacJannet Prize for university student civic engagement initiatives.

MUT stands to benefit by applying for awards that provide monetary prizes and public recognition for innovative approaches to university civic engagement, building MUT's international civic engagement credentials (for example, through the use of the Network's logo); publicizing MUT civic engagement work in the Talloires Network newsletter and social media outlets including Facebook, Twitter and LinkedIn; accessing the TN newsletter, which includes announcements of grant opportunities and regional conferences and sharing experiences while soliciting information from peers (administrators, staff, faculty, and students) at member institutions around the world who have similar interests in civic engagement; representing the Network at national, regional, and international conferences and gatherings focused on university civic engagement and nominating individual leaders at MUT to serve on the Network's Steering Committee.

11.7.4. Partnerships

11.7.4.1. Local Partnerships

To enhance relationships with local communities, the CEAD Directorate made significant progress by initiating four local partnership agreements an encouraging MUT staff to make use of them in the implementation CE projects where necessary. Partnerships are an indispensable and integral component of community engagement as they augment expertise, knowledge and funding for the community engagement enterprise of the University.

11.7.4.2. International Partnership

The CEAD Directorate hosted a Fulbright scholar, Professor Wilson Majee of University of Missouri (USA) on July 31 – August 8, 2023. The Fulbright scholar conducted workshops for academic staff members to integrate community engagement into

teaching and learning and research. Prof Majee spent his days at MUT by engaging with various stakeholders internally and University partners as well as collaborators such as the University of KwaZulu-Natal and the eThekweni municipality which is the KZN metropolitan municipality. Workshops included theories of community engagement, research for community development, and health promotion. Comparative discussions between USA and South Africa were undertaken, as they engaged in the design of activities appropriate for their respective contexts. The visit of Prof Majee culminated in a partnership between MUT and University of Missouri.

11.7.5. Capacity-building Initiatives

Capacity-building was provided through weekly Service-Learning forum sessions, an initiative of a partnership between MUT and eThekweni municipality to support the Cooperative Education Directorate to integrate CE into teaching and learning. Through this platform, academic staff were able to find partners and collaborators for their teaching. The MUT community was also capacitated to integrate CE into teaching, learning and research through MUT's affiliation in the South African Higher Education Community Engagement Forum (SAHECEF), which hosted various symposia and conferences across universities.

Capacity building was also provided through CE forum sessions, i.e. discourses among the Faculties to share CE projects with the University community with an aim of encouraging cross-pollination among projects to bring about multi-disciplinarity in an effort to address the complex societal challenges and ensuring sustainability of projects.

11.7.6. Events

11.7.6.1. Community Engagement Day

On 25 July 2023 the CEAD Directorate hosted a Community Engagement Day where the MUT community was afforded an opportunity to showcase community engagement projects. External stakeholders such as representatives from Umlazi business and civil society and partners such as the eThekweni Municipality and Moses Kotane Institute and sister institution DUT attended the CE Day and shared best practices on CE.

11.7.6.2. Mandela Month

For the entire month of July the MUT community joined forces with various external stakeholders to observe Mandela month through various activities of solidarity and nation building. The theme for the year, as determined by the Nelson Mandela Foundation, was Climate, Food, Solidarity. Activities were aligned according to the theme.

The CEAD Directorate coordinated 28 activities which were undertaken by Faculties and support departments in various local schools of Umlazi and its outskirts, NPOs and within MUT. The Mandela month gained much publicity through MUT radio. Examples of external collaborators were CPUT, eThekweni Municipality's Disaster Management Unit and Emergency Control Unit, Durban Solid Waste, Agro Ecology unit, eThekweni Parks, Provincial dept; Umlazi soccer Legends; Umlazi community structures, EDTEA, Department of Agriculture and Rural Development and Gift of the Givers.

Among activities that the MUT community carried out were visits to the homes of the aged and vulnerable to offer services such as sharing food, cleaning, and refuse cleaning; visit to vulnerable communities to initiate food gardens and tree planting; visit to various schools in Umlazi and rural communities to plant trees and start food gardens; visit to Umlazi police station to distribute cookies baked at the MUT kitchen; official opening of the MUT food pantry by Marketing and Communications Directorate of MUT in partnership with the Gift of the Givers and sister universities. Towards the end of Mandela month the Sports department hosted a media launch of the MUT Umlazi Community Tournament Cup community engagement project. The project is meant to encourage sports in Umlazi.

11.7.6.3. CE International Conference

On the 28 - 30 June 2023 MUT in collaboration with University of Zululand, University of Venda, University of Botswana as well as Nelson Mandela Children's Fund hosted a hybrid conference on community engagement. The theme of the conference was: "We are because you are: Community Engagement and the Scholarship of Engagement interface". A total of 154 abstracts was accepted with nine from MUT.

The conference was a joint effort to unpack the integrated nature of community engagement in Higher Education and secondly, to 'walk the talk'. The intention was also to engage on what universities are good for (not what they are good at), and to deliberate about community engagement's impact on society. Discussions are also expected to create a platform to engage on the scholarship of community engagement and how inclusive monitoring and evaluation could be.

11.7.6.4. Launch of the Umlazi Digital Centre

On 10 November 2024 the Economic Development Tourism Agency (EDTEA) officially launched the UMLAZI Digital Centre at MUT. The centre is a joint initiative of MUT and the Moses Kotane Institute (MKI), which is based on existing partnerships between the two parties. The partnership indicates Research and Development, Economics and Statistical services as well as Innovation and Technology service as areas of collaboration. The centre is expected to benefit the Umlazi community and MUT to meet its community engagement mandate and address MUT's Anchor strategy of building sustainable relationships (Goal 3) and enhancing community investment (Goal 5). Also as part of the partnership MUT will benefit through the research output that is envisaged from this project.

11.7.6.5. Inguyazana Event

Inguyazana is a Zulu term for 'family in-house meeting'. The CEAD Directorate adopted the name to encourage critical conversations among project members together with their external stakeholders pertaining to slow progress in the implementation of CE projects registered with the CEAD Directorate at MUT. On 29 November 2023 the CEAD Directorate launched an annual Inguyazana event for all academics and project leaders, including external stakeholders who are partners to the MUT CE projects.

The goal of the event was to improve CE at MUT and learn best practises from fellow colleagues. The main objective was to provide a general platform to know the current state of CE projects and their implementation and share challenges experienced during

the implementation of CE projects. A number of lessons were learned in the event which brought a better understanding of the complexity of CE and brought a sense of social responsibility, environmental responsibility, and responsible citizenry. It is envisaged that holding an annual event will improve and accelerate the Scholarship of Engagement at MUT.

11.7.7. Risks Identified

Two risks which could have a potential to negatively affect CE at MUT were identified, as shown in Table 21 below.

Table 21: CE Risks Identified and Mitigation Measures

Risks	Mitigation measures
Academic workload model discourages efforts towards community engagement (JL=3%; L=3%; SL=5%; AP= 10; P=10%; Dean=15%)	Discussions with the Directorate of Institutional Planning and Research (DIPR) are underway.
CE projects are not well communicated to the broader community due to shortage of capacity.	Regular programmes through MUT Radio are underway and the appointment of a Post Doc is expected to increase capacity

11.8. Staff and Student Awards and Achievements in 2023

A summary of notable student and staff achievements, not already mentioned in earlier sections, is provided below.

11.8.1. Staff and Student awards and achievements

- Mr Vincent Mlungisi Dlamini, a technician in Electrical Engineering, received an award from the Institute of Professional Engineering Technologists for the highest achieving B Tech or B Eng. Tech. graduate at Unisa in 2022.
- Mr Lindokuhle Zulu, an Advanced Diploma in Marketing student, was appointed Deputy Chairperson of the national Entrepreneurship Development in Higher Education (EDHE).
- Dr Maryam Amra Jordaan, the NRF Administrator in MUT’s Research Directorate was awarded the Cum Laude Award during the University of Free State’s 38th Chancellor’s Distinguished Alumni Awards.

- The MUT Choir won the annual Higher Education Institutions Performing Arts Festival (HEIPAFEST) music competition that took place on 9 - 11 July 2023 at South African State Theatre in Pretoria.
- Ms Nonhlanhla Vezi, a research assistant in the Department of Community Extension, received an Africa Honoree Author's Award on 31 July 2023 at the 6th African Global Honorees Authors Awards for her book – The Black Graduate in a Corporate World.
- Professor Babatunde Bakare, acting Dean in the Faculty of Engineering, was appointed chairperson for the South Africa Institution of Chemical Engineers for the KZN region for the period of 2023 -2025.
- MUT staff members were among the recipients of awards at the 10th Empowered Administrators Conference. Zakhele Nxumalo, Senior Secretary in the office of the Dean of Natural Sciences, and Nokuthula Msimang, Secretary of Campus Health Services, were co-recipients of the Accountability award. Nonhlanhla Duma, Secretary of Biomedical Sciences, received the Respect award.
- Two MUT students won in their respective categories in the regional level of the annual EDHE Entrepreneurship Interservice competition. Mr Bongumusa Makhathini, a fourth year Bachelor of Health Science, Medical Laboratory Science student, won the New Business Idea category. Mr Lindokuhle Zulu, the founder and director of U&I Foundation, and an Advanced Diploma in Marketing student, won the Existing Social Impact Business category.
- Professor Roger Coopoosamy, the Acting Dean of the Faculty of Natural Sciences, was awarded a Lifetime Achievement Award by the Dr V Sivaram Research Foundation during the 8th Global Summit on Medicinal and Aromatic Plants held in Bangkok, Thailand.
- Professor Alfred Msomi, Head of the Department of Mathematical Sciences, and Darlington Hove, a Mathematics Lecturer, won third position at an Artificial Intelligence (AI) conference for performance in Machine Learning and Big Data skills in China.

11.8.2. Sporting achievements and awards

- Two students, Siphokazi Molapo, and Pamela Hadebe, and MUT Assistant Coach, Thandeka Thusi, made the Marlins team, which participates in the Basketball National League (BNL).
- The MUT Academy football team became champions of the domestic cup after beating Benfica 2-0 in the final. The team became league champions after amassing a total of 74 points throughout the season, and scoring 90 goals. It would now move up to Premier Division.

- The University’s Bodybuilding did exceptionally well at the MTSS Hall in Merewent, Durban. Four of the University’s Bodybuilders placed first and won Gold. These are Sibusiso Nkomo, in the under 75kg, under 23; Mvelo Khumalo, under 176cm, Men’s Physique; Sphesihle Vilane, over 75kg, under 23; and Ntandazo Mbambo, Men’s Classic Physique.
- Nkosingiphile Chivumbe, a second year Human Resources Management students, won a gold medal in the Junior Under 23 Classic Bodybuilding category at the International Federation of Bodybuilding (IFBB) South African Championships in Witbank, Mpumalanga Province from 1-3 September 2023. Lindelani Mazibuko, a first year Accounting student, placed first in the Men’s Wheelchair Bodybuilding and also won a gold medal. Mvelo Khumala, a third year Quantity Surveying student placed third, and won a bronze medal.

11.8.3. Student Governance activities and achievements

- The 2023-2024 Student Representative Council (SRC) was inaugurated on 19 October 2023, following the the election that took place on 5 October. The Acting Vice-Chancellor and Principal, Professor Marcus Ramogale, thanked the University students for their exemplary behaviour throughout the election period.
- The new President of the student leadership, Mr Thobisa Dalasile, a third-year Accounting student, succeeded the outgoing SRC President, Mr Vusi Mthethwa.
- Professor Ramogale thanked the outgoing SRC for conducting themselves well during their tenure.
- A three-day induction workshop for the new SRC was held on 6, 8, and 9 November 2023 at the University. All the 21 departments and divisions that interact with the SRC made presentations, providing the recently inaugurated student leadership with a deeper understanding of how different departments at the University function.

11.9. Composition and Size of the Student Body

The main features of the MUT student population in 2023 are reflected in the following graphs, including the total headcount; the distribution by gender and by major field of study; the success and graduation rates; and the access of students to funding by the National Student Financial Aid Scheme (NSFAS). In most cases, comparative data for the previous four years is also provided.

MUT’s total student enrolment in 2023 was 14,312, which was 1,3% below the planned target of 14,500. This is the first time in the five-year period shown below that the University’s actual enrolment was lower than the target; but the target was almost 1,000 enrolments higher than in 2022, following adjustments made to the Student Enrolment Plan for the period 2023-2025 to bring the target closer to historical actuals. As can be seen, the actual enrolments in previous years were significantly higher than the

Enrolment Plan targets, ranging from an over-enrolment of 14,6% in 2019 to 6,7% in 2022. The 1,3% under-enrolment in 2023 is within the 2% deviation permitted by the DHET before it imposes financial penalties on Universities.

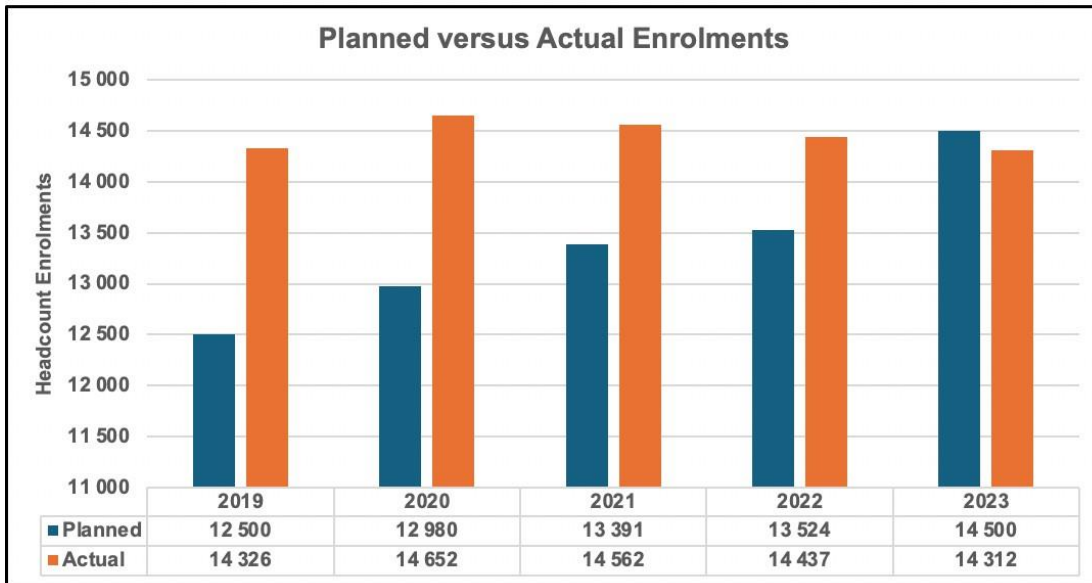


Figure 1: Headcount enrolments, planned vs actual (2019-2023)

The gender profile of MUT students over the past five years shows a transition from a slight majority of males to an increasing majority of females. As can be seen in the following graph, the proportion of female students increased from 49% in 2019 to 53% in 2023, while the proportion of male students decreased from 51% to 47% in the same period.

In terms of group, MUT’s student body remains overwhelmingly African. The proportion of African Students was 99,74% in 2023, compared to 99,72% in 2022.

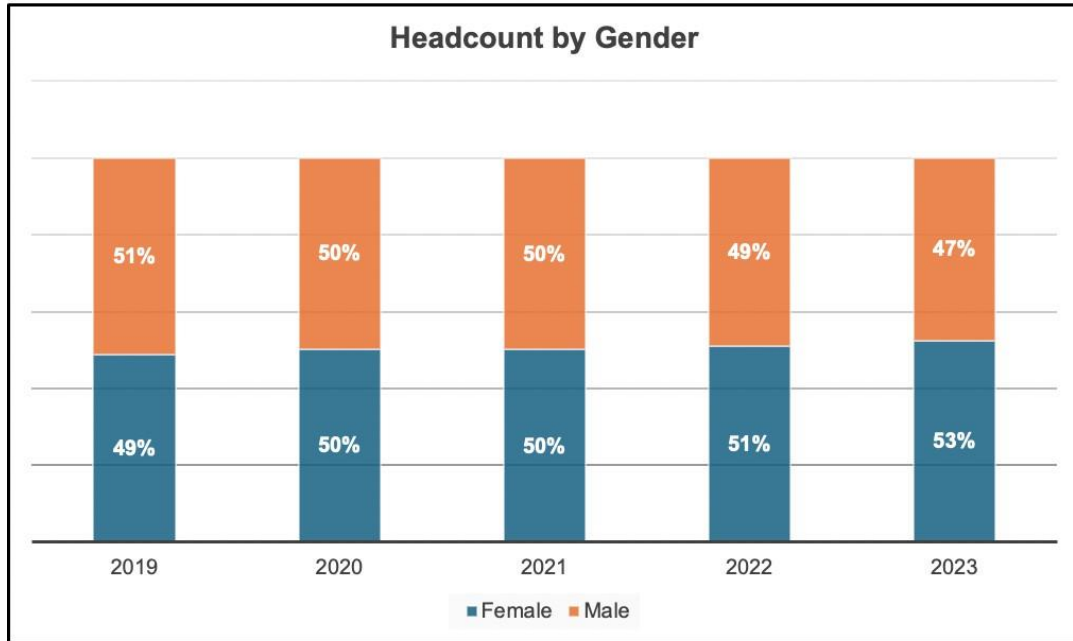


Figure 2: Headcount by gender (2019-2023)

The figure below reflects the headcount enrolments by major field of study for 2023. Science, Engineering, and Technology (SET) fields dominated with 59% of the total enrolments, followed by Business and Commerce at 32%, and Other Humanities at 9%. The proportions were similar in 2022: SET was 57.6%, Business and Commerce was 33.6%, and Other Humanities was 8.8%..

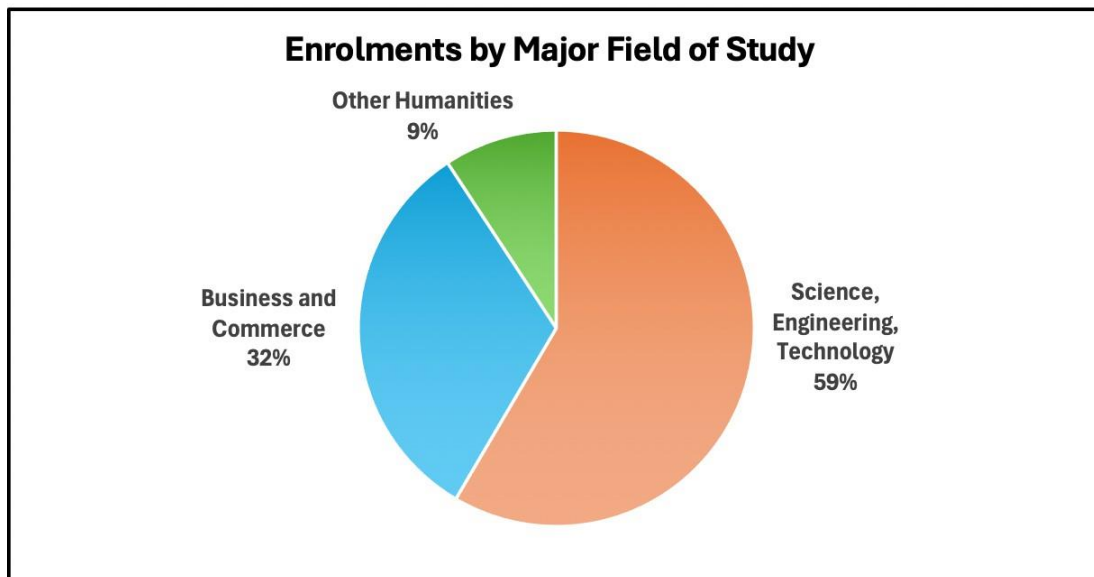


Figure 3: Headcounts by major field of study in 2023

The University’s success rate reflects the proportion of subjects that students pass compared to the subjects for which they were enrolled. Figure 4 below reflects the actual

versus planned success rates for the years 2019 to 2023. While the planned success rates were held relatively constant around 80-82%, the actual success rates showed more variability. The highs of 86% and 84% were achieved during the Covid-19 years of 2020 and 2021. The 2023 success rate of 79% approximates the pre-Covid rate of 80% achieved in 2019.

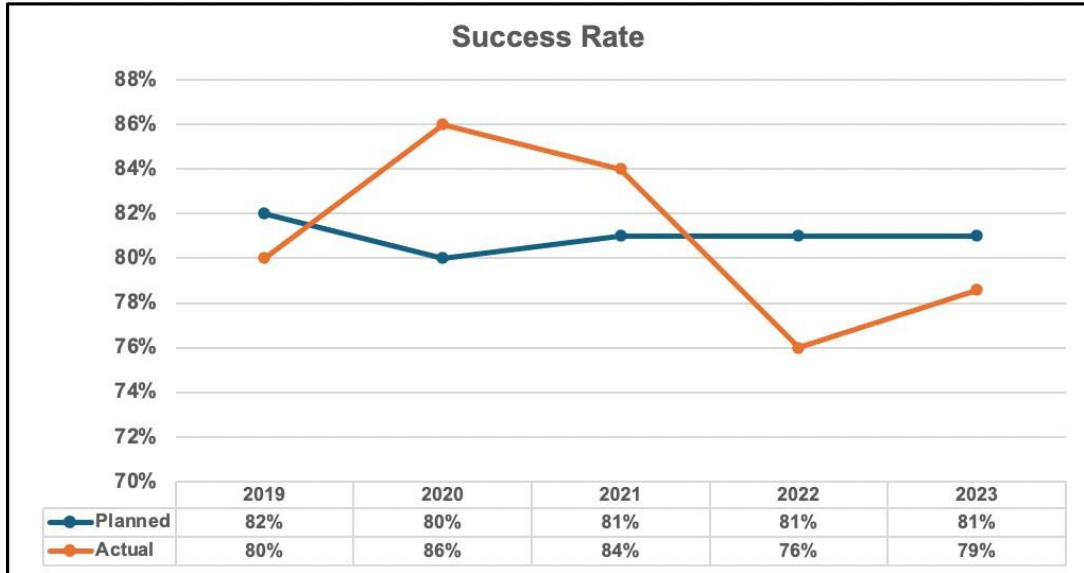


Figure 4: Success rate, planned vs actual (2019-2023)

The graduation rate compares the number of students who graduate in a particular year to the total number of students enrolled. The 2023 graduation rate of 21% was unchanged from 2022 (Figure 5) and matched the planned target.

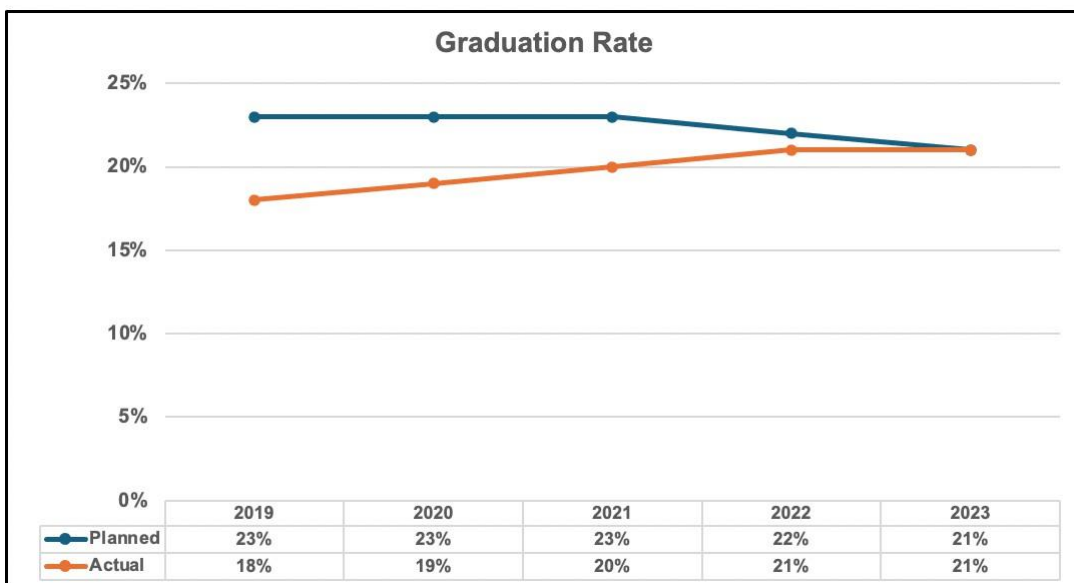


Figure 5: Graduation rate, planned vs actual (2019-2023)

The proportion of students receiving funding from the National Student Financial Aid Scheme (NSFAS) in 2023 was 65%. Figure 6 below shows an increase from 64% in 2019 to a peak of 74% in the Covid-19 years of 2020 and 2021, followed by a decline to 65% in 2023.

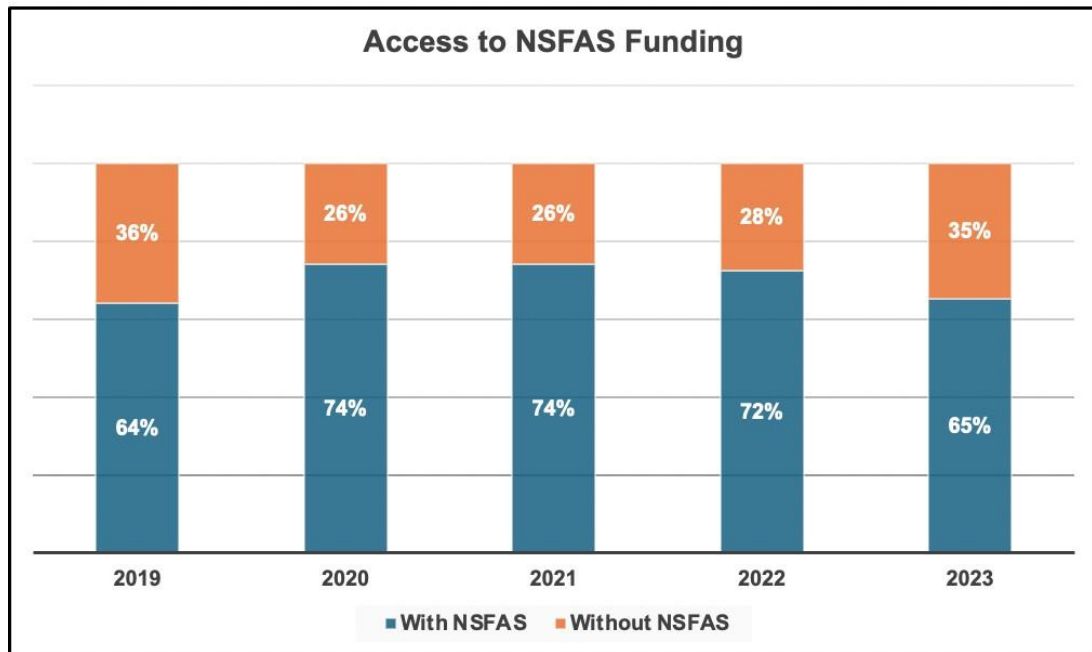


Figure 6: Student access to NSFAS funding (2019-2023)

Overall, the composition and performance of MUT students shows stability over the five year period of 2019 to 2023. Where significant changes were reflected during the Covid years, the 2023 figures show a return to pre-Covid levels.

MN Sibuya

Prof Nokuthula Sibuya
 Vice-Chancellor & Principal Chairperson of
 Senate

30 August 2024

Date

12. REPORT OF THE INSTITUTIONAL FORUM

The charter of the Institutional Forum (IF) states that its purpose is to promote the transformation agenda of the University by giving advice to Council. During 2023, the Forum provided advice to the Administrator.

The MUT Statute outlines the role of the IF as an advisory body on issues 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.

In terms of the provisions of the Higher Education Act and the MUT Statute, the IF consists of representatives from Management, Council, Senate, Convocation, academic employees, administrative and support employees, representative employee organisations, students, and an expert on transformation. During 2023, in the absence of Council, a member of the Administrator’s technical team served on the IF.

The IF held three ordinary meetings, five special meetings, and one emergency meeting in 2023. The ordinary third quarter meeting, scheduled for 1 September 2023, was not held as there was not a quorum present. The composition of the IF and attendance of the meetings is reflected in Table 22 below.

Table 22: IF Composition and Attendance

Institutional Forum Attendance										
Name	25 January (Emergency meeting)	03 February (Special Meeting)	03 March (Ordinary meeting)	12 May (Special meeting)	26 May (Ordinary meeting)	25 July (Special Meeting)	06 September (Special meeting)	17 November (Ordinary meeting)	14 December (Special meeting)	%
Mr G. Govender	P	P	P	P	P	P	P	P	P	100%
Ms N. Gondeni (SRC)	P	P	P	AP	A	P	A			57%
Mr T. Hadebe (Conv.)	P	P	P	P	P	P	P	P	V	100%
Dr C. Israel	AP	AP	P	P	P	P	P	P	P	78%
Dr T. Kweyama	P	P	P	P	P	P	P	P	P	100%
Mr S. Luthuli (SRC)	P	P	P	AP	A	P	A			57%
Dr J.M. Makua	AP	AP	AP	P	AP	P	P	A	P	44%
Mr L.Z. Mthimkhulu	A	A	P	P	P	P	A	A	A	44%
Mr S. Mbonambi (Conv.)	P	P	P	P	P	P	P	P	V	100%
Mr L.P. Nzama	P	P	A	P	P	P	P	P	P	89%
Ms M. Mokuale (Admin.)					P	P	P	P	P	100%
Mr V. Phungula (SRC)								P	A	50%
Dr K Ramsarghey	P	P	P	P	P	AP	P	AP	P	78%
Mr T. Zwane	P	P	P	A	P	P	P	P	P	89%
Ms L. Zenzile (SRC)								P	P	100%
Council Appointee	V	V	V	V	V	V	V	V	V	n/a
Council Appointee	V	V	V	V	V	V	V	V	V	n/a

P Present
A Absent
AP Apology
V Vacant

During 2023, the IF deliberated on the following matters, among others, and provided advice to the Administrator.

- The Institutional Forum considered its input to the Portfolio Committee on Higher Education, which would be making a follow-up visit to the University on 26 January 2023. The IF would reflect on the readiness of MUT for the 2023 registration and the commencement of the academic programmes.
- The Institutional Forum elected Dr LT Kweyama as chairperson at a special meeting on 3 February 2023. Dr Kweyama, the Dean of Students, is the Senate representative on the IF.
- The Convocation representatives on the IF expressed their concern at no longer receiving an honorarium for attendance of IF meetings as they travelled long distances to attend. However, the IF resolved that the honorarium could not be paid as it was dependent on Council being in place and Council had been dissolved.
- The IF noted a report from the Senior Director of Human Resources and Development (HRD) on the implementation of the Employment Equity Plan (EEP). At the request of the Administrator, HRD would be working on a new five-year EEP.
- The Forum noted a report on progress regarding the appointment of Senior Management members.
- It noted reports on security measures and on broad-based Black economic empowerment (BBBEE).
- The IF would raise questions in a meeting with the Administrator on the appointment of the Vice-Chancellor, the appointment of the new Council, the five-year Development Plan, and transformation.
- The IF selected Mr LP Nzama to represent it on the Selection Committee for the VC.
- Ms M Mokuete, a member of the Administrator's technical team, was welcomed as a member of the IF.
- The IF considered the draft Institutional Rules and made a recommendation regarding consultation and advice by the Forum in the process of selecting a Vice-Chancellor.
- The Forum deliberated on the revised Recruitment and Selection Policy and resolved that a legal opinion on the policy should be obtained before further consideration.
- The Chairperson, Dr Kweyama, was nominated as the IF representative on the Naming Task Team to engage on the naming and re-naming of MUT buildings.
- The IF received a report on the development of an institutional transformation plan for MUT and approved a suggested rollout plan for submission to the EMC.

- The IF supported the extension of the acting appointment of Dr JM Makua as Acting Deputy Vice-Chancellor (Teaching and Learning) and Dr J van Koller as Acting Deputy Vice-Chancellor (Resources and Planning) on a month-to-month basis from 1 January 2024 to 30 June 2024.



Dr LT (Thembi) Kweyama
Chairperson of the Institutional Forum

30 August 2024

Date

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

The year commenced with the introduction new reporting and approval processes following a decision by the Administrator, Professor Lourens van Staden, in his capacity as custodian of all governance-related matters.

Members of the Administrator's technical team were assigned to chair working groups similar to the former Council Sub-Committees. These working groups advised Management on the various submissions that were destined to serve at the quarterly Administrator meetings for his approval. This layer of vetting proved beneficial in refining submissions to the Administrator, thereby increasing their prospects of approval.

The Administrator and his technical team hosted a two-day Stakeholder Summit in September for all levels of University Management, with the student leadership and leadership of organised labour also in attendance. Among the aims of this event was to strengthen the relationship between the various University stakeholders. The robust discussions will serve as a springboard in the development of the Administrator's five- year development plan for the University.

The recruitment process for the appointment of the substantive Vice-Chancellor began in earnest once the Institutional Rules for the University were approved by the Administrator in August 2023. The objective was to complete the process by the end of the first semester in 2024, with the filling of other vacant executive management positions to follow.

The University secured the approval of the Administrator for negotiations to acquire the Enduduzweni Centre for the Blind, a property adjacent to the NUT north campus. The University's bid was accepted by the KZN Department of Social Development and the sale of the property is expected to be finalised once all the regulatory details are attended to. Once acquired by the University, it is expected that this property will provide the much-needed additional space for growth within MUT.

Teaching and learning resumed in the manner of the 'new normal' following lessons learned during the Covid-19 years. Hybrid teaching, coupled with increased usage of digitisation in teaching and learning, will surely influence teaching methodologies more significantly as society begins to embrace artificial intelligence (AI).

Unfortunately, the University is still plagued by intermittent water supply and the effects of load shedding. Contingency plans have served at the University Senate during the course of the year, related to making up of lost teaching time resulting from these service delivery failures.

The University's turnaround plan was approved by Executive Management following advice by the Administrator that it be a management report and need not be endorsed by him. The implementation regarding recommendations in the plan has commenced. The University approved the creation of a Central Project Management Unit to oversee the implementation of the turnaround strategy and all funded projects.

MN Sibiya

Prof Nokuthula Sibiya
Vice-Chancellor & Principal

30 August 2024

Date

14. REPORT ON INTERNAL ADMINISTRATIVE AND OPERATIONAL STRUCTURES AND CONTROLS

MUT maintains a system of internal controls over financial reporting and the safeguarding of assets against the unauthorised acquisition, use or disposal of such assets. Such controls are designed to provide reasonable assurance to MUT and the Administrator 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, including HEMIS protocols. 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 assessed the operation of internal control systems and reported findings and recommendations to the EMC and ARCWG. Corrective actions were taken to address control deficiencies and other opportunities for improving systems are adopted when identified. The audit log was maintained to assess progress on the implementation of management action plans in terms of addressing both internal and external audit findings raised previously.

The University prepares its annual financial statements internally using specialized software. The financial statements are prepared by the Budget and 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 and Compliance directorate. The statements were submitted to the Administrator’s Working Group on Finance and Investment for approval.



Prof Nokuthula Sibiya
Vice-Chancellor & Principal

30 August 2024

Date



Professor Lourens van Staden
MUT Administrator

30 August 2024

Date

15. REPORT ON TRANSFORMATION

15.1. Background and Initiatives

Regrettably, the Founder of Mangosuthu University of Technology, Prince Mangosuthu Buthelezi passed away on 9 September 2023 at the age of 95. His dream to establish a Technikon within the township of Umlazi has enabled MUT to improve the lives of the marginalised, ‘abantu abampisholo’ as he would say. MUT has continued that dream with its transformation agenda. May the soul of Prince Buthelezi rest in peace.

During 2023, Executive Management appointed a management liaison to the Institutional Forum (IF) to oversee the development of the Institutional Transformation Plan (ITP), among other matters.

A lekgotla was held in June 2023 where a Transformation expert was invited from a sister university to share its experiences during the development of their plan. A roll-out plan was then developed by an IF Task Team and recommended by the Institutional Forum to Executive Management for its approval on the approach to be adopted in developing the ITP for the University.

In the past year, the University, with the help of some Non-Profit Organisations (NPOs) has been able to relieve the plight of indigent students by launching a Student Pantry. This pantry was launched by Gift of the Givers in July 2023 and supports at least 500 indigent students monthly with food, and sometimes with water when there are water challenges on campus.

The impact is that no student goes to class on an empty stomach. The University network responsible for this is able to provide appropriate data on students requiring assistance and accessible communication platforms. In addition, there other NPOs that augment this support by Gift of the Givers through providing other necessities such as health and hygiene products.

To tackle the issues of social justice, the University collaborates with the United Nations Development Programme (Durban Diakonia Centre) to provide refugee students information on how they can be registered at MUT. There are ongoing discussions to meet this objective.

The University’s Anchor Strategy recognises that a revitalised surrounding community enhances the wellness of the University. There are many ongoing efforts to support our neighbouring communities and some of the highlights in 2023 include the establishment of a Digital Skills centre. The purpose is to enable community members to attain industry-relevant skills that allow them to compete for positions with people from advantaged historical backgrounds.

The University also paid attention to matters that were straining communities and facilitated interventions where possible. Examples are:

- The NPO, IQRAA Trust, was able to renovate some of the schools that were destroyed by the KZN floods.
- Another NPO, GEM Foundation, has been at the forefront of supporting the University's initiatives to provide school shoes and uniforms to local schools.

MUT hosted two international conferences in 2023: The 10th Focus Teaching and Learning Conference and the Empowered Administrators Conference. Both these conferences have become notable fundraiser events for the University and are also instrumental in enhancing the image of MUT globally.

The University, with support from the Acting Vice-Chancellor, increased its Memoranda of Understanding with partners across Europe, the United States of America, Asia, and Africa. In 2023, the University signed MoUs with the following universities:

- ISPICA, Ecole Superieure de Production de la Mode et du Luxe, La Fabrique (France)
- Spelman College, Atlanta, Georgia, (USA)
- Florida Agricultural & Mechanical University, (Tallahassee, USA)
- Bharathiar University (India)
- Dayananda Sager University (Indonesia)
- Moi University (Kenya: Africa)
- Universitas Negeri Manado, Indonesia
- University of Sierra Leone-Africa
- Bulawayo Polytechnic (Zimbabwe-Africa)

These partnerships add to a growing cohort of MUT partners in Sweden, France, United Kingdom, USA, and India. MUT's management and researchers were invited to some of the partners' campuses as speakers. The department of mathematical sciences won an award at the BRICS competition for Artificial Intelligence and Big Data Analysis hosted in China.

MUT's efforts to create a culture of collegiality are reflected in events such as the Vice-Chancellor's State of the University address (SOTU), Women's Day, Founder Memorial, Ethics Tuesdays and Spiritual Thursdays on MUT Radio, and various programmes across the University aimed at creating a culture of tolerance, collaboration, and unity.

The University continued to increase its various channels of communication using wide-ranging communication tools from print to digital. Publications included Boundless, Spirit, and the weekly Good News Friday (GnF) newsletter. Digital media included mainstream radio, community radio, mainstream TV, community TV, MUT Campus Radio, social media (FB, X, Instagram, TikTok, WhatsApp, SMS), website, and emails. The University was able to communicate critical matters on time and in an accurate manner. These communication channels enabled both staff and students to engage in University matters.

The MUT coffers were augmented by various grants to the University, such as the Sibusiso Bengu Development Grant, MerSeta, as well as other SETAs. These funding agencies have injected financial muscle required by the University in its quest to transform.

In terms of economic transformation, the University has continued to forge ahead with its Entrepreneurship Programme receiving seed funding of R100,000 to establish an Economic Activation Office (EAO) from Entrepreneurship Development in Higher Education (EDHE) in collaboration with Universities South Africa (USAf). This office will play a central role in the University's entrepreneurship ecosystem and will serve as a nerve centre for sharing information on entrepreneurship-related matters across the University.

The University also established the Student Women Economic Empowerment Programme chapter (SWEEP). The MUT SWEEP Chairperson, Ms Mbalenhle Nzama, an Advanced Diploma Student in Human Resource Management, has been afforded an opportunity by the British Counsel to attend a SWEEP UK Exchange Programme at the London School of Economics from 24 - 1 June 2024. Only ten public universities have been afforded this opportunity.

As MUT celebrates in 2024 its 45-year anniversary of enabling our people to shape and own the future, the University is very aware of the importance of transformation given its location and the targeted impact it aims to have on its community.

15.2. Employment Equity

The Employment Equity plan that was approved by Council for the period January 2022 to August 2023 has run its course and has been extended until 31 August 2024. MUT acknowledges that it is beneficial to the University to have a broad-based workforce and an inclusive working environment. In accordance with the Employment Equity Act, the University acknowledges and respects the legislative imperative of addressing the legacy of apartheid. Within each organizational structure, transformation and change management ought to be intertwined with employment equity in order to bring about a workplace that is diverse and representative.

The Employment Equity Amendment Act 2022 received the President's signature on 6 April 2023, but the amendments have not yet been put into effect. They will be effected on a date that will be determined by the President through a proclamation in the Government Gazette. However, this will not have any impact on the University as it will continue to use the EAPs (Economic Active Population) to determine its targets

The significance of transformation in terms of demographics is evident, which is why MUT is doing everything in its power to accurately reflect the racial, gender, and disability profile of the people in the country. The goal of the employment equity plan is to arrive at a more equitable and diverse staff composition at MUT. Despite the fact that there are challenges and difficulties, the University is embracing the challenges and working hard to achieve a more equitable staff composition as the University.

Table 23 below summarises the University’s success in meeting its employment equity targets.

Table 23: University Employment Equity Targets

University Employment Equity Targets					
Population Group	Gender	EAP 2022	Filled Posts	EE Target	Employees Required
African	Male	43,50%	291	326,74	-35,74
	Female	44,00%	324	300,40	23,60
Coloured	Male	0,70%	3	5,26	-2,26
	Female	0,40%	4	3,00	1,00
Indian	Male	4,50%	31	33,85	-2,85
	Female	2,80%	19	21,03	-2,03
White	Male	2,20%	5	16,52	-11,52
	Female	1,90%	8	14,26	-6,26
TOTAL			685	721	-36

EAP: Economically Active Population. The 2022 EAP figures from the Labour Force Survey were published in 2023.

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 attract and recruit the relevant race and gender, particularly other races as MUT is dominated by African Males and Females. 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 employment opportunities first. 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.

The numbers for the year under review have been low as a result of financial constraints. Priority was given to the number of positions that needed to be filled, which is what is used for setting targets.

MUT’s workforce profile, in terms occupational levels, gender and race as at 31 December 2023, is shown in Table 24 below.

Table 24: Workforce Profile by Occupational Level

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	1	0	1	0	1	0	0	0	5
Senior management	1	1	1	1	3	0	1	0	0	0	8
Professionally qualified and experienced specialists and mid-management	37	0	13	2	25	1	3	3	14	1	99
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	159	2	15	1	175	2	14	4	6	2	381
Semi-skilled and discretionary decision making	42	0	0	0	29	0	1	0	0	0	72
Unskilled and defined decision making	8	0	0	0	10	0	0	0	0	0	18
TOTAL PERMANENT	249	4	30	4	243	3	20	7	20	3	583
Temporary employees	63	1	2	5	49	1	0	0	15	1	139
GRAND TOTAL	314	5	32	9	292	4	20	7	35	4	722

15.3. Staff Development and Capacity Building

Employees are a key determinant of an organisation's success and maintaining a well- trained and well-qualified workforce is a critical function of both employees and managers. Skills development supports transformation, the University’s goals, and professional and personal development and advancement. Employee training and development is a continuous 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.



Prof Nokuthula Sibiya
Vice-Chancellor & Principal

30 August 2024

Date



Professor Lourens van Staden
MUT Administrator

30 August 2024

Date

PART C: ANNUAL FINANCIAL REVIEW

16. REPORT OF THE CFO AND THE FINANCE AND INVESTMENT WORKING GROUP

The Finance and Investment Working Group (FIWG) held four ordinary meetings and two special meetings during the year to consider various financial and investment issues as mandated.

The year 2023 was the first year of normal operations after the COVID-19 pandemic as there was no carry-over or extension of the 2022 year into 2023. The COVID-19 pandemic had dire consequences for the Higher Education sector and the effects are still being felt in the sector, with the decline in funding from National Treasury, poor economic conditions, and high unemployment rate which all have a negative impact on University finances and place more pressure on the University from a cashflow perspective.

The issue of diminishing funding in the sector continues to be a concern and the 2023 year was no different. The University received a notification from the DHET in October 2023 advising of a reduction of R1,7-million in the Block grant as well reductions of R47- million in the Sibusiso Bengu Development grant, R5-million in the University Capacity Development grant, R900,000 in the Clinical Training grant, and the termination of the Presidential Youth Employment Stimulus which meant that this program was no longer possible.

MUT continues to navigate through these difficult times with a view to addressing various challenges, including capacitating the Finance Department to achieve improved efficiency, effectiveness and compliance in all respects.

The University remains steadfast in prioritising financial sustainability. The Turn-around Strategy was finalised in 2023 and implementation commenced on a phased approach that will require some fundamental changes in business processes and practices in order to yield the desired results.

MUT still experiences significant challenges in respect of Supply Chain Management (SCM). Although two key positions were filled in SCM, the department continues to operate with a structure that is not fit for purpose. This makes it extremely difficult to make impactful improvements and achieve overall efficiency and effectiveness. Consequently, the full capacitation of the SCM unit remains critical in the overall progress and development of the University.

One result of the challenges is that procurement processes in 2023 did not always comply in all respects with the SCM policy. Table 25 below provides a list of identified “irregular expenditure”.

Table 25: Irregular Expenditure

Name of Supplier/RFQ No.	Nature of Irregularity	2023 Amount	2022 Amount
Servest Security	Month to month contract	13 413 689	26 281 000
Snow Capped Trading 801 cc	Irregular Expenditure		70 000
City Hospital	Irregular Expenditure		65 000
Enviroserve Waste Management	Irregular Expenditure		176 000
Bidvest Steiner	Irregular Expenditure		984 000
Identified by external audit			
RNR Time & Access Solutions	Mandatory documents non compliance	637 372	
O & O Analytics	Mandatory documents non compliance	983 182	
RFQ MUT 504/2023	Minumum response time not adhered to & minimum no. of quotes not obtained	983 182	
RFQ MUT 586/2023	Minumum response time not adhered to	858 900	
RFQ MUT 464/2023	Minumum response time not adhered to	519 766	
RFQ MUT 73/2023	Minumum response time not adhered to	342 088	
RFQ MUT 50/2023	Minimum no of quotes not obtained	637 373	
RFQ MUT 325/2023	Minimum no of quotes not obtained	345 000	
RFQ MUT 1030/2023	Minimum no of quotes not obtained	100 763	
RFQ MUT 1315/2023	Minimum no of quotes not obtained	58 449	
Mercury & Isolezwe	Incorrect classification of deviation	650 000	
XRF instrument	Incorrect classification of deviation	6 025	
		19 535 788	27 576 000

The Servest Security contract was terminated in the third quarter of 2023 and the matter is considered resolved. The other matters as identified by external auditors will require further internal analysis so that corrective measures can be put in place to prevent any re-occurrence.

Privately funded student debt still remains a major challenge for the University. This has been aggravated 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 a total handover value of approximately R596-million at year end. These service providers have made steady but slow progress in the collection of such debt. The average collection rate is 9.54%. We engage with debt collectors on a regular basis to review and discuss their progress in respect of collections. MUT's in-house capacity for debt management is very limited. The revised proposed structure of the unit has made provision to partially address this issue.

The challenges of student fees and debt is not unique to MUT and is 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 period debt or making a significant payment towards reducing the balance. There is a culture of non-payment and apathy towards fee responsibilities by students.

It is not feasible to prevent students from registering even when a student owes 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 is an inevitable consequence of the various socio- economic factors affecting students.

The Provision for Doubtful Debt is significant and represents 54% (2022: 48%) of the Gross Student Receivables. The major reason for the increase in the ratio at the end of 2023 was the non-settlement of fees by students categorised as privately funded students. The impact of NSFAS capping student accommodation allowances was also felt as the University had to raise a doubtful debt allowance of an additional R62-million of student accommodation fees. We also await the finalisation of the NSFAS Close-out project which will assist in the reduction of debt as our reconciliations show that, on a net basis, the University is owed a significant amount of funding from NSFAS for the years covered by the close-out period, 2017 to 2022.

We have made progress towards regularising the non-profit entity controlled by the MUT, namely, First Ready Development 143 NPC. The company has been reinstated with the Companies and Intellectual Properties Commission (CIPC), new directors have been appointed and the revised Memorandum of Incorporation (MOI) has been lodged and accepted. The next steps will be to check the tax compliance status, address any issues in this regard, and thereafter proceed with the transfer of property to the University.

MUT recorded a total deficit before Other Comprehensive Income of R419,000, compared with a surplus of R127-million in 2022. This represents a material decrease mainly due to the significant Provision for Impairment of Student Receivables of R115- million that had to be raised.

There was an increase in total revenue of 3% (2022: decrease of 3%) and the increase in total expenses was 14% (2022: 2%). The increase in income was mainly due to an increase in investment income of 39%, whilst grant revenue and income from tuition and other fee income both increased by 2%.

The number of Full Time Equivalent (FTE) students decreased by 180 (2%) from 9,665 in 2022 to 9,485 in 2023, whilst headcount numbers decreased by 125 (1%) from 14,437 in 2022 to 14,312 in 2023.

The number of students in residences decreased from 10,072 in 2022 to 9,623 in 2023, a decrease of 449 students which is a 4% decrease compared to 2022.

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 2023 was a balanced budget in line with historical trends. A Budget Committee is responsible for overseeing the budget and recommended the budget to the FIWG, which recommends it to the Administrator 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. The 2023 budget was approved by the Administrator at the beginning of 2023.

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 fees are funded from the National Student Financial Aid Scheme (NSFAS), plus a small proportion of bursaries or scholarships from independent donors, with the balance made up of privately funded (cash paying) students.

The following graph illustrates the funding category per student number for the 2023 academic year:

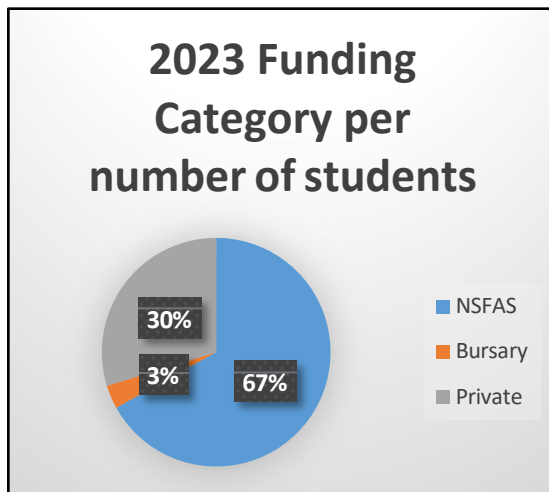


Figure 7: 2023 Student Funding by Category

16.2.1 NSFAS

The number of NSFAS-funded students as of 31 December 2023 was 9,578 (2022:10,562) representing a decrease of 9%. 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.

The total funded amount for 2023 was R720-million. (2022: R881-million). Our records indicate that as at 31 December 2023 NSFAS still owed the University an amount of R21-million in respect of the 2023 academic year and R109-million for the 2022 academic year.

The amounts reflected above will be subject to confirmation by NSFAS through their Close-out project. The project was initiated in previous years, commencing with the period 2017 to 2020. The project was extended to include the 2021 and 2022 academic years. Although various engagements have been made with NSFAS in this project with detailed student enrolment and funding information shared, the project has not been

concluded. NSFAS outsourced this project twice, which meant changes in the external project teams and delays in the finalisation of the project. We continue to work with NSFAS to finalise this matter.

NSFAS funding issues during registration continue to cause significant disruptions and inefficiencies during the registration process. The University's Student Orientation and Registration Task Team (SORTT) has dealt with all registration related challenges, including NSFAS issues, since its establishment in 2022.

NSFAS took over the disbursement of student allowances from the universities in June 2023. This process encountered several challenges and required the Financial Aid Office to work closely with NSFAS and the outsourced service provider so that students were not significantly impacted by this change. The impact of the capping of the student accommodation allowance is detailed above.

16.2.2 Bursaries and Scholarships

The University has a cohort of students who 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 R26-million (2022: R22-million) and funded 476 (2022: 420) students.

The Financial Aid Office performs an administrative function in respect of bursaries and scholarships and although it does not actively source bursaries and scholarships for students, it does respond to funding proposals from potential funders.

16.3. Financial Highlights: Income and Expenditure

16.3.1. Income

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

Total income increased from R1 297-million in 2022 to R1 338-million in 2023, which is an increase of R41-million (2%).

Council-controlled income amounted to R818-million compared to R804-million in 2022. This is an increase of R14-million (2%).

Government subsidies and grants increased from R471-million in 2022 to R480-million in 2023, an increase of R9-million (2%).

Tuition and other fee income decreased from R315-million in 2022 to R303-million in 2023, which is a decrease of R12-million (4%). The tuition fee increment for the 2023 year was 5% (2022: 4.23%) which was in accordance with the fee compact issued by the Minister of Higher Education, Science and Technology. However, average tuition fees for the year were 5% lower than 2022, indicating that students are registering for a lesser number of subjects or registering mostly for subjects with low fees. The headcount numbers and FTE numbers also indicate a drop in student numbers which contribute to lower tuition and other fee income.

Income from student residence fees increased from R478-million in 2022 to R504-million in 2023, which is an increase of R26-million (5%). The increment in University residence fees was 7% (2022: 6.23%) which was in accordance with the fee compact issued by the Minister of Higher Education, Science and Technology.

16.3.2. Expenditure

Total expenditure amounted to R1 338-million, which is an increase of R169-million (14%) on the 2022 amount of R1 169-million.

Council-controlled unrestricted expenditure amounted to R932-million in 2023 compared to R798-million in 2022, which is an increase of R134-million (17%).

Personnel costs amounted to R526-million compared to R507-million in 2022, which is an increase of R19-million (4%). The salary increment for the year was 4.25% (2022: 4.5%). The ratio of personnel costs to unrestricted income is 64% (2022: 63%).

16.4. Other Operating Expenses

Other operating expenses amounted to R621-million, which is an increase of R37-million (6%) on the 2022 expenses of R584-million.

The University spent 30% more on Repairs and Maintenance in 2023 than 2022 due to backlog maintenance projects which commenced in 2022, continuing into 2023 and 2024. There was an 80% increase in student transport costs in 2023 compared to 2022. This was due to a new contract being entered into from the end of 2022, whereby a greater number of buses was required and the number of trips to and from external residences increased significantly. Furthermore, in 2023 there was more face-to-face teaching and learning occurring, compared to 2022 when many classes were still being held online. Student-related functions increased by 131% compared to 2022 as operations returned to normal and all student-related functions and events took place face to face.

Information Technology and Networking costs increased by 31% as more services were required from technology service providers to maintain systems and networks. The University also had to raise an additional R4-million provision for impairment of obsolete inventory in respect of student laptops that were purchased in 2020 in response to the

COVID-19 pandemic. This represented a 100% increase over the 2022 year end. Legal fees continued to plague the University with an increase of 36% in legal fees, mainly as a result of employee-related matters.

The implementation of the Turn-around Strategy will mean more stringent measures to reduce costs whilst ensuring the quality of teaching and learning is not compromised.

16.5. Surplus/Deficit

There is an overall deficit before other comprehensive income of R419,000 in 2023, which is a decrease of R127-million compared to the 2022 surplus. The major reason for this decrease is the significant increase in impairment provision for student receivables of R115-million.

The Council controlled deficit of R114-million, as a result of the significant impairment provision, is a concern. The University's relatively low tuition fee base is also a concern. A special intervention will be required to address the historically low fees which the University has been prevented from increasing due the DHET fee compact and NSFAS policies on student funding.

16.6. Statement of Financial Position

16.6.1. Non-current Assets

Property, Plant and Equipment increased by 4% from R1 147-million in 2022 to R1 193-million in 2023. The main reason for the increase is the completion of various infrastructure-related projects.

16.6.2. Current Assets

Current assets increased by 13% from R1 518-million in 2022 to R1 718-million in 2023. The increase is mainly due to an increase in trade and other receivables of R21-million (5%) and cash and cash equivalents of R169-million (15%).

16.6.3. Non-current Liabilities

Non-current liabilities increased by 16% from R1 214-million in 2022 to R1 413-million in 2023. The increase is mainly due to the increase in Deferred Income of R70-million as a result of work-in-progress being raised on the infrastructure projects. There was also an increase of 20% in the Restricted Grants balance.

16.6.4. Current Liabilities

Current liabilities increased by 10% from R319-million in 2022 to R350-million in 2023. This is mainly due to the increase in Trade and Other payables of 10%, including payroll accruals, special restricted funds, and unallocated funds received, which increased by 33%, 74% and 26% respectively.

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 R1 152-million (2022: R1 150-million). This includes a revaluation reserve (on the revaluation of the University's fixed properties) of R527- million (2022: R527-million). Liquidity is also positive with current assets exceeding current liabilities by R1 353-million (2022: R1 199-million). The University's own cash balance after deducting earmarked grants is R422-million (2022: R397-million) as at 31 December 2023.

The following table reflects key financial indicators and ratios for 2023, with comparative data for the years 2019 – 2022.

Table 26: Financial Indicators and Ratios (2019-2023)

	2019	2020	2021	2022	2023
Personnel cost to unrestricted Income	65%	64%	57%	63%	64%
Personnel cost as a % of total expend.	47%	45%	36%	43%	39%
Subsidy as a % of income	41%	41%	37%	35%	35%
Tuition and residences as % of income	56%	55%	61%	61%	60%
Other Income as a % of Income	1%	1%	1%	2%	4%
Current Ratio	1	1	2	3	3
Cash Ratio	3	1	1	1	1
Total debtors as a % of fees	39%	75%	70%	89%	105%
Provision for bad doubtful as a % of debt	54%	46%	60%	48%	54%
(Decrease)/Increase in debtors (R000)	-44 951	127 497	-112 413	148 137	20 760

There is a focused effort to improve the financial sustainability of the University. The table above reflects minor improvements in some ratios, whilst student debt still remains a concern.

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.



Mr Rodney Delomoney
Chief Financial Officer

30 August 2024

Date



Mr Paul Slack
Chair: Finance & Investments Working
Group

30 August 2024

Date



Professor Lourens van Staden
MUT Administrator

30 August 2024

Date

17. REPORT ON ENTERPRISE RISK MANAGEMENT

17.1 Governance of Risk

Managing risk is an iterative process that assists MUT in setting strategy, achieving goals, and making informed decisions. It is part of governance and leadership and is fundamental to how MUT is managed at all levels. Managing risk is part of all activities associated with MUT and includes interaction with MUT stakeholders.

The Administrator had oversight of risk management in 2023 through the Audit, Risk and Compliance Working Group (ARCWG). Risk is managed within the approved Enterprise Risk Management (ERM) framework 2020-2025. Processes are in place to identify, evaluate and manage or monitor significant risks that have the potential to impact the achievement of institutional goals and objectives. The Vice-Chancellor and Executive Management are responsible for risk assessment and mitigating against institutional risks. Progress on the monitoring of risks and risk mitigation actions are reported to ARCWG every quarter.

The University identified 10 strategic risks for 2023, listed in the table below.

Table 27: Top 10 Risks in 2023

BRIEF DESCRIPTION OF RISK	Strategic Goals	RESIDUAL RISK ¹ RATING
1. The vision, mission and 5 strategic goals of MUT will not be realised	Goal 1: Excellence in Teaching and Learning Goal 2: Excellence in Research, Innovation and Engagement Goal 3: Excellence in Community Engagement Goal 5: To create an Enabling Support Environment	18,75
2. Academic Programmes that may not adequately prepare students for world of work	Goal 1: Excellence in Teaching and Learning Goal 5: To create an Enabling Support Environment	5
3. Low level of research and innovation outputs below DHET target. (0.5 units per staff member)	'Goal 2: Excellence in Research, Innovation and Engagement Goal 3: Excellence in Community Engagement	9

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

4. Low levels of national and international collaborations and partnerships	Goal 4: Targeted National Engagement and Internationalisation	15
5. Difficulty to attract, develop, and retain key skilled staff	Goal 5: To create an Enabling Support Environment	10
6. Inadequacy of IT&N enterprise architecture capability	Goal 5: To create an Enabling Support Environment	15
7. MUT not being able to continue as a going concern and meet current financial commitments & future investments	Goal 5: To create an Enabling Support Environment	15
8. Limited space for growth on the main campus (SD: operations). Shortage of student accommodation on and near campus (Dean of students). Inadequate resources in lecture venues (DVC Teaching & learning).	Goal 5: To create an Enabling Support Environment	15
9. Perpetuation of fraud and corruption Attempts to capture MUT's procurement and administrative processes. Death threats to MUT employees. Poor Administrative Processes resulting in non-compliance with laws, regulations and internal controls.	Goal 5: To create an Enabling Support Environment	8
10. Disruptions to normal business operations.	Goal 5: To create an Enabling Support Environment	7,5

Residual risk rating scale descriptions as per ERM framework:

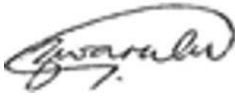
3	Residual rating between 15.1 - 25	Actual level of risk exposure after controls is considerable higher than risk appetite and requires management constant attention to ensure residual risk does not occur.
2	Residual rating between 5.1 - 15	A reasonable level of risk exposure, after controls, was left that requires management attention from time to time to ensure residual risk does not occur.
1	Residual rating between 0 - 5	The level of risk exposure is minimal after controls were applied and within the risk appetite.

17.3. Fraud Risk Management

The Vice-Chancellor of MUT is normally responsible to Council (the Administrator in 2023) to ensure that risk, including fraud risk and regulatory compliance, is appropriately managed. The Administrator, through the Audit, Risk and Compliance Working Group (ARCWG), exercised oversight responsibility for the management of enterprise risk. MUT has a hotline facility independently managed by Deloitte Tip-Off Anonymous (Pty) Ltd.

An Anti-Fraud Working Group, a select executive management structure, receives and analyses fraud and corruption reports that come through the various available channels of the University, coordinated by the Director Risk and Audit. MUT does not have an internal forensic division and the function is outsourced. The Risk and Audit Directorate is responsible for the coordination all the forensic investigations and reports on behalf of the Vice Chancellor.

A quarterly report on Fraud and Other Investigations (Hotline report) is developed and submitted to the ARCWG. The report includes a register of all the reported cases with the status of management actions taken. The report also covers new cases that were not previously reported in the previous quarter.



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

30 August 2024

Date

18. REPORT ON AUDIT, RISK AND COMPLIANCE

In line with MUT's approved charter, the Audit, Risk and Compliance 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 Administrator set up an Audit, Risk and Compliance Working Group (ARCWG) which carried out the delegated responsibility of the committee in 2023. The working group met quarterly to fulfil its oversight and monitoring function.

The functions of the Working Group include facilitating effective working relationships between the Administrator, management and the auditors; the review of the financial statements and consideration all factors and risks that may affect the integrity of the financial statements; the review of the system of internal control, the management of financial risks, information systems, accounting practices, processes for monitoring compliance with applicable laws and regulations, and the University's auditing processes; and the review its own Code of Business Conduct

18.3. 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. The internal audit activity is co-sourced with appointed service providers reporting to the MUT Director Risk and Audit.

The Director Risk and Audit, as the custodian of the internal audit function, reported regularly to the Audit, Risk and Compliance Working Group (ARCWG) in 2023. A three- year strategic rolling plan, including an annual operational plan, was developed and approved for the 2023 financial year. This is a risk-based plan and reports will be submitted to ARCWG (or the corresponding Council committee) on a quarterly basis for monitoring and oversight purposes.

Internal Audit also assists management by coordinating the process of closing out reported external and internal audit queries, by following up quarterly on the specified target action dates. An audit register report is compiled and updated quarterly and reported to ARCWG.

Table 28 below shows the status of internal audit findings as at 31 December 20 23.

Table 28: Status of Internal Audit Findings, 2023

Status	Teaching & Learning	Finance	HR	Marcomms	Student Affairs	Registrar	DIPR	IT&N	Operations	Total
Not Resolved	1	9	0	0	0	1	1	2	3	17
Resolved	59	226	19	9	23	28	33	27	16	440
Partially Resolved/In progress	2	20	6	0	3	5	9	4	14	63
	62	255	25	9	26	34	43	33	33	520

18.3.1. 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 AFS in 2022.

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 (or the Administrator), provides oversight of the preparation, integrity and fair presentation by management of the financial statements and the financial reporting process.

18.4. Risk Management

Risk management at MUT is guided by an Integrated Enterprise Risk Management (ERM) and Combined Assurance Framework. The risk management process is aligned to the institutional strategy, which ensures a focused and integrated process of risk management.

The MUT Administrator, with the support of ARCWG, 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) 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, which result in the development and update of the strategic risk register and the fraud risk register on a quarterly basis.

18.5. Compliance

18.5.1. Monitoring Health and Safety

The University's Health and Safety Committee (HSC) regularly monitors actions taken by management to mitigate any risks to health and safety, 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.

Occupational Health and Safety (OHS) continues to play a role at the University in terms of ensuring that MUT lecture venues are maintained in good condition and that there is an improvement in the ventilation system in the teaching and learning environment. An awareness campaign regarding ventilation in lecture venues was conducted to ensure that students are vigilant about health and safety matters.

The laboratories used by students and lecturers were subjected to a proper Pressure Equipment Compliance process and they have obtained a certificate of compliance for gas installation issued in the interests of the health and safety of students and employees, and to safeguard the property of the University.

The internal student residences which were non-compliant with relevant legislation and safety standards were not occupied in 2023 while the Infrastructure Department refurbished them to meet health and safety standards. The involvement of OHS in construction projects deemed as high risk, through the development of Health and Safety specifications and site visits, is assisting the University to ensure that the activities are conducted in accordance with construction regulations.

A memorandum of agreement in terms of section 37(2) of the OHS Act, 85 of 1993 as amended has been developed by OHS. This is a legal document that stipulates terms and conditions for contractors to ensure that students and employees are not exposed to risks arising out of their scope of work.

In the interests of health and safety, students are represented by an SRC member in the Health and Safety Committee. The member is responsible for raising health and safety issues affecting students and has been taken through an OHS induction process. The programme of OHS awareness is being extended to the residence House Committees. There are planned emergency simulation drills in students residences and other buildings such as laboratories and libraries to prepare students and staff for an emergency situation.

The OHS has embarked on a programme of installing fire detection equipment in student residences. Block H has the system and the renovations to the Block E residence incorporated fire detection.

Food safety remains an important aspect of health and safety, hence OHS is ensuring that all food handlers catering for the University are compliant with food safety management requirements. The facilities where the food is processed are checked and

the food handlers at various University events are being screened to see that they meet all the necessary requirements for food safety management.

The OHS has initiated a process of water analysis with a view to ensuring that water being consumed by students and employees is safe for human consumption. The Operations Department has sourced the services of an accredited laboratory to conduct water analyses on campus and advise on the quality.

18.5.2. Monitoring IT Governance

The information technology (IT) governance practices of MUT have reached a high level of maturity. The IT&N Department has been recognized as a leader in its reporting to the Information Technology and Network Governance Working Group (ITNGWG) and has also established a high level of strategic importance. The University acknowledges IT&N as a critical strategic enabler, which aligns with the University's strategy, its six IT strategic objectives, establishing an IT Governance framework, and establishing comprehensive risk registers covering areas of strategic importance, departmental operations, and IT project-related risks. Progress in the development of standard operating procedures (SOPs), guided by internal and external audits, has been noted, with no repeated audit findings being recorded.



Ms Zimasa Gwarube
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and Compliance

30 August 2024

Date



Professor Lourens van Staden
MUT Administrator

30 August 2024

Date