MUT

Annual Performance Report 2025

MUT
MANGOSUTHU

Produced: July 2026

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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
APR	Annual Performance Report
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
CISA	Compliance Institute of South Africa
COEC	Community Engagement Committee
Covid-19	Coronavirus disease of 2019
CRM	Customer Relationship Management
CRMP	Compliance Risk Management Plan
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
IAC	Institutional Audits Committee
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
NEHAWU	National Education, Health and Allied Workers' Union
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
PPC	Parliamentary Portfolio Committee
POPIA	Protection of Personal Information Act
PQM	Programme and Qualifications Mix
PRIWG	Planning, Resources and Infrastructure Working Group
QA	Quality Assurance
QAF	Quality Assurance Framework
QMD	Quality Management Directorate
RIE	Research, Innovation and Engagement
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
SAPS	South African Police Service
SARS	South African Revenue Service

SBDP	Sibusiso Bengu Development Programme
SCM	Supply Chain Management
SDG	Sustainable Development Goals
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SIU	Special Investigative Unit
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
TENUSA	Tertiary Education National Union of South Africa
TIA	Technology Innovation Agency
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

CHAIRPERSON'S FOREWORD

The 2025 academic year marked an important turning point in Mangosuthu University of Technology's institutional journey. It was the first year in which Council fully exercised its governance responsibilities following the conclusion of the period of Administration in January 2025. It also brought the University's 2020–2025 Strategic Plan to a close and created the foundation for the transition to IGNITE 2030.

The conclusion of the strategy cycle provides an opportunity to reflect honestly on the University's progress. Of the 38 applicable indicators, 25 (65.8%) were achieved, while 13 (34.2%) were not achieved. This reflects meaningful institutional progress but also confirms that further improvement is required in several areas.

Over the course of the strategy period, MUT recorded encouraging progress in student success, research productivity, academic staff development and institutional income. The student success rate reached 84% in 2025, exceeding the target of 81%. Accredited research output increased to 144.4 units, while the number of academic staff holding doctoral qualifications increased from 47 in 2020 to 83 in 2025. Total University income also increased from approximately R1.067 billion in 2020 to R1.536 billion in 2025. These achievements demonstrate the value of sustained institutional effort, even during a period characterised by governance instability, leadership transitions and significant operational pressures.

At the same time, Council recognises that progress was uneven. Postgraduate enrolment and postgraduate graduate output remained substantially below target, the graduation rate did not reach the planned level, and performance in areas such as infrastructure expenditure, procurement implementation and aspects of institutional efficiency requires continued attention. These matters must be addressed through clear accountability, evidence-based planning and closely monitored improvement actions.

Council's immediate priority during 2025 was to stabilise the institution and restore effective governance following the period of Administration. This included filling critical vacancies, strengthening oversight of risk and assurance, reviewing institutional policies and reinforcing the internal-control environment. The approval of the Supply Chain Management Policy was an important milestone in strengthening compliance, transparency and accountability in an area that requires sustained institutional vigilance.

The University's 2024 Annual Financial Statements received a disclaimer of opinion. The University's 2025 Annual Financial Statements have now received an unqualified audit opinion. This opinion relates to whether the annual financial statements present fairly, in all material respects, the University's financial position, financial performance and cash flows in accordance with the applicable financial-reporting framework. Council regards this financial audit outcome as an important indication of progress in restoring sound financial reporting and institutional credibility.

The close of the 2020–2025 strategy is not simply the end of a planning period. It is a point of institutional learning. The experience of the past five years has demonstrated that credible strategy requires clear targets, reliable evidence, accountable leadership, effective governance and disciplined implementation. These lessons have directly informed the University's new Institutional Strategic Plan, IGNITE 2030.

IGNITE 2030, launched on 13 March 2026, establishes the University's strategic direction for the 2026–2030 period. It places renewed emphasis on academic excellence, student success, research and innovation, national and international engagement, institutional effectiveness and financial sustainability.

Council expects the implementation of IGNITE 2030 to be supported by clearly defined annual targets, credible evidence, responsive improvement plans and regular oversight of institutional performance.

As MUT enters this new strategic period, Council's focus will extend beyond the approval of plans to the demonstrable achievement of institutional impact. Areas of underperformance identified in this report must be addressed through realistic interventions, clear executive ownership and measurable corrective actions. Council will continue to monitor the implementation of these commitments and ensure that institutional resources are aligned with the University's strategic priorities.

On behalf of Council, I extend our appreciation to management, Senate, academic and professional support staff, students and all institutional stakeholders for their contribution during a demanding but important period in MUT's development. The progress achieved provides a foundation on which to build, while the lessons of the concluded strategy cycle provide a clear reminder of the work that remains.

MUT now moves into IGNITE 2030 with renewed purpose, strengthened governance and a clear obligation to convert its strategic commitments into sustainable institutional outcomes.

STATEMENT ON GOVERNANCE:

In discharging its governance responsibilities during the 2025 reporting year, Council affirms its commitment to the principles of the King IV Report on Corporate Governance for South Africa (2016). Council confirms that, to the best of its knowledge, the applicable King IV principles were applied throughout the period under review. Where specific performance targets were not fully met, relevant justifications are supplied in Part A of this Report, while the specific areas of King IV application are accounted for in Parts B and C of this Report. Council remains committed to King IV's outcomes-based framework of an ethical culture, good performance, effective control and legitimacy as the standard against which its own governance practice, and that of its Committees, continues to be measured and strengthened.

Signed by:

Mosidi Makgae

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Dr Mosidi Makgae
Chairperson of Council

Date: 31-07-26

INTERIM VICE CHANCELLOR & PRINCIPAL’S FOREWORD

The 2025 Annual Performance Report is an important accountability document for Mangosuthu University of Technology. It records the University’s performance for the 2025 reporting year, but it also does something more significant; it marks the close of the 2020–2025 Strategic Plan and provides a bridge into the next strategic cycle.

As Interim Vice-Chancellor and Principal, having assumed this responsibility after the 2025 reporting year, I present this report with a clear appreciation of the work that preceded my tenure and the responsibility now before us. The report gives us an honest view of MUT at the end of a demanding strategic period. It shows progress, resilience and institutional effort. It also shows areas where the University must be more deliberate, more disciplined and more accountable in the years ahead.

The 2025 performance picture is one of consolidation, with important strengths and clear areas for intervention. MUT recorded a total headcount enrolment of 14 925 against a target of 15 143, while undergraduate enrolment remained strong at 14 852. The University exceeded the student success target, recording 84% against the planned 81%, and continued to make progress in staff doctoral qualifications. Research output showed significant improvement, reaching 144.4088 units against a target of 101. While we exceeded our set targets, much work still needs to be done to ensure that research productivity is sustained and more deliberately linked to postgraduate growth, supervision capacity, innovation, external funding and institutional impact.

The financial and governance environment also remained central to the 2025 performance. The University continued to strengthen financial oversight, budgeting discipline, expenditure monitoring, investment governance and Council-level oversight of financial sustainability. However, student debt, the sustainability of MUT reserves, infrastructure-related procurement, and the broader control environment remain areas that require sustained institutional attention.

Nevertheless, there is much to acknowledge. MUT sustained its undergraduate access mandate, maintained a broadly stable enrolment base, improved aspects of student success, strengthened research productivity, expanded community engagement and continued to build staff doctoral capacity. These are important foundations for a University of Technology that remains committed to career-focused education, applied knowledge, community relevance and public value.

The lesson for the next cycle is direct; strategy must be matched by disciplined execution. A strategic plan matters only when it is translated into clear priorities, funded actions, reliable evidence, accountable ownership and regular performance review. Our academic project depends on the quality of teaching, learning, research and engagement, but also on the strength of the systems that support them.

Student success must also be understood holistically. Access remains central to MUT’s mandate, but access must lead to progression, completion, employability and meaningful participation in society and the economy. Research productivity must likewise be connected more deliberately to postgraduate growth, innovation, industry collaboration, community impact and institutional reputation.

As we move into the 2026–2030 strategy cycle, IGNITE 2030 must convert these lessons into action. The new cycle must strengthen implementation discipline, deepen evidence-based planning, improve accountability and build the institutional capabilities required in a volatile higher education environment. Foresight and adaptive planning must become part of how we lead, plan, implement and learn.

MUT's enduring institutional call to "Shape and Own the Future" remains relevant. It reminds us that the future is not secured by aspiration alone. It is shaped through disciplined choices, credible evidence, institutional courage and sustained implementation.

I extend my appreciation to Council, Senate, executive and senior management, staff, students and stakeholders for the work reflected in this report. The achievements recorded here are the result of collective effort. The areas requiring improvement are also a collective responsibility.

MUT has the foundations to strengthen its identity as a career-focused, community-anchored and research-active University of Technology. Our responsibility now is to ensure that the next strategic cycle is marked by sharper execution, stronger evidence, greater accountability and sustained institutional impact.

Interim Vice-Chancellor & Principal
Prof. Rushiella Songca

Date: 31 July 2026

INTRODUCTION

The 2025 Annual Performance Report (APR) serves as the formal institutional record of Mangosuthu University of Technology's (MUT's) operations, achievements, challenges, and overall performance during the 2025 reporting period. Prepared in compliance with the Department of Higher Education and Training's Regulations for Reporting by Public Higher Education Institutions, published in Government Gazette No. 37726 of 9 June 2014, the APR will provide a structured account of institutional performance against approved plans, priorities, and reporting obligations. It will serve not only as a key accountability instrument to the DHET and the university's broader stakeholders, but also as an important basis for institutional learning, reflection, and continuous improvement.

In alignment with King IV Principle 4, which recognises the organisation's core purpose, risks and opportunities, strategy, business model, performance and sustainable development as inseparable elements of the value creation process, the University Council has ensured that MUT's strategic objectives are integrated with the university's operational performance and institutional outcomes. This reflects a commitment to integrated thinking, accountable stewardship and transparency in the management of resources, in support of sustainability and value creation within the public higher education context.

The 2025 Annual Performance Report consists of three interconnected sections to provide a comprehensive view of institutional performance, governance and financial stewardship. Part A of the report represents MUT's performance in 2025 compared to pre-determined objectives and targets outlined in the approved Annual Performance Plan (APP). Part B outlines a consolidated report on institutional governance and operational issues related to the duties and oversight functions of statutory and institutional governing bodies as required by legislation and regulation. Part C, concluding with the Annual Financial Review, contains information relative to financial performance, budgetary execution, and consideration of long-term financial viability.

Part A: MUT Performance Assessment Report

This portion of the report is partitioned into two areas:

- Performance according to the MUT's Student Enrolment and Efficiency Plan 2020–2025, which is a quantitative efficiency plan as approved by the Department of Higher Education and Training (DHET); and
- Progress towards achievement of the strategic goals and objectives based on the APP for 2025.

The 2025 reporting year marks the last operational cycle of MUT's Strategic Plan 2020–2025. Therefore, performance results from this cycle should be viewed in the context of completion of this strategic cycle.

Part B: Reports on Governance and Operations

This section of the report contains Executive Reports submitted by key governing body and leadership entities as specified in the reporting regulations provided by DHET. These include Executive Reports from the Interim Vice-Chancellor and Principal, Senate, and Institutional Forum (IF), outlining governance, academic oversight, and institutional developments that occurred at MUT during the 2025 reporting period. In addition, this section includes a report summarizing progress made on transformation initiatives implemented by the University.

Part C: Annual Financial Review

The final part of the report reviews the University’s financial position and performance for the period 1 January to 31 December 2025, based on the Annual Financial Statements (AFS). It covers key financial outcomes, budget management processes, and matters relating to financial sustainability. This section includes a report prepared by the Chief Financial Officer (CFO) and the Finance and Investment Committee (FIC), a Council sub-committee, as well as reports on risk and assurance matters, including that of the Audit, Risk and Compliance Committee (ARCC), also a Council sub-committee.

The external auditors have rendered an unqualified audit opinion on the University's 2025 Annual Financial Statements (AFS). The opinion relates to whether the AFS present fairly, in all material respects, the University's financial position, financial performance and cash flows in accordance with the applicable financial reporting framework. Part C should therefore be read with, and reconciled to, the audited AFS and the accompanying Independent Auditor's Report. The AFS audit opinion does not provide assurance over all non-financial performance information in this APR. The external audit work on performance information was limited to selected indicators under Strategic Goals 1 and 2, and the applicable findings and management responses are reported separately.

The 2025 APR was thus approved by the University Council on the 28 July 2026.

2025 MUT EFFICIENCY PERFORMANCE DASHBOARD

MUT 2025 EFFICIENCY PERFORMANCE DASHBOARD

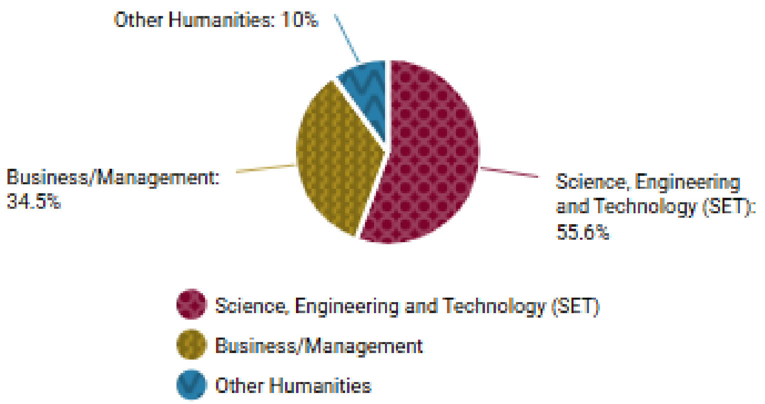
14,925
Total Headcount

14,852
Undergraduate

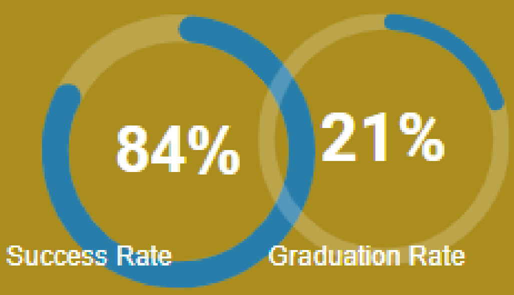
73
Postgraduate

This dashboard summarizes MUT's 2025 performance against DHET Ministerial-approved Enrolment Plan targets. While undergraduate access and research remain strong institutional pillars, postgraduate growth and specific scarce-skills outputs are identified as key areas for focused intervention.

ENROLMENT MIX BY MAJOR FIELD OF STUDY (2025)



SUCCESS & GRADUATION



STAFF & RESEARCH

83 with PhDs
(27.3% of academic staff)
Staff with Doctorates

44,6:1
FTE Student/Staff Ratio

144,4088 units
Total Research Output Units

2020–2025 STRATEGIC PLAN: END-OF-CYCLE ANALYSIS

Executive Summary

The 2025 reporting year marks the final operational year of Mangosuthu University of Technology's 2020-2025 Strategic Plan. This end-of-cycle analysis provides a consolidated reflection on the University's performance over the strategy period, with a focus on strategic intent, performance trends, institutional resilience, implementation constraints and lessons for the next strategic cycle.

The 2020-2025 Strategic Plan was framed around the shared vision "To shape and own the future" and positioned MUT as a transforming, equitable, sustainable and academically excellent University of Technology anchored in its communities. It committed the University to five strategic goals: excellence in teaching and learning; excellence in research, innovation and engagement; excellence in community engagement; targeted national engagement and internationalisation; and the creation of an enabling support environment.

The strategy period was marked by significant disruption and institutional complexity. Covid-19 affected teaching, learning, WIL placement, student support, mobility and community engagement in the early years of implementation. Governance instability, financial constraints, audit and control weaknesses, infrastructure limitations, staff-capacity pressures and changing student needs further shaped the execution environment. These conditions did not invalidate the strategy, but they affected the pace, consistency and depth of implementation.

Across the cycle, MUT demonstrated resilience in maintaining a broadly stable undergraduate enrolment base, sustaining access for historically underserved students, improving staff doctoral qualifications, strengthening aspects of research productivity, and expanding community engagement, partnerships and national visibility. Student success remained relatively strong in several years, and research output exceeded targets in a number of reporting periods. However, performance was uneven. Postgraduate enrolment and output remained persistently below intended levels; graduation rates remained below target; selected scarce-skills outputs remained fragile; international student enrolment remained weak; and enabling-system challenges continued to affect execution.

The closeout judgement is therefore balanced: the 2020-2025 strategy created important foundations, but implementation was uneven across the cycle. Progress was visible in several areas, although not yet fully institutionalised. The period revealed both institutional resilience and structural constraints. The next strategic cycle must therefore convert strategic intent into sharper execution discipline, stronger evidence use, clearer accountability, better resourcing choices, stronger institutional systems and future-oriented institutional capability.

MUT 2020–2025 PERFORMANCE JOURNEY

Selected strategic measures at the close of the 2020–2025 strategy cycle

2025 OVERALL PERFORMANCE

25 of 38

applicable strategic KPIs achieved or exceeded target

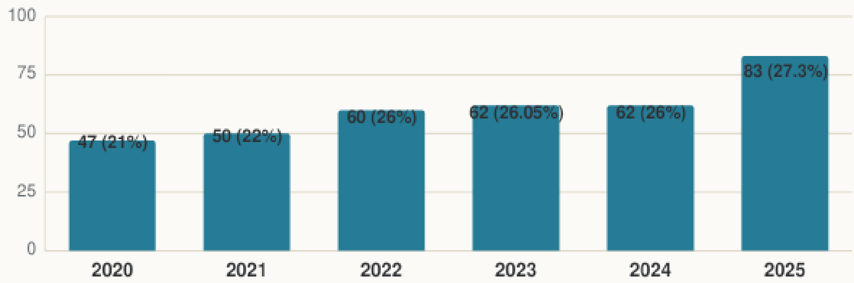
● **13 KPIs (34.2%) not achieved**

KPI 7.2 was withdrawn and is excluded from the 38 applicable KPIs.

ACADEMIC CAPABILITY

Doctoral-qualified academic staff

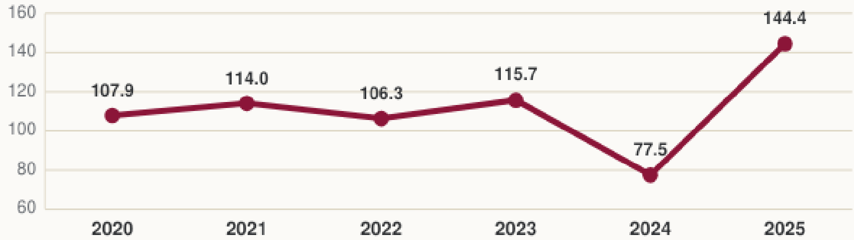
47 → 83 staff
21.0% → 27.3%



RESEARCH PERFORMANCE

Accredited research output units

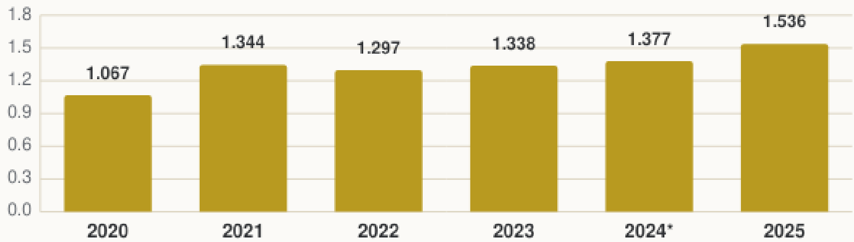
107.9 → 144.4 units
+33.8% over six years



FINANCIAL SCALE

Total University income

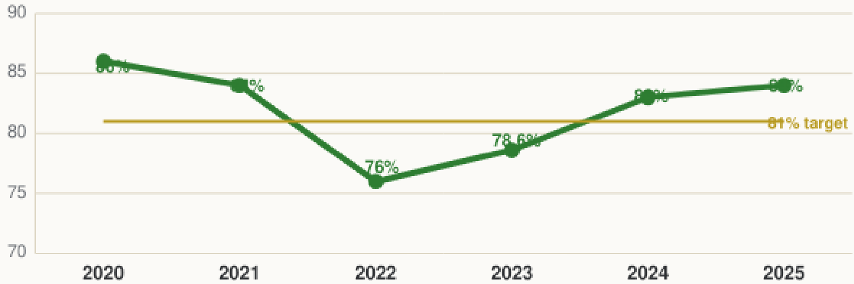
R1.067bn → R1.536bn
+43.9% over six years



STUDENT OUTCOMES

Student success rate

84% actual | 81% target
+8 percentage points since 2022



Sources: Approved MUT Annual Reports/APRs 2020–2024 and the 2025 APR/AFS. Student success is the proportion of registered course credits passed. Doctoral staff counts are derived from reported staff totals and percentages. *The 2024 income comparative is restated to R1.377bn in the 2025 AFS.

Introduction: End-of-2025 Cycle Analysis

The 2025 Annual Performance Report includes this end-of-cycle analysis because the 2025 reporting year concludes MUT's 2020-2025 Strategic Plan. This section is not intended to repeat the annual performance reports year by year. Its purpose is to draw together the main strategic trends, lessons and implications from the full strategy period.

A closeout of a strategic plan is more than a compliance exercise. It is an institutional learning opportunity. It asks whether the University's strategic intent translated into measurable progress, where implementation was sustained, where delivery was partial, and where the operating environment changed faster than institutional systems could respond. It also provides a disciplined bridge between the closing strategy cycle and the next phase of institutional planning.

This analysis therefore reflects on the 2020-2025 period through three lenses: performance, institutional capability and future readiness. It acknowledges what was achieved, identifies what remained unfinished, and draws implications for the next strategy, annual performance planning, enrolment planning, resource allocation, monitoring, evaluation and reporting.

Strategic Intent of the 2020-2025 Plan

The approved 2020-2025 Strategic Plan was framed around MUT's shared vision "To shape and own the future." It positioned the University as a transforming, equitable, sustainable and academically excellent University of Technology, with a distinctive commitment to career-focused undergraduate teaching, research-informed learning, community engagement and regional development.

The plan was deliberately pragmatic. It recognised that MUT was operating in a financially constrained environment and that strategic ambition had to be matched to institutional capacity, capabilities and resources. It also recognised that MUT's existing strengths in career-focused education, community engagement, applied research and service to historically underserved communities required consolidation rather than disruption.

The five strategic goals of the plan were:

1. Excellence in teaching and learning
2. Excellence in research, innovation and engagement
3. Excellence in community engagement
4. Targeted national engagement and internationalisation
5. Creation of an enabling support environment.

The strategic intent was therefore not only to grow the University, but to strengthen the quality, relevance and sustainability of its academic project. The plan sought to position MUT as a research-informed University of Technology with strong undergraduate foundations, selective postgraduate growth, increased research productivity, stronger engagement with industry and communities, improved systems, and an enabling institutional environment.

Operating Context: 2020-2025

The 2020-2025 period unfolded in a highly volatile operating environment. The first year of the strategy coincided with the Covid-19 pandemic, which disrupted face-to-face teaching, learning, WIL placements, student mobility, community engagement and normal campus operations. This required the University to accelerate remote and technology-enabled teaching and learning, while also responding to uneven digital access among students and staff. The strategy period also coincided with wider higher education pressures, including constrained public funding, increased student financial vulnerability, pressure on NSFAS-dependent students, infrastructure backlogs, rising expectations around digital transformation, and growing emphasis on employability, student success and institutional accountability.

Internally, the University had to navigate governance instability, risk and compliance pressures, financial sustainability concerns, audit findings, capacity constraints, infrastructure limitations and changing institutional leadership arrangements. These matters affected implementation continuity and created execution risks across several goals.

The 2020-2025 strategy was therefore implemented under conditions that required institutional resilience. MUT sustained core operations and made progress in several areas. However, the period also demonstrated that resilience alone is not enough. The next cycle requires stronger execution systems, more reliable data, integrated resource planning, sharper risk management and more consistent accountability for delivery.

Overall Performance Trajectory

The overall performance trajectory of the 2020-2025 strategy period can be characterised as stable but uneven. MUT maintained a broadly stable undergraduate enrolment base over the period, with total headcount generally remaining in the range of approximately 14 300 to 14 900 students. Undergraduate enrolment remained the dominant institutional foundation and was generally closer to target than postgraduate enrolment.

When compared with the earlier years of the 2020-2025 cycle, the 2025 reporting year reflects a stronger and more stable closeout position in several areas, particularly undergraduate enrolment, student success, staff doctoral qualifications and research productivity. In this respect, 2025 compares favourably with the more disrupted and uneven middle years of the cycle, especially 2022 and 2023, and shows improvement from 2024 in selected academic indicators. However, the improvement was not uniform. Persistent weaknesses in postgraduate enrolment and output, graduation efficiency, selected scarce-skills outputs, staffing ratios and the broader enabling environment indicate that 2025 should be understood as a year of consolidation and partial recovery, rather than a full institutional turnaround. This distinction is important for the next strategy cycle: MUT enters the new period with important foundations in place, but with unresolved structural constraints that require deliberate planning, resourcing and accountability.

Student success remained a relative institutional strength, although it fluctuated across the cycle. The success rate was strong in 2020 and 2021, declined in 2022, improved in 2023 and 2024, and exceeded target in the 2025 results. Graduation rates, however, remained persistently below intended levels, generally remaining around 20% to 21%. This indicates that while many continuing students passed successfully, the conversion of student participation into timely completion remained a structural challenge.

Postgraduate growth remained one of the weakest areas of the strategy period. The strategy envisaged selective postgraduate development linked to research-informed academic identity and niche areas of excellence. However, postgraduate enrolment and postgraduate graduates remained significantly below targets in several years, including the 2025 results. This points to a gap between strategic aspiration and institutional capability in postgraduate planning, supervision capacity, programme mix, recruitment, funding and student progression.

Research productivity was a strong and visible area of progress, although not entirely stable. Research output exceeded targets in several reporting years, with notable performance in 2020, 2021, 2022, 2023 and the 2025 figures. The 2024 result was weaker relative to prior years but still reflected a continuing institutional research base. Staff doctoral qualifications improved over the cycle, supporting the longer-term research and postgraduate agenda. However, the research enterprise remains vulnerable if it is not matched by postgraduate growth, supervision capacity, differentiated research niches, and sustainable research development systems.

Community engagement and partnerships showed meaningful activity and institutional visibility, especially in later years. MUT continued to position itself as an anchor institution with commitments to local communities, applied knowledge and public good. However, the performance pattern suggests that community engagement requires stronger evidence of impact, improved continuity of projects, and better integration with teaching, learning, research and institutional strategy.

Internationalisation and national engagement produced visible engagement activity, but international student enrolment remained persistently weak. Staff and student engagements or exchange programmes increased in some years, and nation-building projects strengthened, but the proportion of international students remained low. This indicates that internationalisation activity has not yet translated into a stronger international enrolment profile or sustained internationalisation system.

The enabling environment remained the most complex area of the strategy. Financial sustainability, audit outcomes, risk management, infrastructure, ICT, student support, staff engagement and operational systems all affected implementation. Some financial ratios improved in certain years, and there were efforts to strengthen governance and controls. However, audit outcomes, student debt, infrastructure procurement delays, limited systems maturity and capacity constraints show that the enabling environment remained a key constraint on strategic execution.

Trend Analysis by Strategic Goal: End-of-2020 to 2025 Cycle

Goal 1: Excellence in Teaching and Learning *(End-of-2020 to 2025 Cycle)*

The original intent of Goal 1 was to strengthen student success, improve graduate satisfaction with teaching and learning, enhance graduate quality, maintain professionally endorsed programmes, and support the development of postgraduate offerings. This goal sat at the centre of MUT's identity as a career-focused University of Technology.

The trend over the cycle shows that MUT sustained a strong undergraduate base and generally maintained student success at reasonable levels, despite major disruption. The success rate moved from a strong position in 2020 and 2021, declined in 2022, recovered in 2023 and 2024, and exceeded target in the 2025 results. This indicates institutional resilience in teaching and learning, particularly after the pandemic disruption.

However, graduation and throughput remained more difficult. Graduation rates did not improve sufficiently over the cycle and remained below planned targets. This points to the difference between annual module success and completion efficiency. In practical terms, MUT was able to support many students to pass, but not consistently enough to convert access into timely graduation at the desired rate.

WIL and employability remained important but complex indicators. Covid-19 affected placement opportunities in the early years, while later reporting pointed to data-collection limitations and timing challenges in measuring graduate employment at graduation. This suggests that graduate employability should remain a strategic priority, but the University needs a more reliable tracer and labour-market intelligence system rather than relying only on point-of-graduation reporting.

The undergraduate programme base remained central to MUT's academic identity. However, the postgraduate programme and enrolment profile did not grow as intended. The ratio of undergraduate to postgraduate offerings and the very low postgraduate enrolment performance indicate that postgraduate development remains unfinished business. This is significant because postgraduate growth is closely linked to research productivity, academic staff development, supervision capacity, institutional reputation and the University's future academic identity.

Lesson for the next cycle: MUT's next strategy must move beyond maintaining undergraduate access towards improving progression, completion, employability and postgraduate development. Student success must be understood as a full student lifecycle issue, from admission and curriculum design to academic support, WIL, completion and graduate destinations.

Goal 2: Excellence in Research, Innovation and Engagement *(End-of-2020 to 2025 Cycle)*

The original intent of Goal 2 was to increase research productivity and strengthen innovation and intellectual property. The strategy envisaged MUT as a research-informed University of Technology with niche areas of collaborative academic excellence.

Research productivity was one of the strongest areas of performance over the cycle. The University exceeded research-output targets in several years and demonstrated growth from the 2018 baseline used in the strategy. The 2025 APR reflects particularly strong research-output performance. The number of protected IP items also increased, reflecting progress in the innovation environment.

The trend is positive but requires careful interpretation. Research output was strong, but not always stable. The 2024 result was lower than 2023 and lower than the 2025 draft figure. There were also target discrepancies between the Annual Performance Plan and the revised enrolment planning framework, particularly where research-output targets included or excluded assumptions about research master's graduates. This points to a need for tighter alignment between strategy, enrolment planning, postgraduate planning and research planning.

Research growth also depends on staff capability. The proportion of staff with doctoral qualifications improved over the cycle, which is a positive foundation. However, the ratio of FTE students to instructional/research staff remained unfavourable in the 2025 results, indicating continued pressure on academic capacity. Research productivity cannot be sustained if teaching loads, staffing ratios and supervision capacity remain misaligned with the University's research ambitions.

Lesson for the next cycle: MUT should consolidate research productivity into a more deliberate research ecosystem, linking research niches, postgraduate growth, supervision capacity, doctoral staff development, external funding, innovation, industry collaboration and measurable research impact.

Goal 3: Excellence in Community Engagement *(End-of-2020 to 2025 Cycle)*

The original intent of Goal 3 was to strengthen MUT's contribution to the socio-cultural and economic development of its local community, increase partnerships with local government and communities, and deepen the University's role in academic and professional communities.

The strategy period shows a shift from disrupted community engagement in 2020 towards more active and visible engagement in later years. The early years were affected by Covid-19, lockdown restrictions, limited mobility and reduced public-facing activities. Later reports show increased capacity-building initiatives, partnerships, public lectures, student entrepreneurship activities and community-engagement presentations.

This is an important area of institutional identity. MUT's location, history and community orientation mean that community engagement is not a peripheral function. It is part of the University's anchor role and differentiated contribution as a University of Technology serving Umlazi, eThekwini, KwaZulu-Natal and broader society.

However, the closeout should distinguish between activity and impact. The annual reports show the number of projects, lectures, partnerships and initiatives, but the next cycle should strengthen evidence of outcomes and sustained value. Community engagement must increasingly answer questions of who benefited, what changed, how the engagement informed teaching and research, and how partnerships contributed to social, economic, cultural or developmental outcomes.

Lesson for the next cycle: MUT should retain community engagement as a core strategic identity, but strengthen its impact framework, evidence model, partnership management and integration with teaching, learning, research, innovation and student development.

Goal 4: Targeted National Engagement and Internationalisation *(End-of-2020 to 2025 Cycle)*

The original intent of Goal 4 was to increase MUT's national visibility and strengthen international engagement through partnerships, student and staff exchanges, alumni engagement and international student enrolment.

The performance trend is mixed. MUT recorded strong activity in nation-building projects and international staff and student engagements in several years, with significant growth in some reporting periods. This suggests that MUT has the capacity to build visibility through projects, engagements and partnerships.

However, international student enrolment remained persistently low and below target throughout the cycle. Covid-19, funding limitations, systems limitations and classification issues affected performance, but the trend points to a deeper structural challenge. Internationalisation activity has not yet produced a sustained international enrolment profile or a robust internationalisation platform.

The distinction is important. Having engagements, visits or exchange activities is not the same as having a mature internationalisation strategy. A mature model would include clear target markets, student mobility systems, staff exchange pathways, research collaboration, regional SADC positioning, international admissions processes, systems capability, alumni networks and funding instruments.

Lesson for the next cycle: MUT should redesign internationalisation as a strategic capability rather than an activity count. It should link international partnerships to postgraduate growth, research collaboration, staff development, student mobility, institutional reputation and regional development priorities.

Goal 5: Creation of an Enabling Support Environment *(End-of-2020 to 2025 Cycle)*

The original intent of Goal 5 was to create the institutional conditions required for the academic project to succeed. This included brand strength, student life and wellness, staff engagement, operational efficiency, financial sustainability, risk management, infrastructure and institutional systems.

The enabling environment was the most contested and uneven goal over the strategy period. Financial sustainability remained a persistent concern, although some ratios improved in certain years. The University remained technically solvent and maintained positive liquidity indicators, but student debt, restricted funding constraints, infrastructure implementation delays and audit issues continued to affect institutional confidence and execution.

Governance and risk management remained central to the closeout story. The strategy itself identified weak governance structures and processes as a weakness. Over the period, governance instability and administration arrangements affected continuity. Later years show efforts to strengthen oversight, working groups, committees, risk management, compliance and institutional controls. However, the 2024 audit outcome and continuing control weaknesses indicate that governance restoration and assurance maturity must remain central to the next cycle.

Infrastructure and ICT also remained key constraints. The University made progress in e-learning, staff development and digital teaching capacity, but infrastructure, space, maintenance and systems limitations continued to affect teaching, learning, student experience and operational efficiency. Capex implementation was affected by procurement bottlenecks, funding timing and approval delays. These are not merely operational issues; they directly affect strategic delivery.

Staff engagement and institutional culture also require renewed attention. Some staff-related indicators were not measured in some years, and leadership transitions affected implementation continuity. The next cycle will need a stronger link between people strategy, organisational culture, talent management, academic workload, staff development and institutional performance.

Lesson for the next cycle: MUT's strategy cannot succeed if the enabling environment remains fragile. The next cycle must prioritise institutional systems, data governance, audit readiness, financial discipline, infrastructure delivery, HR capability, ICT maturity and accountable execution as core strategic capabilities, not administrative support functions.

Cross-Cutting Institutional Lessons *(End-of-2020 to 2025 Cycle)*

❖ Strategic intent must be matched by execution discipline

The 2020-2025 strategy provided an appropriate and pragmatic direction. However, implementation varied across goals and years. The next strategy must be supported by a more disciplined execution architecture, with clearer ownership, measurable milestones, quarterly review routines, risk-linked implementation plans and consequences for non-delivery.

❖ Annual planning must become the operational engine of strategy

The Annual Performance Plan should not be treated as a compliance document produced after the strategy. It must be the mechanism through which strategic choices are translated into annual priorities, funded actions, performance commitments, evidence requirements and accountability points.

❖ Data quality and target integrity require stronger governance

The cycle revealed several data and comparability issues, including changing tolerance thresholds, corrected cohort references, discrepancies between APP targets and enrolment plan targets, draft figures undergoing audit, and limitations in employability and international student data. The next cycle requires stronger technical indicator definitions, source notes, data ownership, audit trails and validation routines.

❖ Postgraduate growth requires deliberate institutional design

Postgraduate enrolment and output remained far below the aspirations of the strategy. This cannot be corrected by target-setting alone. It requires programme pipeline development, supervision capacity, research niche consolidation, funding support, recruitment strategy, academic workload alignment and stronger postgraduate student support.

- **Research strength must be institutionalised**

Research output was a notable strength, but the University must avoid dependence on individual productivity alone. Sustainable research growth requires institutional systems: doctoral staff development, postgraduate growth, research administration, grant support, partnerships, ethics capacity, publication support and innovation pathways.

- **Community engagement must move from activity reporting to impact evidence**

MUT has a credible community-engagement identity. The next step is to strengthen evidence of impact, sustainability and integration with teaching and research. This will make community engagement more visible, defensible and strategically useful.

- **Internationalisation requires a redesigned model**

International engagements increased, but international student enrolment remained weak. MUT needs a clearer internationalisation strategy linked to student mobility, SADC positioning, postgraduate recruitment, joint research, staff exchange and systems capability.

- **Governance, audit and financial sustainability are strategic issues**

The enabling environment cannot be separated from the academic project. Audit outcomes, risk management, student debt, procurement delays, IT systems and infrastructure limitations all affect institutional performance. The next strategy must treat governance maturity and financial sustainability as strategic conditions for academic success.

- **Foresight must be built into institutional planning**

The 2020-2025 period demonstrated how quickly assumptions can be disrupted. Covid-19, funding constraints, digital acceleration, governance instability and changing student needs all affected implementation. The next cycle must include foresight, scenario thinking and adaptive planning as part of routine institutional management.

Foresight Perspective: What the Strategy Period Signals for the Future

The 2020-2025 period demonstrates that MUT’s next strategic cycle must be implemented through deliberate institutional renewal, disciplined execution and adaptive planning. IGNITE 2030 must respond to demographic shifts, changing student demand, constrained public funding, rising student debt, pressure for improved throughput and public value, digital transformation, AI-enabled institutional systems, infrastructure constraints and increased competition across the higher education sector.

The strongest future signal from the closeout is that MUT cannot rely only on access and enrolment stability. The next phase must focus on student progression, completion, employability and lifelong relevance. A stable undergraduate base remains important, but the University’s future sustainability will depend on improving success-to-completion pathways, strengthening scarce-skills outputs, developing postgraduate capacity, and aligning academic programmes with labour market and regional development needs.

A second signal is that research and innovation can become a stronger institutional differentiator if deliberately connected to postgraduate growth, industry engagement, external funding and community impact. MUT has shown research capability, but the next cycle must deepen the institutional systems that sustain it.

A third signal is that data, systems and evidence will become central to institutional competitiveness and governance. AI, digital transformation and analytics will not compensate for weak data foundations. MUT must strengthen data governance, integrated systems, evidence-based planning and decision intelligence.

A fourth signal is that governance maturity and institutional trust will shape the University's ability to execute. The next cycle requires stronger assurance, more reliable controls, transparent reporting and visible accountability.

Finally, the period signals that MUT's identity as a community-anchored University of Technology remains highly relevant. The future opportunity is to translate that identity into measurable social impact, employability, applied research, innovation, entrepreneurship and regional development.

Strategic Implications for the Next Cycle

The lessons arising from the 2020-2025 strategic cycle provide the evidence base for the implementation of IGNITE 2030. The 2025 results demonstrate the need to strengthen student progression and completion; rebuild the postgraduate programme and enrolment pipeline; deepen research and innovation capacity; improve graduate employability; expand measurable community impact; strengthen institutional visibility and internationalisation; and reinforce governance, data, financial and infrastructure systems. These priorities are incorporated into IGNITE 2030 through clearer accountability, evidence-based target setting, aligned resource allocation and systematic monitoring of institutional outcomes.

The next strategic cycle should:

1. Reaffirm MUT's differentiated identity as a career-focused, community-anchored and research-informed University of Technology.
2. Translate strategy into a tighter annual planning and performance management system, with clearer ownership, funding alignment and evidence requirements.
3. Prioritise student completion and employability, not only student access and success rates.
4. Develop a deliberate postgraduate growth strategy linked to research niches, supervision capacity and funding.
5. Protect and strengthen research productivity by institutionalising research support, doctoral development and innovation pathways.
6. Redesign internationalisation to move beyond activity counts towards strategic partnerships, regional positioning and international student mobility.
7. Strengthen community engagement through an impact framework that shows outcomes, beneficiaries and strategic value.
8. Treat data quality, HEMIS integrity, indicator definitions and performance evidence as institutional governance priorities.
9. Align infrastructure, ICT, HR, finance and risk management with the academic project.
10. Build foresight, scenario planning and adaptive review into the institutional planning cycle.

Trend Summary Table *(End-of-2020 to 2025 Cycle)*

This section presents the summary trend analysis of the PART A's performance assessment report over the period of 2020 to 2025. The KPI performance intends to reflect a high-level analysis per strategic goal into transitioning for the next cycle (the IGNITE 2030 strategy).

Table 1 below summarises the major strategic goal performance trends and their implications for the next strategic cycle.

Table 1:Summaries of the major Goal performance trends and their implications for the next strategic cycle.

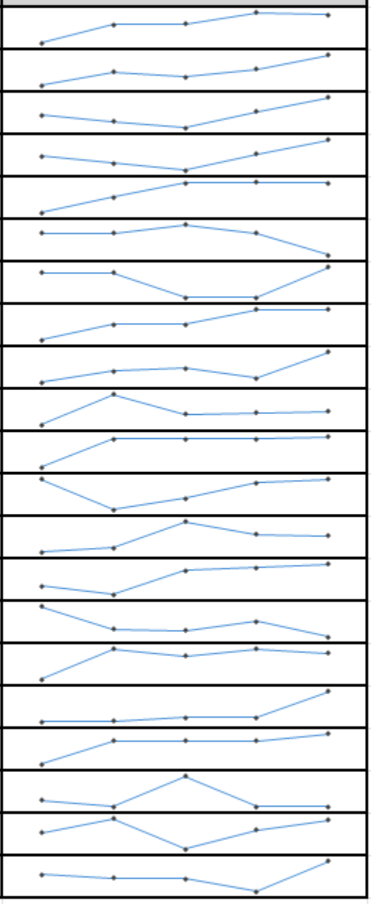
Strategic Goal	Trend Observed	Evidence	Interpretation	Unfinished Business	Implication for the Next Cycle
Goal 1: Excellence in teaching and learning	Undergraduate enrolment remained broadly stable and student success recovered after disruption, but graduation and throughput remained below desired levels.	Total headcount remained broadly stable across the period, with the 2025 reported headcount at 14 925. The success rate reached 84% in 2025, while the graduation rate remained at 21.1%.	MUT sustained access and annual academic success, but completion efficiency remained structurally weak.	Improve graduation, throughput, employability data, WIL access, postgraduate offerings and scarce-skills outputs.	Shift from access-and-success reporting to full student lifecycle management.
Goal 2: Excellence in research, innovation and engagement	Research output was a relative strength, with strong performance in several years and growth in protected IP.	Research output exceeded targets in several years, with the 2025 reported output at 144.4088 units and protected IP at 12.	The research base strengthened, but performance remains exposed to staffing, postgraduate and target-alignment risks.	Stabilise research output, grow postgraduate enrolment, improve supervision capacity and align research targets across planning instruments.	Build an integrated research, postgraduate and innovation ecosystem.
Goal 3: Excellence in community engagement	Community engagement recovered after early disruption and became more active in later years.	Later reports show increased public lectures, capacity-building initiatives, partnerships and professional-community participation.	MUT's anchor role remains strategically valuable, but evidence still leans towards activity rather than impact.	Develop clearer impact measures and sustain community projects beyond annual activity counts.	Position community engagement as a measurable public-value and regional-development strategy.
Goal 4: Targeted national engagement and internationalisation	National and international engagement activities increased, but international student enrolment remained low.	Nation-building projects and exchange engagements increased in later years, while international student enrolment remained below target.	Activity-based internationalisation did not translate into a stronger international enrolment profile.	Strengthen systems for international admissions, exchange recording, SADC positioning, funding and partnership conversion.	Redesign internationalisation as a strategic capability linked to postgraduate growth, research and reputation.
Goal 5: Enabling support environment	The enabling environment remained fragile, with financial, audit, infrastructure, ICT, HR and governance	Reports show financial sustainability monitoring, audit findings, infrastructure delays, student	Strategic performance was constrained by systems, controls and resource limitations.	Strengthen financial controls, audit readiness, infrastructure delivery, ICT maturity, HR capability and	Treat governance, systems, finance and infrastructure as strategic enablers, not support functions.

Strategic Goal	Trend Observed	Evidence	Interpretation	Unfinished Business	Implication for the Next Cycle
	pressures affecting execution.	debt concerns, risk management issues and capacity constraints.		institutional data systems.	

In Table 2 below, the representation of the Enrolment Plan indicators is reflected to demonstrate trend patterns experienced over the cycle of 2020 to 2025 strategic plan.

Table 2: Trend analysis of the Enrolment Plan efficiency indicators for end of cycle 2020 – 2025

Enrolment Plan Indicators	2021	2022	2023	2024	2025	Trend pattern from 2021 - 2025
First-time entering undergraduates	2 718	3 435	3 456	3 911	3 817	
Foundation provisioning (1st-time entry)	390	500	461	524	638	
Total headcount enrolment	14 562	14 437	14 312	14 638	14 925	
Total undergraduate headcount enrolment	14 520	14 379	14 239	14 564	14 852	
Total postgraduate headcount enrolment	42	58	73	74	73	
Science, Engineering and Technology	58%	58%	59%	58%	55,60%	
Business/management	34%	34%	32%	32%	34,50%	
Other Humanities	8%	9%	9%	10%	10%	
Undergraduate graduates	2 934	2 991	3 006	2 957	3 091	
Postgraduate graduates	21	97	47	51	55	
Graduation rate	20%	21%	21%	21%	21,10%	
Success rate	84%	76%	79%	83%	84%	
Engineering scarce-skills output	744	778	1 010	895	885	
Life and Physical Sciences output	73	62	93	97	102	
Human Health output*	99	62	59	74	49	
Animal Science output*	0	13	10	13	11	
Instructional/research professional staff	228	230	238	239	304	
Staff with doctoral degrees	22%	26%	26%	26%	27,30%	
NGAP staff	15	14	19	14	14	
FTE student-to-FTE instructional/research staff ratio	42,1	45	38,8	42,7	44,6	
Total research output units	114,0382	106,33	104,62	77,5	144,40881	



Strategic Lessons for the Next Cycle

The 2020-2025 strategy period confirms that MUT has important institutional strengths: a resilient undergraduate base, a strong community orientation, growing research capability, improving doctoral staff profile, and an academic identity that remains relevant to South Africa's developmental needs. These strengths should be retained and sharpened. However, the closeout also confirms that the next cycle cannot depend on aspiration alone. Strategic success will require a more disciplined execution model. The next strategy must be clearer about what MUT will prioritise, fund, sequence, monitor and hold itself accountable for. The annual plan must become the operational contract of the strategy, while quarterly performance reviews must be used to detect risks early and adjust implementation before the end of the reporting year.

The University must also improve the reliability of its performance evidence. Data quality, indicator definitions, target alignment and source documentation must be strengthened so that institutional performance can withstand audit, governance and management scrutiny. This is particularly important for enrolment, postgraduate performance, employability, internationalisation, research output, financial sustainability and infrastructure delivery.

A further lesson is that the academic project cannot be separated from the enabling environment. Teaching and learning, research, community engagement and internationalisation depend on stable governance, financial discipline, fit-for-purpose infrastructure, reliable ICT systems, capable staff and credible institutional data. The next strategy must therefore integrate academic ambition with the institutional capabilities required to deliver it.

Finally, the University must embed foresight into planning. The past cycle showed that disruption is not exceptional; it is part of the operating environment. MUT's next cycle must therefore include scenario thinking, adaptive planning, risk-informed implementation and continuous learning.

Closeout Assessment *(End-of-2020 to 2025 Cycle)*

The 2020-2025 Strategic Plan provided MUT with a relevant and pragmatic framework during a period of considerable volatility. It articulated a clear vision, affirmed the University's identity as a University of Technology, and set out goals that remain institutionally relevant. The strategy created important foundations in teaching and learning, research, community engagement, partnerships and enabling systems.

At the same time, implementation was uneven. Progress was visible but not yet fully institutionalised across all goals. Student success remained stronger than graduation and throughput. Research productivity strengthened, but postgraduate growth did not keep pace. Community engagement and partnership activity expanded, but impact evidence requires further development. International engagement activity improved, but international student enrolment remained weak. Governance, financial sustainability, infrastructure, systems and audit issues continued to affect institutional execution. The final year of the strategy period therefore provides a more positive closing position than the most difficult years of the cycle, but it does not remove the need for deeper institutional reform in areas where performance remained below target or structurally fragile.

The overall closeout judgement is therefore that the strategy was neither a simple success nor a failure. It was a foundation-building cycle implemented under difficult conditions. It revealed MUT's resilience but also exposed the structural constraints that must now be addressed deliberately. The next strategy cycle must convert institutional resilience into institutional capability.

Conclusion *(End-of-2020 to 2025 Cycle)*

The closeout of the 2020-2025 Strategic Plan provides MUT with an important moment of institutional reflection. The University sustained its academic mission through disruption, preserved its undergraduate access mandate, strengthened aspects of research productivity, expanded community-facing activity and continued to serve as an important anchor institution in its region. These achievements should be acknowledged.

However, the next phase requires sharper execution, stronger evidence use, better accountability, more reliable systems and a more future-oriented institutional capability. MUT's strategic task is no longer only to state what it wishes to become, but to organise its people, resources, systems, governance and evidence around disciplined delivery. As the University moves into the next strategic cycle, the key lesson from 2020-2025 is clear: to shape and own the future, MUT must strengthen the institutional capabilities that allow strategy to move from aspiration to sustained performance.

PART A: PERFORMANCE ASSESSMENT REPORT

PART A: PERFORMANCE ASSESSMENT REPORT

1. PERFORMANCE AGAINST THE DHET APPROVED ENROLMENT TARGETS

Part A should be read with due regard to the different approved planning instruments (Strategic Efficiency Enrolment Plan reviewed version for 2023 - 2025) and data sources used for enrolment planning (the 3rd/Final Valpac HEMIS Student database and the 1st Valpac HEMIS Staff database).

Table 3: Performance against Ministerial Approved Targets in 2025

INDICATORS	2024 Actuals *(Assessed under agreed-upon procedures)*	2025 Approved Targets *(In the revised Enrolment Plan 2023-2025)*	2025 Actuals *(HEMIS 3rd submission)*	Performance against target / variance
HEADCOUNT TOTALS (Excludes Occasional)				
First-time entering undergraduates	3 911	3 937	3 817	120 below target (3.1%)
Foundation provisioning (1st Time Entry)	524	437	638	201 above target (46.0%)
Total headcount enrolment	14 638	15 143	14 925	218 below target (1.4%)
Total undergraduate headcount enrolment	14 564	14 728	14 852	124 above target (0.8%)
Total postgraduate headcount enrolment	74	415	73	342 below target (82.4%)
ENROLMENTS BY MAJOR FIELD OF STUDY				
Science, Engineering, Technology	58%	59%	55,6%	3.4 percentage points below target
Business/management	32%	33%	34,5%	1.5 percentage points above target
Other Humanities	10%	8%	10%	2.0 percentage points above target
GRADUATES IN CURRENT YEAR				
Graduates - undergraduate	2 957	3 170	3 091	79 below target (2.5%)
Graduates – postgraduate	51	275	55	220 below target (80.0%)
Graduation rate	21%	23%	21,1%	1.9 percentage points below target
Success rate	83%	81%	84%	3.0 percentage points above target
UNDERGRADUATE OUTPUT BY SCARCE SKILLS				
Engineering	895	855	885	30 above target (3.5%)
Life and physical sciences	97	73	102	29 above target (39.7%)
Human health	74	148	49	99 below target (66.9%)
Animal Science	13	76	11	65 below target (85.5%)

INDICATORS	2024 Actuals *(Assessed under agreed-upon procedures)*	2025 Approved Targets *(In the revised Enrolment Plan 2023-2025)*	2025 Actuals *(HEMIS 3rd submission)*	Performance against target / variance
STAFF PROFILE				
Instructional/research professional staff	239	247	304	57 above target (23.1%)
% staff with doctoral degrees	26%	19%	27,3%	8.3 percentage points above target
Number of NGAP staff	14	19	14	5 below target (26.3%)
Ratio of FTE students to FTE academic staff (official HEMIS category: instructional/research professional staff)	42,7:1	33,8:1	44,6:1	10.8 students per staff member above target (unfavourable)
RESEARCH OUTPUT				
Total Research Output units	77,5	101	144,4088[1]	43.4088 units above target (43.0%)

Source: 3rd/Final Student HEMIS Valpac data extract and final HEMIS staff data, as at 22 May 2026.

Note 1: The 144.4088 units are the final audited research output for 2025 submitted to DHET on 1 June 2026.

Assurance note: The figures are based on the stated HEMIS and institutional sources. The external audit of performance information covered the indicators reported under Strategic Goals 1 and 2. Performance information under Strategic Goals 3 to 5 was validated internally by the responsible data owners. The unqualified audit opinion on the Annual Financial Statements does not provide assurance over the non-financial performance information reported in this APR.

Table 3A: Reasons, institutional impact and corrective interventions for material variances

Indicator and result	Reason for variance	Institutional impact	Corrective intervention
First-time entering undergraduates: 3 817/3 937 (96.9%)	Many applicants to Engineering did not meet the minimum entry requirements. The Pre-Tech preparatory programme was not implemented in 2025.	The shortfall constrained planned first-time entry and contributed to the weaker Science, Engineering and Technology enrolment mix.	The six-month Pre-Tech programme was reinstated in 2026, enabling successful students to register for Engineering in the second semester. MUT will also pursue an approved and fundable higher-certificate feeder pathway, subject to the required academic and regulatory approvals.
Foundation provision: 638/437 (146.0%)	Demand for preparatory and extended pathways was higher than the approved planning target.	Over-enrolment creates possible funding, staffing, infrastructure and quality risks where enrolments exceed the approved and funded allocation.	Reconcile the approved cap, funding position, staffing and student-support capacity before future intakes, while protecting the feeder role of foundation provision.
Total headcount: 14 925/15 143 (98.6%)	The overall shortfall reflects the first-time entering undergraduate gap and the substantial postgraduate enrolment shortfall.	The result effects achievement of the approved enrolment shape and may influence future teaching-input funding.	Strengthen targeted admissions conversion, Engineering pipeline interventions and recruitment into the existing approved postgraduate programmes.
Postgraduate headcount: 73/415 (17.6%)	The target assumed the approval of additional postgraduate programmes. During the moratorium, DHET did not consider MUT's programme proposals and applications, leaving the University with a very small approved postgraduate programme base.	The small programme base constrained postgraduate enrolment, research supervision, future academic staffing and the University's intended academic profile.	Continue engagement with DHET; prioritise programme approval processes when the moratorium is lifted; recruit into existing programmes; strengthen postgraduate funding, supervision and pipeline management; and link programme development to MUT's research niches.

Indicator and result	Reason for variance	Institutional impact	Corrective intervention
Science, Engineering and Technology: 55.6%/59%	Engineering receives substantial application interest, but many applicants do not meet the minimum entry requirements. The absence of Pre-Tech in 2025 weakened the feeder pipeline.	The institutional enrolment mix remained below the desired profile for a University of Technology.	Implement the 2026 six-month Pre-Tech pathway; strengthen school-level mathematics and science recruitment; monitor conversion into second-semester Engineering registration; and develop the proposed higher-certificate feeder qualification.
Undergraduate graduates: 3 091/3 170 (97.5%)	The shortfall reflects attrition, slower progression, outstanding modules and extended study periods.	Fewer students completed qualifications within the planned period.	Use programme-level progression monitoring, early identification of outstanding requirements, academic advising and targeted support for students approaching completion.
Postgraduate graduates: 55/275 (20.0%)	The output target was not supported by a sufficiently large approved programme and enrolment base. The moratorium, limited supervision capacity and progression delays further constrained completions.	The result weakens the postgraduate pipeline, research capacity and future academic staff development.	Implement completion plans for registered postgraduate students; monitor milestones and supervision loads; strengthen funding and research support; and expand the approved programme base when submissions can be considered.
Graduation rate: 21.1%/23%	The 84% success rate measures course credits passed during the year, whereas the graduation rate measures completed qualifications relative to the relevant student population. Students may pass modules but still have outstanding credits, WIL or other completion requirements.	Strong annual module performance did not convert into timely qualification completion at the planned rate.	Strengthen success-to-completion monitoring, progression analytics, WIL completion, academic advising and targeted support for students beyond minimum time.
Human Health graduates: 49/148 (33.1%)	The completion pipeline was substantially smaller than assumed in the approved target and requires programme-level analysis of enrolment, progression, attrition and completion.	The University produced fewer graduates in a designated scarce-skills field.	The responsible faculty must implement a programme-level recovery plan with annual intake, progression and completion milestones and quarterly monitoring.
Animal Science graduates: 11/76 (14.5%)	The completion pipeline was substantially smaller than assumed in the approved target and requires programme-level analysis of enrolment, progression, attrition and completion.	The University produced fewer graduates in a designated scarce-skills field.	The responsible faculty must implement a programme-level recovery plan with annual intake, progression and completion milestones and quarterly monitoring.
NGAP staff: 14/19 (73.7%)	Recruitment is constrained by MUT's limited internal postgraduate and doctoral pipeline and competition from institutions that retain their own graduates.	The shortfall slows transformation and development of the future academic workforce.	Align NGAP recruitment with postgraduate programme growth, staff qualification completion, targeted talent identification and external recruitment.
FTE students to FTE academic staff: 44.6:1/33.8:1	Academic staffing capacity did not grow sufficiently relative to the FTE student load. A higher ratio is unfavourable.	The ratio increases teaching-load pressure and constrains student support, research and postgraduate supervision.	Align the workforce plan, funded posts, workload allocation and academic recruitment with the approved enrolment plan and priority programmes.

Table 3 presents the University's performance against the DHET-approved enrolment and related targets for 2025, based on the 2025 3rd/final HEMIS submission, with the 2024 actuals assessed under agreed-upon procedures and provided for comparative purposes. Overall, performance remains stable in key undergraduate access, success, staffing, and research areas, although several areas, most notably postgraduate provision and selected scarce-skills outputs, reflect more pronounced underperformance than previously indicated.

In relation to access and participation, the University achieved 96.9% of its target for first-time entering undergraduates, enrolling 3 817 against a target of 3 937, indicating a slight shortfall against planned intake levels. Foundation provisioning substantially exceeded target, with 638 first-time entrants against a target of 437 (146.0% achievement), reflecting strong utilisation of extended curriculum pathways. Total headcount enrolment reached 14 925 against a target of 15 143 (98.6% achievement), indicating that overall enrolment remained marginally below target rather than exceeding it. Similarly, undergraduate headcount enrolment slightly exceeded target at 100.8%, with 14 852 students enrolled against a target of 14 728. Postgraduate headcount enrolment, however, remains a significant concern, with only 73 enrolments against a target of 415 (17.6% achievement), reflecting a substantial gap in postgraduate growth.

With regard to enrolment by major field of study, the University did not fully achieve its desired distribution in Science, Engineering and Technology, recording 94.2% achievement (55.6% against a 59% target). Business/Management exceeded target (34.5% against 33%; 104.5% achievement), while Other Humanities also exceeded target, achieving 125%. These shifts continue to indicate a deviation from the planned enrolment mix, with relative underrepresentation in SET fields.

In terms of student output, undergraduate graduates reached 3 091 against a target of 3 170, which was 79 graduates (2.5%) below target. Postgraduate graduates reached 55 against a target of 275, which was 220 graduates (80.0%) below target and confirms persistent challenges in postgraduate throughput. The overall graduation rate of 21.1% was 1.9 percentage points below the 23% target. The student success rate was 84%, which was 3.0 percentage points above the 81% target.

Performance in undergraduate output by scarce-skills field was mixed. Engineering output exceeded target with 885 graduates against 855 (103.5% achievement), while Life and Physical Sciences also performed strongly at 139.7% achievement (102 against 73). However, Human Health output remained significantly below target at 49 against 148 (33.1% achievement), and Animal Science recorded 11 against 76 (14.5% achievement). These results highlight critical areas requiring targeted academic and pipeline interventions.

In relation to staff profile indicators, instructional and research professional staff exceeded target, with 304 staff members against 247 (123.1% achievement). The proportion of staff with doctoral degrees also exceeded target significantly at 27.3% (n=83 academic staff with PhDs) against 19% (143.7% achievement), reflecting progress in staff qualification levels. However, the ratio of FTE students to FTE instructional/research staff remains unfavourable at 44.6:1 against a target of 33.8:1 (131.9%), indicating continued pressure on teaching capacity. The University also fell short of its NGAP target, achieving 14 against 19 (73.7% achievement), suggesting slow progress in developing the future academic workforce.

Research performance remains a key institutional strength. Total research output units reached 144.4088 against the DHET-approved target of 101 in Table 3, which was 43.4088 units (43.0%) above target. The same actual is reported against the 2025 APP target of 70 in Table 4. The APP translates the multi-year DHET-approved enrolment and performance trajectory into annual institutional commitments and may revise annual targets in response to current circumstances, available capacity and implementation realities.

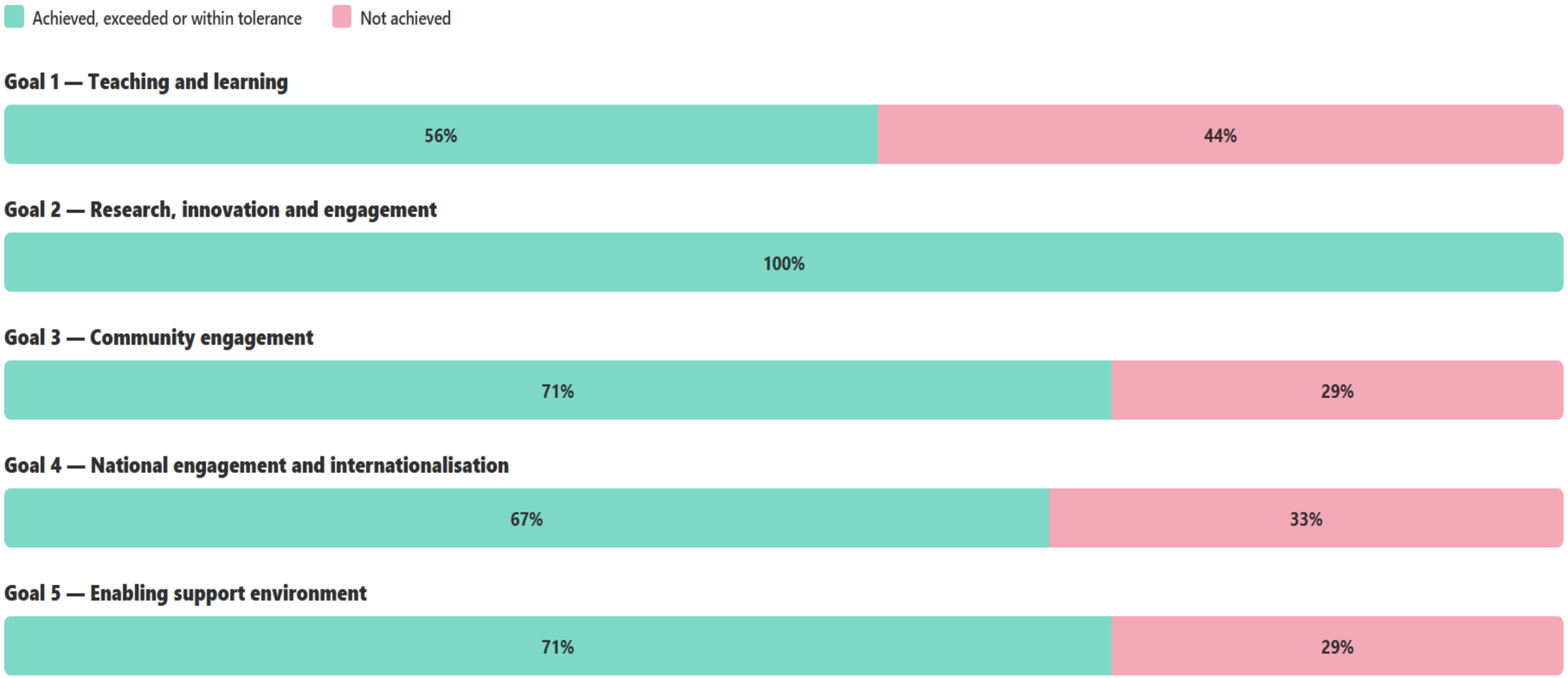
Overall, the University's 2025 performance demonstrates relative stability in undergraduate access, student success, staff qualifications, and research productivity. However, the corrected results indicate that enrolment performance was slightly below target overall, and that challenges in postgraduate enrolment and output, scarce-skills graduates, and staffing capacity are more pronounced than initially reflected. These areas require sustained and focused institutional intervention going forward.

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

MUT 2025 APR — KPI Performance Dashboard

Overall and per-goal achievement, 38 applicable KPIs

Total KPIs	Achieved (3 & 4)	Not achieved (1 & 2)	Overall achievement
38	**26**	**12**	**68.4%**



Performance rating key:	1 Not achieved	2 Started but below target by more than 3%	3 Within 3% range of target	4 Exceeded expectations. More than 3% above target

Table 4: Achievement against Strategic Goals and Objectives

Goal 1: Excellence in teaching and learning						
Strategic Objectives	**Key Performance Indicator (KPI)**	**2024 (Actual)**	**2025 (Reviewed APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
SO 1.1 To increase student success	1. Student success rate	83%	82%	84%	3	
	2. Student graduation rate	21%	24,5%	21,1%	2	The graduation rate measures completed qualifications and is not directly comparable with the annual course-credit success rate. The shortfall reflects attrition, slower progression, outstanding credits or WIL requirements, and extended study duration. Institutional response: strengthen programme-level progression monitoring, completion advising, WIL completion and targeted support for students approaching or exceeding minimum time.
	3. Throughput rate (in min+2) for the 3-year diploma programmes (NQF6) *(2021 cohort reported in 2025)*[1]	59%	57%	55,8%	3	

[1] **According to approved Addendum of the MUT 2025 APP**: **Amendment A** — addressed the KPI 3 (Throughput rate) focus year correction located in Table 4 (Goal 1), known as "KPI 3: Throughput rate (min+2) for 3-year diploma programmes (NQF 6)".**Interpretive correction** (for 2025 reporting): The reference "2020 cohort reported in 2024" must be read as "2021 cohort reported in 2025". The approved APP remains unchanged and must be read with this Addendum; where any inconsistency exists, this Addendum prevails.

Goal 1: Excellence in teaching and learning						
Strategic Objectives	**Key Performance Indicator (KPI)**	**2024 (Actual)**	**2025 (Reviewed APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
SO 1.2 To improve graduate satisfaction with the quality of teaching and learning	4. Graduate satisfaction with the quality of teaching and learning	72,3%	85%	70%[2]	2	The survey recorded 70% satisfaction against the 85% target, but only 14% of the intended population responded. The low response rate limits representativity; it does not convert the result into achievement. Institutional response: simplify survey access, conduct student awareness campaigns, monitor faculty response rates and communicate actions arising from feedback.
SO 1.3 To increase the quality of graduates	5. Implementation of Approved E-learning Strategy	Strategy implemented	65% of modules adopt blended learning	65%	3	
	6. Percentage of undergraduate students graduating with work-integrated learning (WIL) experience	61%	60%	55%	2	The variance is attributed to a rigorous compliance-first placement strategy that prioritizes ECSA and relevant professional body standards, resulting in the deliberate non-placement of Construction and Building diploma students in non-compliant environments to safeguard accreditation integrity and graduate employability. Institutional response: expand the pool of compliant placement partners, commence placement planning earlier and monitor placement capacity by programme, while retaining professional-body and accreditation requirements.

[2] QMD Graduates survey report finalisation in progress during the audit of the 2025 APR.

Goal 1: Excellence in teaching and learning						
Strategic Objectives	**Key Performance Indicator (KPI)**	**2024 (Actual)**	**2025 (Reviewed APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
	7.1 Employment of graduates (reported at graduation)	25,8%	34%	29%	2	The 29% result was derived from the same graduate survey used for KPI 4, with a 14% response rate and measurement at or shortly after graduation. The result therefore provides only a limited point-in-time view of employment. Institutional response: retain the reported 2025 result, strengthen graduate tracing and labour-market intelligence, and apply the revised indicator methodology prospectively from 2026.
	7.2 Employability of graduates [3]	Tracer study conducted	Implement the recommendations of the 2024 employability assessment	Withdrawn from the 2025 APP through Council-approved Amendment B	Not applicable	
SO 1.4 To maintain the number of programme offerings endorsed by professional	8. Percentage of approved academic programme endorsed/accredited by professional bodies/associations	100%	100% (11)[4]	100% (11)	3	The supporting evidence schedule must list the 11 programmes, the relevant professional body or association, the accreditation status and the validity period.

[3] **According to approved Addendum of the MUT 2025 APP**: In accordance with **Amendment B**, this KPI has been formally removed from the **2025 Annual Performance Plan (APP)**. While the indicator remains in the initial approved 2025 APP document, it is **not applicable** for the 2025 reporting cycle and shall not be subject to evaluation or audit. Monitoring of graduate employability will continue at the operational level, with the potential for re-introduction in the **2026 IOP** once a feasible data collection framework is established.

[4] **The 2025 APP target has been corrected from 13 to 11 to accurately reflect the number of professionally accredited qualifications** planned for the reporting period. Accordingly, the actual achievement represents 100% attainment of the revised target, indicating that all planned accreditations were successfully attained and/or maintained.

Goal 1: Excellence in teaching and learning						
Strategic Objectives	**Key Performance Indicator (KPI)**	**2024 (Actual)**	**2025 (Reviewed APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
bodies or associations						
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.	35:7	39:6	39:7	3	The ratio is presented consistently as NQF levels 5-7 to NQF levels 8-10: 35:7 in 2024, a target of 39:6 and an actual of 39:7 in 2025.

Source: 3rd/Final Student HEMIS Valpac data extract and final HEMIS staff data, as at 22 May 2026; Contributing Department, and the 2025 IOP Year-End Progress Report, as at 31 January 2026.

Assurance note: The external audit of performance information covered Strategic Goals 1 and 2. Performance information under Strategic Goals 3 to 5 was validated internally by the responsible data owners. The unqualified audit opinion on the Annual Financial Statements does not provide assurance over the non-financial performance information in Table 4.

Indicator interpretation: The success rate measures the proportion of registered course credits passed during the year; the graduation rate measures completed qualifications relative to the relevant student population; and throughput measures cohort completion within the specified period. Financial and staffing ratios identify the numerator, denominator and preferred direction in the relevant KPI.

APP amendment disclosure: Amendment A corrected the KPI 3 cohort reference to the 2021 cohort reported in 2025. Amendment B withdrew KPI 7.2 from the 2025 APP. Both amendments were approved by Council and submitted to DHET; the approval and submission evidence form part of the supporting evidence pack.

Evidence disclosure: The final evidence schedule must identify the evidence reference, responsible division, data owner and verification date for each KPI. This is particularly important for programme accreditation, protected IP, community-engagement counts, international engagements, surveys, Capex awards and the Turnaround Strategy review.

Goal 2: Excellence in research, innovation and engagement						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (Reviewed APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
SO 2.1 To increase research productivity	10. Number of accredited research output units	77,5	70[5]	144,4088[6]	4	The target of 101 in the DHET-approved enrolment and performance plan and the APP target of 70 serve different planning purposes. The APP translates the multi-year DHET trajectory into annual institutional commitments and may revise annual targets in response to current circumstances, available capacity and implementation realities. The 2025 actual of 144.4088 was submitted to DHET on 1 June 2026.
SO 2.2 To increase the commercialisation of Intellectual Property (IP), both protectable and unprotected	11. Number of protected IP (including trademarks)	11	10	12	4	

[5] This target was extracted from the reviewed targets of the approved 2025 Annual Performance Plan (APP) as a standard practice conducted during the Planning Workshop. As a result, a notable discrepancy exists between the target of 70 units here and the target of 101 in the Revised Enrolment Plan 2023-2025 (see Table 3, p. 32 above). The Revised Enrolment Plan target includes units for Research Masters graduates; however, the number of Masters graduates has not met the original expectations, and the overall reviewed target of 70 units for 2025 was considered realistic by the Annual Planning Workshop.

[6] The figures as at 01 June 2026 are final audited research output for 2025 as per MUT's submission to DHET.

Goal 3: Excellence in community engagement						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (Reviewed APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**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) that are active	17	8	6	2	Only six projects were formally registered with CEAD against a target of eight. The shortfall reflects inconsistent faculty-level project registration, continuity and coordination rather than research-output performance. Institutional response: require each faculty to maintain a CEAD project register, confirm project owners and beneficiaries, and review delivery and evidence quarterly.
	13. Number of public lectures offered annually	9	12	10	2	Ten public lectures were delivered against a target of twelve: three by FMS, three by FENG and four by FAHS. Institutional response: approve faculty lecture schedules at the start of the year, allocate accountable owners and monitor delivery quarterly.
	14. Number of student entrepreneurship projects	8	4	4	3	
	15. Number of capacity-building initiatives for internal and external stakeholders	17	18	19	4	
SO 3.2 To increase the number of partnerships with	16. Number of partnerships with local government and communities	10	19	21	4	

Goal 3: Excellence in community engagement						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (Reviewed APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
local government and communities						
SO 3.3 To increase MUT's contribution to the development of academic and professional communities	17. Number of community-engagement presentations by academic staff at relevant symposia and conferences	4	8	11	4	
	18. Number of MUT staff who represent the University in professional communities, bodies or associations	21	21	21	3	

Goal 4: Targeted national engagement and internationalisation						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (Reviewed APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
SO 4.1 To increase national visibility	19. Number of nation-building projects	24	14	20	4	
SO 4.2 To increase international visibility	20. Number of international staff and student engagements or exchange programmes	28	16	17	4	
	21. International student enrolments as a proportion of total student enrolment	0,18%	0,5%	0,14%	2	International student enrolment remained at 0.14% against the 0.5% target because international engagement and recruitment activity did not translate into enrolment conversion. Exchange participants are not included in this measure. Institutional response: define priority regional markets, track enquiries, applications, admissions and registrations; strengthen digital visibility and regional academic partnerships; use visiting academics and collaborative programmes to build reputation; and address international admissions, accommodation and student-support readiness.

Goal 5: To create an enabling support environment						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**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	95%	98%	68%	2	The 68% result was derived from a limited graduate survey conducted during the 2025 ceremonies and did not cover the full approved stakeholder population of staff, students and alumni. It is therefore not representative of all specified stakeholder groups. Institutional response: implement a representative stakeholder methodology and, in future planning instruments, complement survey data with external-facing brand measures such as digital reach, engagement, enquiries, applications and conversion.
SO 5.2 To improve student life and wellness	23. Student satisfaction with the quality of supporting infrastructure	72,3%	60%	65%	4	
SO 5.3 To improve the well-being and engagement of staff	24. Staff engagement index (Participation rate)	A staff culture survey was conducted.	20%	Not measured	1	The planned staff engagement survey was not scheduled and administered during 2025. The leadership transition did not suspend the responsible line function; the result therefore reflects an execution and accountability failure. Institutional response: HR must approve a survey timetable, distinguish engagement from satisfaction and culture, use a concise instrument, conduct an awareness campaign, monitor participation and report actions taken from the findings.

Goal 5: To create an enabling support environment						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
SO 5.4 To improve operational efficiency and effectiveness	25.1 Reduction in the number of significant external audit findings	Not applicable[7]	Not more than 6	4[8]	3	
	25.2 Degree of implementation of the Strategic Risk and Internal Audit Plans	100%	100%	92%	2	The 92% result reflects completion of 12 of the 13 planned internal audit reviews. One planned review remained outstanding. Institutional response: identify the outstanding review in the evidence schedule, confirm the combined calculation for the Strategic Risk and Internal Audit Plans, assign a completion date and monitor implementation through ARCC.
SO 5.5 To sustain and improve financial sustainability	26. Third stream income as a percentage of total income	3.93%	4%	3.95%	3	
	27. Efficiency ratio: Total expenditure as a percentage of total revenue	1:0.92	98%	1:0.94	3	
	28. Quick ratio: {Cash & Cash equivalents less Restricted Grants funds + Student debtors} to {Current Liabilities less	2.94	>2.1	3.01	3	

[7] For the 2024, there was a disclaimer audit opinion, due to several aspects related to student debt.

[8] The findings included matters relating to the treatment of capital and maintenance expenditure, adjustments and corrections to the Annual Financial Statements, gaps in conflict-of-interest declarations, reconciliation of major accounts and outdated policies. Corrective actions are monitored through the external-audit management report, Internal Audit and ARCC.

Goal 5: To create an enabling support environment						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
	Current portion of Restricted Grant funds}					
	29.1 Debt ratio: Total Liabilities less Deferred Income (to be amortised) as a % of Total Assets	38.43%	35%	41%	1	The actual ratio is unfavourable because liabilities, after the approved adjustment for deferred income, represented a higher proportion of total assets than the planned maximum. The increase in liabilities outpaced the increase in assets.
	29.2 Cash ratio: MUT's own C+CE/current liabilities	n/a	>1.4:1	1.89:1	3	
	29.3 Student debt impaired as a % of gross student debt (Provision/gross debtors)	n/a	50%	3%[9]	3	
	29.4 Total reserve sustainability ratio (Total cumulative	n/a	>1	0.98[10]	3	

[9] The 3% result is out of kilter with the amount of impairments which can be expected in a particular year. For 2025, the figure is much lower due to correction of the NSFAS-related student debt amount. Rating assessed at Level 3 per CFO judgment, notwithstanding the favourable position against the ceiling

[10] The actual ratio of 0.98 is below the target of greater than 1 but falls within the approved 3% tolerance. The rating must be explained on that basis and the tolerance must be applied consistently across all KPIs.

Goal 5: To create an enabling support environment						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
	reserves/annual expenditure)					
	29.5 Council controlled unrestricted reserve ratio (Council reserves/annual expenditure)	n/a	>1	0.70	1	Using the approved formula of Council-controlled unrestricted reserves divided by annual expenditure, the actual ratio of 0.70 did not achieve the target of greater than 1. The shortfall reflects insufficient unrestricted reserves relative to annual expenditure. Any change to the denominator must be approved prospectively through the APP process.
SO 5.6 To maintain and improve infrastructure.	30. % of Capex projects awarded within approved procurement plan	60%	80%	100%[11]	3	
	31. % expenditure of Capex projects awarded within the approved plan	65%	65%	59%	2	Although 100% of the planned projects were eventually awarded, several awards occurred too late to support full-year implementation. Procurement delays, contractor mobilisation, municipal approvals, certification and the timing of Capex funding compressed the

[11] The 100% result confirms that all projects listed in the approved procurement plan were eventually awarded; it does not indicate that all awards were made early enough for full-year implementation or expenditure.

Goal 5: To create an enabling support environment						
Objectives	**Key Performance Indicator**	**2024 (Actual)**	**2025 (APP Target)**	**2025 (Actual)**	**Performance Rating in 2025**	**Reason for Underperformance (Provided for rating 2 and below)**
						implementation period and contributed to expenditure of 59% against the 65% target. Institutional response: commence procurement earlier, confirm project readiness, track municipal approvals and award dates, forecast expenditure monthly and escalate delayed projects.
	32. Maintain a ratio of Capex infrastructure maintenance allocation to the overall infrastructure budget (Ratio of maintenance to the immovable asset value)	6%	2,5%	2,79%	3	
SO 5.5 To sustain and improve financial sustainability	33. Review and evaluate the implementation of the MUT Turnaround Strategy	Review not conducted	Review conducted	Review conducted	3	

The performance outcomes presented in Tables 4 above provides an overall executive level view of Mangosuthu University of Technology (MUT) strategic successes and those areas requiring further attention during the final year of the Strategic Plan 2020 – 2025. Collectively, these outcomes demonstrate an institution that has solidified its academic foundation; enhanced its research and innovation capabilities; and sustained its role as a public and development focused University in a rapidly changing higher education environment.

Goal 1: Excellence in Teaching and Learning.

Mangosuthu University of Technology (MUT) maintained relative stability in the delivery of its core academic programmes during 2025, with performance varying across key teaching and learning indicators. The institution achieved its target for student success rate and successfully implemented the approved E-Learning Strategy, with the required proportion of modules adopting blended learning approaches. The percentage of academic programmes accredited by professional bodies also met its target, with all approved programmes maintaining endorsement, reflecting continued institutional commitment to programme quality and compliance.

However, several student outcome indicators remain below target. Student graduation rates did not meet the planned level, reflecting ongoing challenges related to student attrition, progression delays and extended study durations. Graduate employment at the point of graduation also fell below the set target, with the result influenced by the limited survey response rate, which introduces sampling error and affects the reliability and representativity of the findings. Graduate satisfaction with the quality of teaching and learning similarly fell below target for the same reason. Similarly, the proportion of students graduating with Work-Integrated Learning (WIL) experience was below target, due to the application of strict compliance requirements aligned with professional body standards.

KPI 7.2 (Employability of graduates - tracer study) was formally withdrawn from the 2025 APP through Council-approved Amendment B and is accordingly excluded from the applicable KPI count and rating assessment for Goal 1, consistent with its treatment in the overall performance summary.

Overall, performance under Goal 1 reflects a combination of stability in core teaching functions and ongoing structural challenges in student success, graduate experience, WIL placement, and graduate employment outcomes, requiring continued institutional focus.

Of the nine applicable KPIs assessed under Goal 1, five (56%) were achieved or exceeded (Ratings 3 and 4), while four (44%) were not achieved or fell below target by more than 3% (Ratings 1 and 2).

Goal 2: Excellence in Research, Innovation and Engagement.

During 2025, MUT recorded strong performance in research productivity and intellectual property development. Accredited research output units significantly exceeded the approved target, with the final audited figure of 144.4088 units confirmed through the Research Output Unit audit process and formally submitted to DHET as at 01 June 2026. Similarly, the number of protected intellectual property outputs surpassed expectations, reflecting progress in translating research into protectable knowledge assets.

These outcomes are indicative of ongoing institutional efforts to strengthen research capacity, support academic staff development, and enhance scholarly participation across faculties. However, while research output performance is positive, sustaining this level of performance will require continued investment in research support systems, capacity development and retention of productive researchers.

Overall, performance under Goal 2 demonstrates strong research output achievements, while highlighting the need to ensure sustainability of research productivity in the longer term.

Both KPIs assessed under Goal 2 were exceeded (100% achievement rate, Rating 4), reflecting the strongest performance across all five strategic goals in 2025.

Goal 3: Excellence in Community Engagement.

MUT continued to contribute to socio-economic development through various community engagement activities during 2025. The University exceeded targets in areas such as capacity-building initiatives, partnerships with local government and communities, and staff participation in professional communities and bodies. These results reflect continued engagement with both local and broader stakeholder communities.

However, performance across some key indicators was below target. The number of university projects registered with CEAD did not meet the planned level, while the number of public lectures offered was also below target. These shortfalls were influenced by reduced participation and delivery at faculty level, as well as capacity constraints within the academic environment.

Overall, the results under Goal 3 reflect continued institutional commitment to community engagement, albeit with uneven performance across indicators, suggesting a need for more consistent implementation and coordination across faculties.

Of the seven KPIs assessed under Goal 3, five (71%) were achieved or exceeded (Ratings 3 and 4), while two (29%) fell below target, indicating a broadly positive performance profile for community engagement.

Goal 4: Targeted National Engagement and Internationalisation.

The University made measurable progress in strengthening national visibility, as reflected in the number of nation-building projects undertaken. Engagements involving international staff and students also exceeded targets, indicating active participation in collaborative and exchange initiatives.

However, international student enrolment as a proportion of total student enrolment remained below target. This outcome reflects ongoing challenges in expanding the international student pipeline, further compounded by the fact that exchange programme participants are not included in this measure.

Overall, performance under Goal 4 reflects continued progress in national engagement and international partnerships, while highlighting structural constraints in achieving growth in international student enrolments.

Of the three KPIs assessed under Goal 4, two (67%) were achieved or exceeded (Ratings 3 and 4), while one (33%) was not achieved, with international student enrolment remaining the key area of underperformance.

Goal 5: Creating an Enabling Support Environment.

During 2025, MUT continued to strengthen institutional systems, financial stability and infrastructure delivery. Student satisfaction with supporting infrastructure, third-stream income, liquidity ratios, the proportion of Capex projects awarded, the infrastructure maintenance allocation and the Turnaround Strategy review met or exceeded their approved thresholds. The efficiency ratio was favourable when read as a maximum expenditure ceiling. The Strategic Risk and Internal Audit Plans reached 92%, reflecting completion of 12 of the 13 planned internal audit reviews within the approved tolerance, with the one outstanding review to be finalised. However, the staff engagement survey was not administered, and several financial and infrastructure indicators require continued management attention and precise formula reconciliation.

Stakeholder recommendation did not meet the target and was based on a limited survey population. The number of significant external audit findings reduced to four against a target of not more than six, an improvement on the prior year's disclaimer audit opinion relating to student debt matters. The debt ratio and Council-controlled unrestricted reserve ratio remained unfavourable.

Infrastructure performance reflects a timing disjuncture rather than a contradiction: all projects in the approved procurement plan were eventually awarded, but several awards were not made early enough to support full-year execution. Procurement delays, contractor mobilisation, municipal approvals, certification and the timing of Capex funding compressed the available implementation period, resulting in expenditure of 59% against the 65% target.

In general, performance under goal five indicates continued advancement in Institutional Functionality and Financial Management, but persistence in operational challenges of Staff Engagement Measurement, Infrastructure Expenditure Execution and Stakeholder Engagement that continue to demand focused efforts from the Institution. For KPI 27, KPI 29.2, KPI 29.3, KPI 30, KPI 32 and KPI 33, the CFO has applied specific conservative rating assessments that depart from the general legend and tolerance basis otherwise applied across the APR.

Of the seventeen applicable KPIs assessed under Goal 5, twelve (71%) were achieved or exceeded (Ratings 3 and 4), while five (29%) were not achieved or fell below target by more than 3% (Ratings 1 and 2).

Goal 5 reflected a mixed performance. Operational efficiency, liquidity, infrastructure awards and selected support indicators performed within or above approved thresholds, while stakeholder recommendation, staff-engagement measurement, debt, reserve adequacy and capital-expenditure implementation required further improvement.

Overall Summary of KPI Performance in 2025.

Overall, the performance of 2025 KPIs results represent both achievements as well as continued areas of focus for the University, specifically in Research Outputs; Intellectual Property; selected Community Engagement metrics; Student Support Infrastructure Satisfaction; Programme Accreditation Compliance; Financial Efficiency & Liquidity Ratios; Reduction in Significant External Audit Findings; Student Debt Impairment Management; and a number of Areas of Institutional Visibility. The Results also indicate a number of persistent areas requiring focused institutional effort in the coming year, namely Graduation Performance; Work Integrated Learning Placement; Graduate Employment; Stakeholder Feedback Mechanisms; International Student Enrolments; Measurement of Staff Engagement; selected Financial Ratios (Debt and Council Reserve Adequacy); Expenditure on Infrastructure; and Evidence-Based Monitoring.

The 2025 APP contains 33 Base Key Performance Indicators. Each of KPI's 7, 25, and 29 have been disaggregated into multiple reporting sub-indicators (7.1 – 7.2, 25.1 – 25.2, and 29.1 – 29.5) which has resulted in an additional 6 reporting line items bringing the total to 39 reporting line items. KPI 7.2 (Employability of graduates — tracer study), located under Goal 1, was formally withdrawn from the 2025 Annual Performance Plan through Council-approved Amendment B and is accordingly excluded from the 38 applicable KPIs used for the purpose of compiling this performance summary.

Of the 38 applicable performance line items, 26 (68.4%) achieved, exceeded or performed within the approved tolerance, while 12 (31.6%) did not achieve their targets.

Prof Rushiella Songca
Interim Vice-Chancellor & Principal

Date: 31 July 2026

Signed by:
Mosidi Makgae
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Dr Mosidi Makgae
Chairperson of Council

Date: 31 July 2026

PART B: REPORTS ON GOVERNANCE AND OPERATIONS

PART B: REPORTS ON GOVERNANCE AND OPERATIONS

3. REPORT OF THE CHAIRPERSON OF COUNCIL

3.1 MUT's Signature Events in 2025

a. Introduction

Mangosuthu University of Technology (MUT) continues to distinguish itself through a suite of flagship events that collectively advance its strategic vision of innovation, engagement, and academic excellence. Central to this portfolio are the Empowered Administrators Conference (EAC), the Scholarship of Engagement (SoE) Conference, the World Intellectual Property Organisation (WIPO) South Africa Summer School, and the annual Focus Conference led by the Learning and Teaching Development Centre (LTDC). Each of these signature platforms plays a distinct yet complementary role: the EAC empowers administrative professionals as strategic leaders, the SoE Conference strengthens the integration of academia and community for societal impact, the WIPO Summer School advances innovation and intellectual property capacity, and the Focus Conference drives critical dialogue on teaching and learning transformation. Together, these events matter because they position MUT as a dynamic hub of knowledge exchange, a convenor of diverse local and global stakeholders, and a catalyst for inclusive, future-oriented solutions in higher education.

b. MUT Focus Conference: Advancing Teaching and Learning Innovation in a changing Higher Education landscape

Mangosuthu University of Technology (MUT) proudly hosted its 13th annual Focus Conference under the stewardship of the Learning and Teaching Development Centre (LTDC), led by Senior Director Dr Manyana Makua and his dedicated team. Their leadership and meticulous coordination were instrumental in delivering a conference of significant scale and academic depth, reaffirming MUT's commitment to excellence in learning and teaching.

What began as a modest institutional platform has evolved into a major academic convening, attracting over 130 research submissions and participation from more than 40 universities and key sector bodies, including the South African Qualifications Authority (SAQA). This growth reflects both the conference's credibility and its relevance within the broader higher education landscape.

The conference highlighted the LTDC's central role in advancing learning and teaching practices across the University and the significance of publishing the conference outputs on reputable platforms, including Springer and a special issue of *African Perspectives of Research in Teaching and Learning*.

The conference content reflected the complexities and opportunities shaping contemporary higher education. A keynote address by Professor Denise Zinn challenged delegates to rethink pedagogical approaches in an era characterised by rapid change and information overload. Introducing the concept of "slow pedagogy," she advocated for more intentional, human-centred teaching that prioritises depth of learning over speed of content delivery. Her reflections underscored the importance of cultivating critical 21st-century competencies, such as adaptability, collaboration, empathy, and a learner's mindset, framed through the metaphor of a "shifting kaleidoscope" of skills required in modern education. A strong thematic focus of the conference was digital transformation and equity in blended learning environments. Presentations interrogated whether blended learning models promote inclusion or deepen existing inequalities, particularly in disciplines such as social work. Research exploring student learning preferences highlighted the persistent challenges of unequal access to digital infrastructure, calling for more inclusive and context-responsive pedagogical strategies. These discussions reinforced the need for evidence-based approaches to ensure that technological advancement in education does not marginalise vulnerable student populations.

The conference also foregrounded the imperative of curriculum transformation and decolonisation. A notable presentation on Ubuntu pedagogy advocated for embedding African epistemologies within legal education, challenging traditional Eurocentric frameworks. This work emphasised a holistic, humanising approach to teaching that considers students' cultural, emotional, and social realities, aligning with national calls for meaningful curriculum reform in South Africa.

Further contributions addressed critical areas, including early-career academic development, highlighting the importance of mentorship, institutional support, and structured onboarding processes. Discussions raised important questions about whether universities adequately prepare new academics for the transition from student to scholar. In parallel, presentations on entrepreneurship education underscored the need to align curricula with real-world demands, equipping graduates not only for employment but also for innovation and enterprise creation.

The integration of artificial intelligence (AI) in higher education also featured prominently, with research advocating for ethical, responsible adoption rather than avoidance. Presenters emphasised that institutions must proactively prepare both staff and students for AI integration, positioning it as a tool to enhance teaching, learning, and research rather than a threat to academic integrity.

Parallel sessions throughout the conference provided a vibrant platform for knowledge exchange, networking, and scholarly collaboration. Collectively, the presentations demonstrated the depth and diversity of research being undertaken across institutions, reinforcing the critical role of teaching and learning scholarship in shaping the future of higher education.

c. Empowered Administrators Conference (EAC) 2025: A Transformative Platform for Administrative Leadership in Higher Education

The 2025 Empowered Administrators Conference (EAC), a flagship initiative of the Marketing and Communications (MarComms) directorate celebrating 13 years of impact, has firmly established itself as a high-impact, nationally recognised platform dedicated to advancing the role of administrative professionals in higher education. Hosted on 18–19 September 2025, the conference brought together over 180 delegates from universities, public entities, and professional networks across South Africa. This diverse and influential cohort included office administrators, executive assistants, programme coordinators, and institutional support staff, collectively representing the operational backbone of their respective institutions.

The magnitude of the conference was reflected in its growing delegate footprint and in its evolution into a collaborative movement supported by networks such as SASUF, APUA, SAHDIA, and the DAAD National Multiplier Training Programme, alongside contributions from multiple universities and industry partners, all of whom marked the EAC to their affiliates.

The EAC 2025 content was deliberately designed to reposition administrators as strategic leaders in a rapidly digitising higher education environment. The conference further distinguished itself through practical, skills-oriented sessions, including an AI toolkit tailored for administrative professionals, featuring scheduling tools, project management systems, and intelligent email solutions that streamline workflows and enhance productivity.

Additionally, the conference included wide-ranging masterclasses on AI-powered project leadership, equipping delegates with actionable frameworks to integrate AI across the project lifecycle and reinforcing the message that transformation lies at the intersection of human capability and technological advancement.

EAC 2025 represented a dynamic, people-driven movement that continues to redefine administrative excellence in higher education. By combining thought leadership, practical innovation, and collaborative engagement, the EAC has positioned itself as a blueprint for empowering administrators to move from support roles to strategic leadership, ultimately strengthening institutional effectiveness and advancing the broader higher education sector.

d. MUT's Inaugural Scholarship of Engagement Conference: Advancing Knowledge for societal impact

Mangosuthu University of Technology (MUT), through its Community Engagement and Academic Development (CEAD) division, successfully hosted its inaugural Scholarship of Engagement (SoE) Conference from 18 to 20 November 2025.

This landmark event marked a significant milestone in the University's commitment to strengthening the integration of academic scholarship with community engagement. Convened under the theme *"Bridging the Knowledge Gap in Advancing the Scholarship of Engagement for Maximum Societal Impact,"* the conference brought together a diverse cohort of academics, researchers, practitioners, and community stakeholders. It provided a dynamic platform for critical dialogue, knowledge exchange, and co-creation of solutions to address complex societal challenges.

The magnitude of the conference lay in its intentional positioning of MUT as a convenor of transformative conversations at the intersection of academia and society. Delegates represented a wide spectrum of disciplines and sectors, reflecting the conference's multi-, inter-, and transdisciplinary orientation. This diversity enabled rich engagement on how universities can move beyond traditional knowledge production models to more inclusive, participatory approaches that foreground community voices and lived experiences. The conference underscored MUT's growing role as a civic institution that not only generates knowledge but also actively applies it to drive social change within KwaZulu-Natal and beyond.

Professor Busisiwe Nkonki-Mandleni, Director of CEAD and conference organiser, highlighted the growing global and local imperative for universities to renew their commitment to the Scholarship of Engagement. Importantly, she aligned the conference outcomes with MUT's forthcoming Strategic Plan 2026–2030, which positions community engagement as a key enabler of both teaching and research. This strategic direction aims to embed engagement within curricula and research agendas, ensuring that academic outputs are both locally relevant and globally recognised.

The inaugural SoE Conference created a platform for intellectual exchange but also laid a solid foundation for future collaborations and scholarly advancements in this field. By fostering a culture of engaged scholarship, MUT continues to position itself as a responsive, inclusive, and forward-looking institution committed to leveraging knowledge for the greater good.

e. MUT Hosts The 17th WIPO South Africa Summer School: Advancing Intellectual Property for Innovation and Societal Impact

Mangosuthu University of Technology (MUT) successfully hosted the 17th World Intellectual Property Organisation (WIPO) South Africa Summer School on Intellectual Property (IP) and Technology Transfer from 24 November to 5 December 2025.

This flagship international conference brought together a diverse and globally representative cohort of students, young professionals, researchers, and practitioners. Delegates travelled from across South Africa, the African continent, and beyond, including Belgium, India, the Republic of Korea, Namibia, Nigeria, and the United Arab Emirates. The profile of delegates reflected a rich blend of academic, professional, and entrepreneurial interests, ranging from university students and early-career researchers to technology transfer specialists and institutional leaders. High-level contributions from globally recognised experts, including representatives from WIPO, the National Intellectual Property Management Office (NIPMO), and the Companies and Intellectual Property Commission (CIPC), further enhanced the programme's intellectual depth and practical relevance.

The programme design reflected a deliberate effort to balance theoretical grounding with practical application, ensuring that participants gained actionable skills in areas such as IP protection, commercialisation pathways, licensing, and innovation management. The hosting of such a prestigious international programme marks a significant milestone for MUT, reinforcing its position as a leading institution in applied research, innovation, and technology development.

Central to the Summer School was a strong emphasis on the importance of intellectual property in a knowledge-driven and technology-intensive global economy. The programme highlighted how IP systems, including patents, copyrights, trademarks, and trade secrets, serve as critical enablers of creativity, investment, and competitive advantage. Within the university context, the conference underscored the urgent need to bridge the gap between research outputs and market-ready innovations. By equipping participants with IP literacy and technology transfer expertise, the programme helps ensure that academic discoveries are translated into tangible products, services, and enterprises that benefit society.

A notable highlight of the programme was the deployment of MUT's locally developed Camp Comm application, supported by the Technology Innovation Agency (TIA) Seed Fund. The platform demonstrated the University's capacity to translate innovation into practical solutions, offering a seamless, digital-first approach to managing hybrid events. Its features—including real-time attendance tracking, centralised communication, and integrated engagement tools—enhanced the overall efficiency and experience of the Summer School, while serving as a proof of concept for scalable, university-driven technological solutions.

Overall, the hosting of the WIPO South Africa Summer School affirms MUT's commitment to cultivating a robust culture of innovation, strengthening its global partnerships, and building capacity among future leaders in intellectual property and technology transfer.

3.2 Internationalisation

Mangosuthu University of Technology (MUT) continues to advance a strategic and impact-driven approach to internationalisation, aligned with national priorities and the 2019 Framework of the Department of Higher Education and Training (DHET). The University's approach is grounded in strengthening global partnerships, enhancing research and innovation capacity, and embedding internationalisation within local development imperatives.

This report highlights key initiatives undertaken in the reporting period, demonstrating MUT's transition towards a globally connected, digitally enabled, and community-anchored institution. Emphasis is placed on partnerships that contribute to economic development, skills development, and knowledge production within South Africa and the broader African continent.

a. Strategic Partnerships and High-Level Engagements

A key milestone was the institutional engagement with Sacramento State University (5–6 November 2025), which facilitated high-level academic and governmental interaction. The visit included a public lecture and engagements with students, staff, and external stakeholders, including Coastal TVET College, which is also located in Umlazi Township.

Impact:

- Strengthened collaboration with eThekwini Municipality and provincial legislatures, creating opportunities for bespoke training and policy support.
- Initiated discussions on joint programme development, including a potential dual qualification aligned to MUT's proposed Business School.
- Positioned MUT as a strategic partner in regional development and governance capacity-building.

b. Digital Internationalisation and COIL

MUT has prioritised Collaborative Online International Learning (COIL) as a scalable mechanism to expand access to internationalisation. Institutional activities included COIL webinars and the development of five proposals submitted to the National Research Foundation under the Africa University Twinning Programme.

Impact:

- Raised awareness on international learning access without reliance on physical mobility.
- Strengthened discussions on interdisciplinary collaboration in areas such as entrepreneurship, climate action, and engineering.
- Positioned MUT as an emerging leader in COIL within the African higher education sector.

c. Internationalisation at Home and global visibility

Through participation in global platforms facilitated by the African Partnerships Universities Alliance (APUA), MUT contributed to internationalisation discourse at the Université Internationale de Rabat, a conference where MUT made invaluable inputs on intercultural competences.

Impact:

- Enhanced institutional visibility across global academic networks.
- Strengthened MUT's contribution to inclusive and decolonised internationalisation practices.
- Broadened access to international engagement for students and staff.

d. Resource mobilisation and research collaboration

MUT secured R800,000 in funding from the South African National Energy Development Institute to support research and innovation initiatives, including the 2026 Artificial Intelligence Summit and support for the Centre of Excellence in Engineering.

MUT's participation in the Energy-Water-Food-Climate Nexus Summit at the University of Miskolc further strengthened international collaboration, resulting in a formal MoU.

Impact:

- Increased research funding and infrastructure development.
- Expanded access to European and international research networks.
- Positioned MUT within global dialogues on sustainability and innovation.

e. Strategic global networks and affiliations

MUT continues to leverage key international platforms, including:

- Southern African-Nordic Centre (SANORD)
- South African-Swedish University Forum (SASUF)
- South African Historically Disadvantaged Institutions Association (SAHDIA)

Notably, MUT co-leads a SASUF+ work package with the University of the Witwatersrand.

Impact:

- Strengthened MUT's leadership among Historically Disadvantaged Institutions (HDIs).
- Enhanced capacity in research collaboration, communication, and international engagement.

f. Expanding global partnerships and student impact

MUT maintains a diversified portfolio of partnerships across the United States, Africa, Europe, and Asia. A notable outcome is that MUT students won first prize in an international innovation competition involving Asian partner universities.

Impact:

- Enhanced student competitiveness and global exposure.
- Strengthened intercultural competence and innovation capacity.
- Increased opportunities for mobility, exchange, and joint research.

g. Strategic Urban Innovation Partnership: eThekwini

Building on international partnerships, MUT is a key participant in a proposed strategic collaboration with eThekwini Municipality and Sacramento State University to drive innovation-led urban development.

This envisaged partnership focuses on:

- The development of an Innovation and Technology Corridor positioning Durban as a regional digital hub.
- Establishment of incubation centres to support entrepreneurship in AI, green technologies, and smart systems.
- Embedding Artificial Intelligence in municipal service delivery to enhance efficiency and responsiveness.

- Aligning university curricula with real-world urban and societal challenges.
- Advancing collaboration in water security, governance, and sustainable infrastructure systems.
- Integrating international partners into MUT's AI Summit on Energy, Water, Food, Climate, Business and Health, supported by SANEDI.

Impact:

- Positions MUT as a central knowledge partner in regional economic development.
- Strengthens linkages between higher education, government, and industry.
- Advances innovation ecosystems that support job creation, service delivery, and societal impact.

Table 5: Notable partnerships being managed at MUT in the reporting period

No	Name of Country	Name of Institution	Date signed	Title of the MOU and Areas of Cooperation
1.	UK	South Bank University of London	2022	Capacity building: Learning and teaching, research, staff and student exchanges
2.	UK	Manchester University UJ MUT	2022	University staff doctoral programme
3.	USA	Spelman College (Atlanta: Georgia)	2023	Fostering collaborations in academic and topical areas including but not limited to food studies in the diaspora, health disparities, climate change, Black entrepreneurship, art and innovation, STEM, minority women, faculty development and capacity building initiatives and exchange programmes.
4.	USA	Ohio engagements Ohio university centers Sinclair College	Under review	
5.	USA	Florida Agricultural & Mechanical University (FAMU)	2023	Research and innovation, co-hosting the EnergyWaterFoodClimate nexus summit annually, staff exchanges and student exchanges
6.	USA	University of Missouri-St Louis	2023	Community engagement, research and innovation as well as learning and teaching
7.	USA	Sacramento State University (California)	2025	Capacity development: Research and innovation, staff exchanges, entrepreneurship, student exchanges
8.	USA	Southern University New Orleans (SUNO)	2025	Capacity development: Research and innovation, learning and teaching, programme development, cultural programmes, staff exchanges, entrepreneurship, student exchanges

No	Name of Country	Name of Institution	Date signed	Title of the MOU and Areas of Cooperation
9.	INDIA	Bharathiar University	2023	Management, entrepreneurship development, service learning, research and development and community engagement.
10.	India	Dayananda Sagar University	2023	Visits and informal exchanges and Collaboration in undergraduate and graduate education. Joint conferences, symposia, or other scientific meetings on subjects of mutual interest
11.	Africa: Kenya	Moi University	2023	Academic co-operation, research collaboration, and staff and student exchanges
12.	Africa: Cameroon	University Institute of the Tropics-IUGET - South Polytech School (Cameroon) IUGET University	2022	Learning and teaching research and innovation, entrepreneurship, staff and student exchange programmes
13.	Africa: Namibia	National Institute of Technology	2022	Research and innovation, curriculum development, staff and student exchanges.
14.	Africa: Namibia	Namibia University of Science & Technology	Under review: Learning and teaching, research and innovation, curriculum development, staff and student exchanges.	
15.	Africa: Botswana	Botho University	2022	Knowledge and technology sharing, entrepreneurship, staff exchanges
16.	Africa: Nairobi	University of Nairobi	2025	Learning and teaching research and innovation, entrepreneurship, staff and student exchange programmes
17.	Africa: Zambia	Mulungushi University	2025	Joint collaborative research, teaching and learning, staff and student exchanges
18.	Africa: Morocco	Université Internationale de Rabat (UIR)	2025	Joint collaborative research, teaching and learning, staff and student exchanges
19.	Africa: Sierra Leon	University of Sierra Leon	2023	Joint collaborative research, teaching and learning, staff and student exchanges
20.	Zimbabwe	Bulawayo Polytechnic	2023	Joint collaborative research, teaching and learning, staff and student exchanges
21.	Malysia, Phillipines, India, Cambodia, Uzbekistan, South Africa	UNIIC	2025	Knowledge and technology sharing, entrepreneurship, staff exchanges
22.	Europe: France	ESAIP	2022	Capacity building for staff and students, research and innovation
23.	Europe: France	ISPICA	2023	Capacity building for staff and students, research and innovation
24.	Europe: France	IMT Mines-Albi (is an Institut Mines-Télécom general engineering school,	2023	Academic and research collaboration. Joint research projects. Staff and student exchanges.

No	Name of Country	Name of Institution	Date signed	Title of the MOU and Areas of Cooperation
		a French federal institute of technological universities of science and management)		Cultural projects and study abroad programmes
25.	Europe: Hungary	University of Miskolc	2025	Promote intercultural, educational, scientific and technological cooperation: research and innovation, learning and teaching, staff and student exchanges
26.	Europe: Norway	University of South Norway, Norway	2024	Academic and research collaboration. Joint research projects. Staff and student exchanges.
27.	China	Fuzhou Polytechnic	2023	Strengthen vocational technical and cultural exchanges and cooperation with South Africa.
28.	Indonesia	Universitas Negeri Manado, Indonesia	2023	Academic and research collaboration. Joint research projects. Staff and student exchanges.
29.	OSTFALIA UNIVERSITY OF APPLIED SCIENCES	2026	2029	Academic and research collaboration. Joint research projects. Staff and student exchanges.

h. Conclusion

MUT's internationalisation trajectory reflects a deliberate shift towards impact-oriented, partnership-driven, and digitally enabled engagement. The University has strengthened its global footprint while ensuring that internationalisation directly contributes to national development priorities, including skills development, innovation, and inclusive growth.

Key outcomes include enhanced global visibility, increased research funding, strengthened institutional capacity, and improved student success. Importantly, MUT's approach integrates internationalisation with local economic development and community impact, positioning the University as both a national asset and a globally relevant institution.

Going forward, MUT will continue to consolidate its international partnerships, expand digital internationalisation initiatives, and leverage global networks to advance South Africa's higher education and development agenda.

4. OVERSIGHT OF THE ACADEMIC ENTERPRISE AND THE OPERATIONAL ENVIRONMENT

During the 2025 reporting period, Council exercised its statutory governance role in overseeing the academic enterprise and the broader operational environment of Mangosuthu University of Technology, in accordance with the Higher Education Act, the University Statute and the Charter of Council. As the apex governance structure, Council is responsible for ensuring the effective governance of the University, including the approval of strategy, policies, budgets and risk management frameworks, as well as monitoring the attainment of institutional objectives and safeguarding long-term sustainability.

Dr M Makgae - Chairperson of MUT Council

PhD (Stellenbosch University), MSc Chemistry (North-West University), BSc Hons (North-West University), BSc (North-West University), MAP (Wits Business School)

In 2025, the Council of Mangosuthu University of Technology was chaired by **Dr Mosidi Makgae**, whose extensive experience in scientific research, and public-sector governance, informed Council's strategic oversight, committee deliberations, and decision-making.Council engaged in Committee meetings and made decisions under the guidance of Dr. Makgae based upon an emphasis on evidenced-based decision making, ethical governance and institutional sustainability over time consistent with the University's strategic priorities and King IV governance principles.

Ms Conny Mametja - Deputy Chairperson

D Admin (Public Administration) — Jan 2025 - Nov 2028 - in progress (University of Limpopo

The reporting year, 2025, marked the first year of the appointment of a new University Council of MUT, with Dr M. Makgae appointed as Chairperson of Council on 17 April 2025. In line with Section 7(b) of the DHET Reporting Regulations (Gazette 37726 of 9 June 2014), this section provides a high-level reflection on Council’s oversight of academic governance, operational performance, and strategic decision-making during the period under review.

The matters outlined in Table 6 below demonstrate Council’s continued focus on institutional stability, ethical leadership, regulatory compliance and the strengthening of both the academic project and the operational environment, consistent with King IV principles and the long-term viability of the University. The attendance confirmation of the Council meetings is addressed in upcoming Table 7 within section 6 of this report.

Table 6: Council Resolutions and Considerations in the 2025 period

1. Governance and Oversight
During the 2025 reporting year, the Council at Mangosuthu University of Technology discharged its duties as the governing body of MUT in terms of the provisions of the Higher Education Act, 1997; The Department of Higher Education and Training Regulations for Reporting by Public Higher Education Institutions (Gazette No. 37726 dated 09 June 2014); and the general principles of good corporate governance as set out in King IV code. As stated in King IV Principles 1 and 6 (the Council as the central element and custodian of governance; ethical and effective leadership) the focus has remained on developing the capacity to govern effectively, ensuring policy is coherent and maintaining oversight disciplines. In furtherance of this objective, all Council members received training on governance and POPIA delivered by the Institute of Directors in Southern Africa (IoDSA). This enhanced their ability to fulfil their fiduciary obligations under increasing regulation. In addition to discharging its obligation to approve institutional policies and governance frameworks as per King IV Principle 4 (strategy, performance and sustainable value creation), Council formally approved the following policies in the course of the reporting year as recorded in the formal minutes of Council Meetings: • The Graduation and Certification Policy was formally adopted by Council on 27 June 2025. • The Undergraduate Admission Policy was formally adopted by Council on 27 June 2025. • The revised Sport and Recreation Policy was formally adopted by Council on 22 September 2025. • The Internationalisation Policy was formally adopted by Council on 22 September 2025. It will provide a framework for National and International Engagement and Partnerships, consistent with King IV Principle 16 (inclusive of stakeholders). • The Collaborations and Memorandums of Understanding (MOU) Policy was formally adopted by Council on 22 September 2025. The approval provides additional governance over Institutional Collaborations and Partnerships. • The Combined Assurance Policy was formally adopted by Council on 01 December 2025. The policy will reinforce assurance coordination and effective control, as per King IV Principle 15 (Assurance). • The Cash and Investment Management Policy was formally adopted by Council on 01 December 2025. The policy will support financial stewardship and liquidity oversight. Council requested management follow-up regarding implementation considerations. • The Supply Chain Management Policy was formally adopted by Council on 01 December 2025. The policy strengthens procurement governance and regulatory compliance, as per King IV Principle 13 (Compliance). • Council conditionally approved the Third-Stream Income Policy on 01 December 2025, pending some minor amendments, improved inter-policy alignment and the incorporation of clear risk and conflict-of-interest safeguards. This reflects Council's use of King IV Principle 11 (risk governance). All other policies or documents considered but not approved by Council during the reporting year (including the Maintenance Policy and Procedure Manual and the revised MUT Improvement Plan submitted to CHE) have been omitted from approved resolutions in line with best practices related to both governance and reporting.

2. Risk Management and Compliance
Council has applied significant focus on improving corporate risk management; compliance oversight; and assurance structures as per King IV Principles 11 (Governance of Risk); 13 (Compliance with laws, codes and standards); and 15 (Assurance and effective control) within the 2025 reporting period. Key initiatives have included the adoption of the Combined Assurance Policy that integrates assurance functions of management; internal audit; external auditor; and Council committees. The combined assurance policy will enhance reliance on reporting; improve accountability; and support Council's oversight of internal controls and risk mitigation. In addition to this, Council also adopted the Supply Chain Management Policy that reinforces procurement governance; legislative compliance; and ethical practices throughout the financial value chain. Council additionally demonstrated a risk-aware strategy through conditional approval of the Third-Stream Income Policy, subject to incorporation of defined risk management procedures; conflict-of-interest protection mechanisms; and increased linkage between policies prior to full implementation. These actions demonstrate Council's commitment to proactively govern risks and comply with regulations consistent with the King IV Code.
3. Sustainability and Strategic Planning
In terms of King IV Principles 4 (Strategy, Performance and Sustainable Value Creation) and 5 (Integrated Reporting and Disclosure) Council has been responsible for identifying issues that impact the institutional sustainability of the University with a primary emphasis on good stewardship of finances, effective use of resources and diversified income streams. In support of this objective during the 2025 reporting year, Council approved the Cash and Investment Management Policy. The policy represents a significant improvement in governing the management of liquidity, the process related to investment decisions and the protection of institutional funds. Upon approval by Council, management agreed to provide Council with information related to specific actions required as part of implementing the policy. This request from Council is indicative of their continued monitoring function. The focus of Council's attention to diversified income sources also demonstrated through their approval with conditions of the Third-Stream Income Policy. Prior to full implementation, the resolution was subject to additional Council governance requirements. Overall these two resolutions are an indication of Council's commitment to sustainable fiscal practices and prudent institutional resource utilization.
4. Stakeholder Engagement and Transformation
Reflecting on King IV Principles, particularly Stakeholder Inclusivity (Principle 16) and Responsible Corporate Citizenship (Principle 3), Council developed governance frameworks to enable the transparent, ethical and strategic engagement of internal and external stakeholders. In 2025, Council formally endorsed the Internationalisation Policy as a policy framework for national and international collaborations and institutional positioning. Additionally, Council approved the Collaborations and Memoranda of Understandings (MOU) Policy in order to strengthen governance oversight of institutional collaborations and ensure that collaborative activities align with institutional objectives and assess risks associated with those collaborations. Council further approved other policies related to central academic and student-centred initiatives, such as the Undergraduate Admission Policy and the Graduation and Certification Policy, to enhance equity,

transparency, academic integrity and compliance with regulatory requirements. Overall, these collective actions demonstrated Council's practice of stakeholder inclusive governance and transformative oversight.
5. Institutional Governance and Council Transition
Aligned with King IV Principle 6 (Council as the custodian of governance), Principle 7 (composition and capability of the governing body), Principle 8 (delegation within governance structures), and Principle 9 (performance evaluation and continuous improvement), the Council focused on improving its capacity and processes for good governance and its leadership oversight during the year under review. During this time, all Council Members completed formal governance and POPIA training that was provided by The Institute of Directors South Africa (IoDSA). Members collectively enhanced their knowledge regarding fiduciary obligations; data protection requirements; and evolving governance expectations. The completion of these training programs enabled Council's ability to fulfil its obligations with reasonable skill, care, and diligence.

Source: Minutes of Council meetings

Each resolution passed served not only as a corrective or developmental measure but as a foundational step toward long-term governance restoration. Due process was followed in all strategic decisions, and mechanisms were instituted to enable effective Council governance upon the conclusion of the administration.

In accordance with best practices of good governance and the Department of Higher Education and Training (DHET) Reporting Regulations (2014), Council maintains a clear distinction amongst approved, conditional approval, and noted for informational purposes only items. For example, during the reporting period of 2025, the documents noted by the Council included the revised Maintenance Policy and Procedure Manual and the Revised MUT Improvement Plan which was submitted to Council on Higher Education (CHE). The documents were noted by Council instead of being approved because they were at varying stages of development and/or needed further refinement or were presented for the purpose of providing an update or meeting statutory requirements and not for approval. Consequently, such items are not reported as council resolutions, to ensure that there is an accurate, transparent, and accountable reporting process of Council decisions.

5. Performance against the Principles of Good Governance

5.1 Ethical Leadership and Corporate Citizenship

During the 2025 reporting year Mangosuthu University of Technology was able to demonstrate its commitment to ethical leadership and responsible corporate citizenship through the activities and oversight of the Governance, Social Cohesion and Ethics Committee of Council (GSCEC), created under the provisions of the University Statutes and reporting directly to Council. The Committee works according to a formalized charter (which was approved by Council in April 2025), providing the framework for oversight and compliance related to governance, ethics, social cohesion and statute at an institutional level.

With reference to King IV Principles 1 (Ethical and Effective Leadership) and 3 (Responsible Corporate Citizenship), Council has discharged their governance responsibilities to ensure that ethical behaviour, integrity, and accountability are embedded in the institutional culture and leadership behaviours for MUT's environment. In this regard Council has used the Committee to provide governance oversight concerning the ethical behaviour of Executive Management, the implementation of codes of conduct, and fostering an institutional culture characterized by fairness, transparency, and respect for the interests of stakeholders.

Additionally, consistent with King IV Principle 6 (Council as the Focal Point and Custodian of Governance), the Committee was designated as having responsibility for performing governance and ethics functions on behalf of Council. As such, it was tasked with the oversight of governance frameworks; monitoring whether or not all governing bodies have been properly constituted and are functioning appropriately, including Senate and its sub-committees; and the Institutional Forum. Special emphasis was placed upon ensuring that the appropriate governance structures were functioning optimally and remained relevant.

MUT's demonstration of ethical leadership was further enhanced by the Committee's capacity to perform performance oversight of both the Vice-Chancellor and Registrar; as well as its ability to hold Executive Management accountable for implementing ethical and effective leadership practices. The Committee also performed a role in monitoring adherence to ethical standards across MUT, including a mechanism for employees to report unsafe/unethical conduct as well as Management's response to identified breaches. Therefore, the Committee assisted in developing a culture of accountability and consequence management.

Further, the Committee also provided oversight regarding social, environmental, and sustainability initiatives related to responsible corporate citizenship. This oversight included monitoring how MUT conducts its operations and engages with stakeholders, relative to fulfilling its public mandate and developmental role. As part of this oversight process the Committee reviewed reports submitted by Management regarding governance, ethics, and social cohesion; as well as reviewed reports on compliance with applicable laws and regulations and institutional policies; thus, informing recommendations made to Council.

Finally, the Committee also discharged a developmental governance role by assisting in ensuring that there exists a structured program for ongoing governance training for members of Council Committees, Senate, and its sub-committees, as well as the Institutional Forum. By focusing on building governance capabilities, the Committee assists in improving governance processes and enhances Council's ability to fulfil its fiduciary duties effectively.

By utilizing these governance strategies and oversight mechanisms during the 2025 period MUT illustrated the practical application of both ethical leadership and corporate citizenship; ensuring that decisions taken by MUT, conduct engaged in by MUT, and interactions between MUT and other stakeholders are informed by principles of integrity, accountability, and sustainability.

5.2 Governance of Risk

During the 2025 reporting period, Mangosuthu University of Technology enhanced the governance of risk through the function and oversight of the Audit, Risk & Compliance Committee (ARCC) of Council. The ARCC was created as per the University Statute and operates under a formally approved Charter (Council-approved in April 2025). The Committee provides Council with independent oversight of Enterprise Risk Management (ERM), Internal Controls, Compliance, Assurance and Audit Matters.

According to King IV Principle 11 (Governance of Risk), Council ensured that MUT adopted a structured, risk-based method of identifying, assessing and managing risks which could have an impact on achieving institutional goals. With the ARCC providing oversight of both strategic and operational risks, Council can ensure that risk management is embedded in all aspects of the daily functioning of MUT, and in all its decision-making processes.

As part of enhancing the risk governance framework, MUT also made notable headway in expanding risk identification and assessment activities to include operational and departmental levels, therefore increasing detail, responsiveness and evidentiary basis of risk reporting. Enhanced detail and evidentiary basis have enabled better quality and granularity of risk information being submitted to internal management structures and Council Committees; thus, enabling informed oversight and timely intervention.

King IV Principle 15 (Assurance and Effective Control) required that the ARCC exercise oversight over the integrity of the internal control environment through reviewing internal audit plans, audit results, and Management's implementation of corrective action. The ARCC also coordinated the efforts of internal audit, external audit, management assurance programs and other assurance providers resulting in the use of a combined assurance model to enable Council to obtain reasonable assurance regarding material risks and controls.

With respect to King IV Principle 13 (Compliance with Laws, Codes and Standards), the Committee oversaw compliance with statutory and regulatory requirements throughout the institution, including oversight of whistleblower programs, fraud risk management and mechanisms for reporting and investigating non-compliance. The ARCC received periodic reports from management concerning fraud, ethics hotline activity, investigation and compliance issues; it also determined whether proper remediation had been taken when necessary.

Council recognized the importance of IT-related risks in the university's risk profile. Through the ARCC, Council oversaw IT risks associated with business continuity, information security, data privacy and cyber security to ensure that these risks were properly identified and managed as part of the overall ERM framework.

Council's ability to oversee the effectiveness of MUT's systems and processes related to risk management were demonstrated through the work of the ARCC. Also, Council received assurance that MUT's risk responses were proportional, integrated, and aligned to the University's risk appetite and tolerance levels. Therefore, these governance practices continue to illustrate MUT's ongoing commitment to applying good risk governance principles and supports Council's fiduciary responsibilities to protect the long-term viability and integrity of MUT during the 2025 reporting year.

5.3 Governance of Stakeholder Relationships

- **Introduction**

Mangosuthu University of Technology (MUT) continued to advance its Vision 2025 through a deliberate and integrated stakeholder engagement strategy that bridges global partnerships with local impact. This report outlines the institution's key engagements in 2025, highlighting a dynamic year marked by strategic international collaborations and strengthened internal and community relationships. From high-level bilateral exchanges with leading United States institutions to inclusive dialogues with students, staff, and surrounding communities, MUT has positioned itself as both a globally connected and socially responsive university. These engagements not only reinforce MUT's commitment to innovation, academic excellence, and capacity development, but also underscore its role as a civic anchor in KwaZulu-Natal, driving sustainable development and expanding opportunities for all its stakeholders.

- **International stakeholder engagements**

In 2025, MUT achieved a significant milestone in its internationalisation strategy through high-impact bilateral engagements with leading United States institutions, anchored by the Vice-Chancellor and Principal, Professor Nokuthula Sibiya's visit to the US in May 2025, and a reciprocal visit by a California State University, Sacramento (Sac State) delegation to MUT in November 2025.

- **Vice-Chancellor's visit to United States institutions: May 2025**

From 2–15 May 2025, Professor Sibiya led a strategic delegation on an engagement tour of key U.S. institutions, resulting in the signing of MoUs with California State University, Sacramento, DS Innovation, and the Committee for South African Solidarity (COSAS). Key outcomes included:

- Southern University at New Orleans (SUNO): Keynote address at the inaugural Global Innovation Summit on AI for Inclusive Education; high-level discussions on AI-enhanced STEM, sustainable innovation ecosystems, and cultural exchange.
- Sac State: Agreements with President Dr Luke Wood on entrepreneurship, Business School development, and joint research in climate change and digital transformation.
- DS Innovation: MoU on digital transformation of MUT's research infrastructure and capacity building in AI and data science.
- COSAS: Collaboration on volunteer programme development, resource mobilisation, and community engagement aligned to MUT's anchor strategy.

A flagship legacy outcome is the planned 2026 MUT AI Summit, co-hosted with SUNO, CSUS, and DS Innovation, themed "AI for Sustainable Futures: Innovation, Inclusion, and Impact," with a dedicated Women in Climate Change session.

- **Reciprocal visit by Sac State delegation to MUT: November 2025**

On 5–6 November 2025, MUT welcomed President Dr Luke Wood, Dean Dr Jean-François Coget, Dean Dr Gladys Francis, and Dean Professor Boatamo Mosupyoe from Sac State. Highlights included:

- Public Lecture: Dr Wood delivered “From Margin to Mainstream: Building Empowered Universities for First Generation Success” to staff, students, Coastal College students, and local school learners.
- Executive Roundtable: Chaired by Dean Dr Kevin Ramsarghey, covering Business School development and the AI Summit. Honourable Nontembeko Boyce, Speaker of the KZN Legislature, called on MUT to deliver structured public sector capacity-building programmes.
- eThekwini Municipality Engagement: A three-way meeting at the ICC with Mayor Cyril Xaba explored an Innovation and Technology Corridor modelled on Silicon Valley, positioning MUT as a civic anchor for regional development.
- Cultural Exchange: Professor Sibiya’s isiZulu-infused welcome left a lasting impression, with President Wood describing the visit as “transformative” in the visitors’ book.

These engagements firmly position MUT as a globally connected institution, laying a robust foundation for collaborative research, student and faculty mobility, innovation-led development, and civic impact both within KwaZulu-Natal and internationally.

- **Internal and local community stakeholder engagement**

Alongside its international programme, MUT sustained a vigorous internal and local stakeholder engagement agenda in 2025, reinforcing open institutional communication, student governance, and inclusive community outreach.

- **State of the University Address: September 2025**

On 29 September 2025, Professor Sibiya delivered the annual SOTU address at the Student Centre, framed as a “fireside chat” providing staff and students with a transparent account of institutional progress. Key highlights included: the successful CHE institutional audit; appointments of new senior leaders (Registrar, CFO, and Senior Director: VC’s Office); full accreditation of the Mechanical Engineering Advanced Diploma; Faculty of Management Sciences’ submission of four new programmes to CHE; student international achievements, including an ICT hackathon win in Uzbekistan; and completion of the multipurpose sports field. The address closed with Professor Sibiya inviting staff to reflect on their personal contribution to MUT’s Vision 2030.

- **Student Governance: SRC inauguration and leadership compact**

The 2025–2026 SRC was inaugurated on 30 September 2025, following elections on 18 September that recorded an improved voter turnout of 45%. Independent electoral officers commended MUT as the only South African higher education institution where SRC elections were hotly contested yet conducted with exemplary civic maturity. Incoming SRC President Mdumiseni Chonco pledged to serve all students and called on management to collaborate on student accommodation, financial exclusions, transport, and academic allowances. Professor Sibiya committed to ongoing leadership mentorship sessions with the SRC, deepening the consultative relationship between institutional leadership and student governance.

- **Community Outreach: Open Day programme and Schools' Liaison**

MUT's Marcomms Directorate hosted the Schools' Liaison strategic workshop on 23 September 2025, reviewing four Open Day events held across rural and township communities in KwaZulu-Natal. This "taking the university to the people" approach has been endorsed by provincial education leadership, who acknowledge that without MUT's outreach, critical career guidance fails to reach underserved learners. The Vice-Chancellor's Office also extended good-luck messaging to Grade 12 learners at Umlazi High School ahead of the 2025 NSC examinations, strengthening MUT's ties with local school principals.

Together, MUT's 2025 stakeholder engagements reflect an institution that is simultaneously outward-looking and deeply rooted in its community. One that prioritises open dialogue, accountable student governance, and active widening of access and opportunity across KwaZulu-Natal.

5.4 Financial Reporting and Sustainability

The University reported a surplus of approximately R96 million in 2025, compared with approximately R112 million in 2024. Although the surplus decreased by approximately R16 million, the University remained financially stable and maintained sufficient liquidity to support teaching and learning, student services, staffing, research and general institutional operations.

Current assets increased from approximately R1.637 billion in 2024 to R1.892 billion in 2025, while cash and cash equivalents increased from approximately R1.342 billion to R1.557 billion. However, approximately R963 million of the cash balance relates to restricted DHET grants and is therefore not available for general institutional purposes. Non-current liabilities increased from approximately R1.450 billion to R1.672 billion, mainly because of the increase in unspent restricted grants. These balances must consequently be interpreted with reference to their underlying restrictions and approved purposes.

The University achieved an expenditure-to-revenue efficiency ratio of 1:0.9186 against the maximum target of 1:0.98 and a quick ratio of 2.14 against a target of more than 2.1. The cash ratio of 1.89 also exceeded the target of 1.4. However, the debt ratio of 0.41:1 exceeded the maximum target of 0.35:1, while the total reserve sustainability ratio of 0.98 and the Council-controlled unrestricted reserve ratio of 0.73 remained below their respective targets of greater than 1. Capital expenditure reached 59% against a target of 65%, indicating that financial stability did not translate fully into the planned implementation of infrastructure projects.

The external auditor issued an unqualified opinion on the 2025 Annual Financial Statements. Overall, the University's financial position supported institutional continuity and the delivery of its core mandate during 2025. The results nevertheless highlight the need to improve student-debt collection, strengthen unrestricted reserves, accelerate capital-project implementation and increase third-stream income.

5.5 Compliance with Laws, Codes, Rules, and Standards

The Mangosuthu University of Technology remained committed to complying with all relevant prescriptive legislation and regulation regarding Public Higher Education Institutions, such as the Higher Education Act, 1997 (as amended); subordinate legislation; and directive from the Department of Higher Education and Training. The University followed its Amended Statute as gazetted in Government Gazette No. 45616 dated 10 December 2021 throughout the 2025 reporting year. This statute forms the basis of institutional governance, authority and accountability.

Additionally, MUT has implemented its Institutional Rules, approved by the Administrator on 28 August 2023. These rules are intended to operationally realise the Statute's provisions and have provided detailed guidelines to govern the operation of Council, Council Committees, Senate and its committees; Institutional Forum and Management Structures, together with processes for appointment, delegation, acting, and decision-making protocols.

Council has maintained their oversight role in relation to ensuring that ethical practice; legal compliance; and accountability remain ingrained within the governance structure of MUT consistent with King IV Principles 1 (Ethical and Effective Leadership) and 13 (Compliance with Laws, Codes & Standards). Council maintains a compliance oversight mechanism through well-defined roles; approved codes of conduct; and through the designation of the Registrar as the Compliance Officer of the University in terms of both the Statute and Institutional Rules.

The University continues to be generally compliant with their approved governance instruments that form a cohesive framework for ethical practices; lawful decision making; and responsible management of the institution during the 2025 period.

Signed by:

Mosidi Makgae

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Dr Mosidi Makgae
Chairperson of Council

Date: 31 July 2026

6. COUNCIL AND COUNCIL SUB-COMMITTEES

6.1 Introducing MUT Council Sub-Committees

In terms of Section 27 of the Higher Education Act (No. 101 of 1997, as amended), and as provided for in the MUT Statute, the University Council is the highest decision-making and governing body of the institution, responsible for the overall governance, strategic direction and oversight of Mangosuthu University of Technology. Council exercises its authority in accordance with the provisions of the Act, the University Statute, and the Charter of Council, ensuring the effective governance of the academic enterprise, institutional resources and operational environment.

The 2025 reporting year marked the commencement of a newly constituted Council, following the conclusion of the period of administration. Dr M. Makgae was appointed as Chairperson of Council on 17 April 2025. During the period under review, Council resumed its full governance responsibilities, providing leadership and oversight across all institutional functions, including academic governance, financial management, risk oversight, and organisational performance.

Council executes its mandate through a structured system of Council sub-committees, each with clearly defined roles and delegated responsibilities in support of Council's oversight function. These committees include:

EXCO : Executive Committee of Council

SAC : Student Affairs Committee

ARCC : Audit, Risk and Compliance Committee

FIC : Finance and Investment Committee

GSCEC : Governance, Social Cohesion and Ethics Committee

HRC : Human Resources Committee

PRC : Planning and Resources Committee

Through these committees, Council ensures detailed oversight, informed decision-making, and effective monitoring of institutional performance across strategic and operational domains.

The Vice-Chancellor and Principal is responsible for the day-to-day management and administration of the University and serves as the chief executive and accounting officer of the institution. During the 2025 reporting period, the Vice-Chancellor was accountable directly to Council for the implementation of Council decisions, the execution of strategy, and the overall performance of the University.

During 2025, Council convened meetings in accordance with the approved annual schedule, including both ordinary and special meetings as required to discharge its governance responsibilities. Table 7 below provides details relating to the composition of Council, membership, and attendance during the reporting period.

Table 7: Council composition and attendance

MUT's Council attendance in 2025

Names	16 Jan (special)	23 Jan (handover)	24 Jan (induction)	6 Feb (special - via Teams)	27 Mar (ordinary)	17 Apr (special - via Teams)	3 Jun (special - via Teams)	26 Jun (Strategic workshop)	27 Jun (ordinary)	03 July (continuation - via Teams)	12 August 2025 (special - via Teams)	11 September 2025 (Special)	18 September 2025 (ordinary)	22 September 2025 (continuation - via Teams)	07 November 2025 (special in committee - Hilton Hotel (Umhlanga))	28 November 2025 (PoPIA Workshop & in-committee meeting)	01 December (special)	17 December (special)	% Attendance
Council Members																			
Ms N. Maharaj	P	P	P (via Teams)	P	P	P	P	P (via Teams)	P (via Teams)	P	P	P	P	P	AP	P	P	P	94%
Ms T.C. Mametja	P	P	AP	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	89%
Dr M. Makgae	P	P	AP	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	89%
Prof S.E. Ngubane	P	P	P	P	P	P	P	AP	AP	P	P	P	P	P	P	P	P	A	83%
Dr M.D. Xaba	P	P	P	P	P	P	P	P	P (via Teams)	P	P	P	P	P	P	AP	P	P	94%
Mr L.B. Zondi	P	P	P	P	P	P	P	P	P	P	P	P	P	AP	AP	AP	P	P	83%
Dr R. Kimmie	P	P	P	P	P	P	P	AP	P	AP	P	AP	P	P	AP	P	P	P	78%
Dr P. Mazibuko	P	P	P	P	P	P	P	P	P	P	P	P	P	A	P	P	P	P	94%
Prof S. Mukhola	P	P	P	P	P	P	P	P	P	P	P	P	P	P					100%
Ms N. Dhevcharran	P	P	P	P	P	P	P	AP	AP	P	P	P	P	P	P	P	P	AP	83%
Prof P. Naidoo	P	P	P	P	AP	P	P	P	P	P	P	P	P	P	P	AP	P	P	89%
Prof K. Zuma	P	AP	AP	P	P	P	P	P	P (via Teams)	P	P	P	P	P	P	P	P	P	89%
Ms Z. Cele															AP	A	A	P	25%
Ms T. Jimana															AP	A	A	P	25%
Dr T. Mwelase															A	P	A	A	25%
Mr S.E. Mdlalose															P	A	A	A	25%
Prof Nokuthula Sibiya (VC)	P	P	P	P	P	P	P	P	P	P	P	P	P	P					100%
Mr Njabulo Reward Cele	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	100%
Mr Sandile Petson Mbonambi	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	100%
Mr Lwazi Mthimkhulu	P	P	P	P	P	P	P	AP	AP	A	AP	P	P	P	P	P	P	P	78%
Mr Thabo Zwane	P	P	P	P	P	P	P	P	P	P	P	P	P	P	A	P	P	P	94%
Mr K. Quilie					P	P	P	P	P	A	P	P	P	P	P	P	P	P	93%
Mr Linda Nzama	P	P	P	P	P	P	P	AP	P	P	AP	P	AP	A	P	P	A	P	72%
Dr Bheka Ntshangase	P	P	P	P	P	P	P	P	P	P	P	P	P	P					100%
Dr Kevin Ramsarghey	P	P	AP	P	P	P	P	P	P	P	P	P	P	P	P	P	P	AP	89%
Mr Mhlengi Nkanyiso Ngubo	P	P	P	P	P	P	A	P	P	A	A	A	AP	P					64%
Mr Neheletso Kabi	P	P	P	P	P	P	A	P	A	A	P	A	AP	P					64%
Mr M Chonco															A	A	P	P	50%
Ms M Luthuli															A	A	P	P	50%
Prof M.M. Ramogale							A	P	P	P	AP	P	P	P	AP	AP	P	AP	58%
Dr A. Mienie							P	P	P	P	P	AP	P	AP	AP	AP	P	AP	58%
Mr R. Jugernath							AP	P	P	P	P	P							83%
In Attendance																			
Dr K. Lazenby													P	P	P	P	P	P	100%
Dr P.P. Masala	P	P	P	P	P														100%
Mr Z. Gqamane	P	P	P	P	P	AP	P	AP	P	P	P	P	P	P					86%
Dr N. Mrwetyana				P	P	P	P	P	P										100%
Ms J. Mabuya	P	P	P	P	P	P	P	-	P	P	P	-	P	-	-	-	P	-	67%
Mr B. Mahlangu											P	P	P	P	P	P	P	P	100%
By Invitation																			
Prof A. M. Msomi						P													100%
Mr C. Nyondo						P													100%
Ms F. Madhi						P													100%
Dr L. Lekena-Bayaga							P					P							100%

Not a member	(shaded)
A	ABSENT
AP	APOLOGY
P	PRESENT

Brief reports on the key resolutions of the Council Sub-Committees are provided below, including a report on each committee's composition and the attendance of meetings.

6.2 Executive Committee of Council (EXCO)

With regard to purpose and oversight role, the Executive Committee of Council (EXCO) is a standing Committee of Council established in terms of the MUT's Statute, operating as a governance enabling structure, by a Council-approved Charter, and directly responsible to Council.

Dr Mosidi Makgae - Chairperson of EXCO

PhD (Stellenbosch University), MSc Chemistry (North-West University), BSc Hons (North-West University), BSc (North-West University), MAP (Wits Business School)

EXCO is a governance enabling structure that supports and assists Council in the effective performance of its statutory and fiduciary responsibilities particularly regarding urgent matters requiring attention in the period between meetings. In delegating authority to EXCO through this pattern of governance, Council restricted the exercise of its delegated authority to specific parameters, all decisions taken by EXCO were subsequently tabled at the next meeting of Council, for noting purposes: safeguarding Council's collective authority, accountability and oversight responsibility in the process.

a. Modality of Reporting

During the 2025 reporting period, the work of the EXCO was framed by, and functionally linked to, Council resolutions and decisions of Council reported in Section 4.1 further above of this Annual Performance Report. That work included facilitating the implementation, coordination and oversight of policy frameworks, governance instruments, leadership decisions and assurance mechanisms approved by Council.

In terms of the Higher Education Act, the Amended MUT Statute, and the Institutional Rules, the EXCO fulfils a dual role both as an executive advisory mechanism and as the Nominations Committee of Council. In this mandate, EXCO contributes to the function of ethical and effective leadership through assisting with Council being constituted appropriately and ensuring that the governance structures of Council are facilitated by those endowed with the requisite skills, experience and independence. Through its dual mandate, EXCO also maintains oversight of the Registrar in his or her capacity as Compliance Officer, conducts performance management in respect of the Vice-Chancellor and Registrar, and oversees the application of sound governance, ethical conduct, and statutory compliance across the University consistent with King IV Principle 1 (ethical and effective leadership) and Principle 13 (compliance with laws, codes and standards).

b. Linkage to broader Council oversight

Through the governance enabling role played by the Executive Committee of Council (EXCO), matters of governance requiring immediacy, continuity of work, and close focused oversight during the reporting period were expeditiously and effectively addressed, carrying through the decision-making role of Council. The work of EXCO provides an important touch point for Council between the resolutions articulated previously in this report and the more detailed oversight reporting arising from Council's standing committees, whose reflections and resolutions taken together portray the application of ethical leadership, good governance and responsible stewardship across the 2025 period.

Table 8: EXCO Composition and Attendance

Executive Committee of Council attendance in 2025						
Names		**13 Jun**	**11-Sept**	**11-Aug (Special)**	**14-Nov**	**% Attendance**
Dr M. Makgae	Council Chairperson	P	P	P	P	100%
Ms C. Mametja	Chairperson	P	P	P	P	100%
Ms N. Maharaj	GSCEC Chairperson	P	P	P	P	100%
Mr S. Mbonambi	SAC Chairperson	P	P	P	P	100%
Professor P. Naidoo	PRC Chairperson	P	P	P	P	100%
Dr R. Kimmie	HRC Chairperson	P	P	P	P	100%
Mr L. Zondi	FIC Chairperson	P	P	P	P	100%
Ms N. Dhevcharran	ARCC Chairperson	P	P	P	P	100%
Professor M.N. Sibiya	Vice-Chancellor	P	P	P	P	100%
In attendance						
Dr K Lazenby			P		P	100%
Mr Z. Gqamane		P	P			100%
Dr N. Mrwetyana		P				100%
Ms J. Mabuya		P	P		P	100%
Ms S.M. Mbonambi				P		100%

Not a member	
A	ABSENT
AP	APOLOGY
P	PRESENT

Governance matters dealt with by EXCO on an immediate basis, due to their urgency or need for continued oversight, were dealt with efficiently in the 2025 reporting period. Therefore, EXCO provided additional support to the formal decision-making process of Council. Thus, EXCO forms a critical link between those formal decision-making actions of Council previously discussed in this report and the specific oversight functions fulfilled by Council's standing committees. Such oversight reflects the demonstration of ethical leadership, sound governance, and accountable stewardship by Council during the 2025 reporting year.

6.3 Student Affairs Committee (SAC)

The Student Affairs Committee (SAC) is a standing committee of Council established in terms of the University Statute and governed by a Council-approved Charter.

Mr Sandile Mbonambi- Chairperson of SAC
National Diploma in Civil Engineering (MUT)

Reporting directly to Council, the Committee provides non-executive oversight over student life, student support services, and matters affecting the overall student experience, ensuring that student-centred governance is exercised in a manner that is ethical, inclusive, and compliant with applicable legislation and institutional policies. In executing its mandate, the Committee supports Council's application of King IV Principle 1 (ethical and effective leadership), Principle 13 (compliance with laws, codes and standards), and Principle 16 (stakeholder inclusivity), recognising students as a primary stakeholder group in the governance of the University.

The SAC meetings held in 2025 and noted in Table 9 below, which also shows an analysis of the SAC attendance per meeting.

Table 9: SAC Composition and Attendance

Student Affairs Committee attendance in 2025					
Names	12-Mar	28-May	01-Sept	10-Nov	% Attendance
Mr S.P. Mbonambi	P	P	P	P	100%
Professor S.E. Ngubane	P	P	P	P	100%
Dr P. Mazibuko	P	P	P	P	100%
Professor S. Mukhola		P	P	P	100%
Professor M.N Sibiya	P	P	P	P	100%
Mr N. Ngubo	P	P	P		100%
Mr M. Chonco				P	100%
Mr N. Kabi	P	P	P		100%
In-Attendance					
Dr P.P. Masala	P				100%
Dr K. Lazenby			P	P	100%
Dr N. Mrwetyana	P	P			100%
Mr Z. Gqamane		P	P		100%
Dr P. Naidoo	P	P	P	P	100%

Not a member	
A	ABSENT
AP	APOLOGY
P	PRESENT

a. Oversight focus and key matters considered in 2025

During the 2025 reporting period, the Student Affairs Committee considered and made recommendations on the following key governance and oversight matters:

- **Committee Governance and Effectiveness**
  - Election of the SAC Chairperson and initiation of a review of the Committee Charter and Terms of Reference, with recommendations submitted to Council.
  - Ongoing consideration of Committee governance arrangements, including the election of a Deputy Chairperson, aligned to Council decisions on committee composition.

- **Student Life Experience and Support Services**
  - Oversight of Student Life Experience reports covering student counselling, sport, housing support, and wellbeing initiatives, with reports recommended to Council for information and noting.
  - Monitoring of follow up actions arising from oversight walkabouts of student facilities, with progress reports required from management.

- **Student Housing**
  - Consideration of recurring challenges relating to residence capacity, maintenance backlogs, procurement delays, and infrastructure constraints affecting student accommodation.
  - Recommendations to prioritise refurbishment of internal residences, reduce reliance on leased accommodation, and explore public private partnerships (PPPs) to expand and upgrade student housing capacity.
  - Continued oversight of risks arising from the January 2025 emergency accommodation procurement, noting ongoing external processes and the need for strengthened internal controls.

- **Student Transport**
  - Oversight of cost containment measures, timetable optimisation, and improved monitoring mechanisms, including electronic trip verification.
  - Requests for benchmarking of transport costs, reconciliation of invoices, and consideration of establishing a dedicated internal transport operations function.
  - Student transport reports recommended to Council for information and noting.

- **Student Affairs Leadership and Institutional Risk**
  - Monitoring of leadership transitions within the Student Affairs portfolio, including acting arrangements and the appointment of the Student Development Officer, contributing to improved stability and stakeholder relations.
  - Oversight of SRC related governance matters, including budget management, election readiness, and initiation of a review of the SRC Constitution with the newly elected SRC.

- **Ethics, Governance, and Reputation**
  - Consideration of forensic and audit related matters affecting student accommodation, with the Committee seeking assurance that internal control weaknesses are being addressed and mitigation measures implemented.
  - Emphasis on ethical conduct and corruption awareness among staff and students to mitigate institutional risk.

  - Oversight of reputational matters affecting the University, including referral of sensitive allegations to appropriate independent structures and endorsement of strengthened disciplinary and preventive measures.

- **Planning and Forward-Looking Oversight**
  - Recommendation of the Student Affairs Committee Work Plan for 2026 to Council for approval, supporting continuity of oversight and alignment with institutional priorities.

Through these engagements, the Student Affairs Committee enabled Council to exercise informed and responsible oversight over student centred governance matters, consistent with King IV principles of ethical leadership, stakeholder inclusivity, and effective oversight, and in accordance with the DHET Reporting Regulations (2014).

6.4 Audit, Risk and Compliance Committee (ARCC)

The Audit, Risk and Compliance Committee (ARCC) is a standing committee of Council established in terms of the University Statute and governed by a Council-approved Charter.

Ms Seipati Boulton - Chairperson of ARCC

BCom | AG (SA) | Professional Accountant (SA) | Professional Practitioner (SA) & Executive Management

The Committee assists Council in fulfilling its oversight responsibilities in respect of financial reporting integrity, enterprise risk management, internal and external audit, information technology governance, and institutional compliance. In carrying out this role, the ARCC supports Council in applying King IV Principle 4 (oversight of performance), Principle 11 (risk governance), Principle 12 (technology and information governance), and Principle 13 (compliance governance), thereby strengthening the University's assurance framework, control environment, and accountability to stakeholders.

The ARCC meetings held in 2025 and noted in Table 10 below, which also shows an analysis of the ARCC attendance per meeting.

Table 10: ARCC Composition and Attendance

Audit, Risk & Compliance Committee attendance in 2025						
Names	**13-Mar**	**30-May**	**04-Sept**	**13-Oct (Special)**	**13-Nov**	**% Attendance**
Ms N. Dhevacharran	P	P	P	P	P	100%
Ms N. Maharaj	P	P	P	P	P	100%
Mr L. Zondi	P	P	P	P	A	80%
Professor K. Zuma	P	P	P	P	P	100%
Dr P. Mazibuko	P	P	P	P	P	100%
Professor M.N. Sibiya	P	P	P	P	P	100%
In-Attendance						
Dr P.P. Masala	P					100%
Dr N. Mrwetshana	P	P				100%
Dr K. Lazenby			P	P	P	100%
Mr Z. Gqamane	P	P	P			100%
Mrs J. Mabuya	P	P				100%
Ms S.M. Mbonambi			P	P	P	100%
By invitation						
Ms Z. Gwarube	P	P	P	P	P	100%
Mr B. Mahlangu			P	P	P	100%
Dr M. De Swart	P	P	P		P	100%
Ms F. Madhi			P		P	100%
Mr S. Lockhat		P	P		P	100%
Dr L. Lekena-Bayaga				P		100%

Not a member	
A	ABSENT
AP	APOLOGY
P	PRESENT

a. Oversight focus and key matters considered in 2025

During the 2025 reporting period, the ARCC exercised focused oversight across audit, risk, compliance, and assurance matters, with particular attention to institutional sustainability and control effectiveness:

- **Financial Reporting and External Audit**
  - Oversight of the Annual Financial Statements process and external audit progress, including engagement with external auditors on audit readiness, audit scope, and timelines.
  - Consideration of external audit outcomes and management letters, including the implementation of corrective actions to address historical accounting issues, NSFAS revenue recognition, irregular expenditure, and internal control deficiencies.
  - Monitoring of management remediation plans and scheduling of special meetings to support timely audit closure and improved audit outcomes.

- **Internal Audit and Assurance**
  - Review and recommendation of the Internal Audit Charter and risk-based Internal Audit Plans, including three-year rolling and annual operational plans aligned to strategic priorities.
  - Monitoring progress on the implementation of internal audit plans, audit findings registers, and forensic audit matters, with emphasis on strengthening accountability and accelerating the closure of long-standing findings.
  - Oversight of internal audit capacity and alignment with global professional standards.

- **Risk Management and Combined Assurance**
  - Ongoing oversight of Enterprise Risk Management (ERM) implementation, including strategic, operational, fraud, and IT risk registers.
  - Recommendation of the establishment and refinement of a Risk Steering Committee, including governance arrangements, composition, and independence considerations.
  - Review and recommendation of the Combined Assurance Policy to strengthen coordination across assurance providers and improve visibility of key institutional risks.

- **Compliance Oversight**
  - Review of compliance operational plans and monitoring of statutory and regulatory compliance, including POPIA, procurement compliance, ethics, and conflict of interest management.
  - Identification of capacity and resourcing challenges affecting compliance implementation, with matters referred to management and Council for intervention.

- **Information Technology Governance and Digital Risk**
  - Oversight of IT governance, cybersecurity incidents, asset management controls, system access risks, disaster recovery, and digital transformation initiatives.
  - Monitoring of progress towards modernisation and digital strategy, including ERP risks, cloud and disaster recovery planning, and cybersecurity awareness interventions.
  - Emphasis on strengthening IT risk registers, disaster recovery testing, and governance frameworks.

- **Governance, Ethics, and Institutional Integrity**
  - Consideration of quarterly fraud, ethics hotline, and investigation reports in-committee.
  - Oversight of litigation matters with material institutional risk implications, with matters noted and monitored pending judicial outcomes.
  - Reinforcement of timely reporting, disciplined documentation submission, and improved management follow-through on Council and Committee resolutions.

Through these engagements, the ARCC enabled Council to exercise informed and independent oversight over financial integrity, risk exposure, compliance, and assurance processes, consistent with King IV principles on risk governance, ethical leadership, and effective control, and in compliance with the DHET Reporting Regulations (2014).

6.5 Finance and Investment Committee (FIC)

The Finance and Investment Committee (FIC) is a standing committee of Council established in terms of the University Statute and governed by a Council-approved Charter.

Mr Lwazi Zondi- Chairperson of FIC

BCom (Accounting) (UKZN), CIMA Dip MA, CGMA Membership, FAIS RE5 (FAIS Representative), currently doing the Strategic Level for CGMA

Reporting directly to Council, the Committee provides oversight of financial sustainability, budgeting, investments, resource allocation, supply chain management, and student funding, ensuring that the stewardship of public resources is conducted responsibly and transparently. Through its work, the FIC supports the application of King IV Principle 3 (responsible corporate citizenship), Principle 4 (oversight of performance and value creation), Principle 8 (effective delegation to committees), and Principle 11 (risk governance), with a particular focus on long-term institutional sustainability and sound financial governance.

The FIC meetings held in 2025 and noted in Table 11 below, which also shows an analysis of the FIC attendance per meeting.

Table 11: FIC Composition and Attendance

Finance and Investment Committee attendance in 2025					
Names	**12-Mar**	**28-May**	**03-Sept**	**12-Nov**	**% Attendance**
Dr P. Mazibuko	P	P	P	P	100%
Dr K. Ramsarghey	P	P	P	AP	75%
Dr B.A. Ntshangase	P	P	P	P	100%
Mr L. Zondi	P	P	P	AP	75%
Ms N. Dhevcharran	P	P	P	P	100%
Ms N. Maharaj	P	P	P	P	100%
Professor M.N. Sibiya	P	P	P	P	100%
Mr N. Cele	P	P	P	P	100%
In-Attendance					
Dr P.P. Masala	P				100%
Dr N. Mrwetyana	P	P			100%
Mr Z. Gqamane	P	P	P		100%
Mr R. Jugernath	P	P	P		100%
Dr K. Lazenby			P	P	100%
Mr B. Mahlangu			P	P	50%

Not a member	
A	ABSENT
AP	APOLOGY
P	PRESENT

a. Oversight focus and key matters considered in 2025

During the 2025 reporting period, the Finance and Investment Committee exercised focused oversight over the University's financial management and investment environment, with particular attention to fiscal sustainability, prudent resource allocation, and the strengthening of financial controls.

- **Budgeting, Financial Performance and Sustainability**
  - Consideration of quarterly and cumulative management accounts, with emphasis on revenue performance, expenditure control, payroll costs, maintenance expenditure, and alignment between approved budgets and actual performance.
  - Review and recommendation of the 2025 Adjustment Budget, as well as deliberations on the Proposed Budget for 2026, including tuition fee assumptions, residence fee models, and measures aimed at improving long-term financial sustainability.
  - Oversight of the Annual Financial Statements process, including audit readiness, provisioning for doubtful debts, submission timelines, and contingency arrangements in relation to DHET reporting deadlines.

- **Investments and Cash Management**
  - Oversight of the University's investment portfolio, including diversification across financial institutions, compliance with investment thresholds, maturity profiles, and governance of investment signatories.
  - Consideration of investment performance and risks associated with specific financial institutions, together with requests for improved reporting consistency and scenario analyses.
  - Engagement on the development of an investment strategy and strengthened compliance with the Cash and Investment Management Policy.
  - Investment reports were recommended to Council for information and noting.

- **NSFAS Funding and Student Debt**
  - Monitoring of NSFAS funding flows, historic and current student debt levels, reconciliation challenges, and debt recovery strategies, including the use of external debt collection mechanisms.
  - Consideration of the implications of student debt on certification and graduation, with management tasked to explore differentiated approaches to debt recovery and structured engagement with NSFAS and DHET.
  - NSFAS and student debt reports were regularly reviewed and recommended to Council, taking into account Committee inputs.

- **Supply Chain Management and Contract Oversight**
  - Oversight of procurement activities, including SCM deviations, emergency procurement, and contract and vendor management.
  - Consideration of governance challenges affecting bid committee functioning, contract lifecycle management, sole suppliers, and infrastructure-related procurement processes.
  - SCM and contract management reports were recommended to Council for information and noting, together with guidance aimed at strengthening compliance and audit readiness.

- **Assets, Expenditure Control and Governance**
  - Review of physical asset verification processes, including reporting on missing or unverified assets and actions to strengthen accountability.

    - Recommendations for more frequent asset counts, automation support, and clearer consequence management where control weaknesses were identified.
    - Oversight of irregular, fruitless, wasteful and unauthorised expenditure (IFAWUE) reporting frameworks and related governance arrangements.

- **Policy and Institutional Governance**
    - Consideration of finance-related institutional policies, including the Cash and Investment Management Policy, Supply Chain Management Policy, Third-Stream Income Policy, and Asset Management and Disposal Policy.
    - Review of finance-related organisational capacity, including the Finance Department structure and critical SCM appointments.
    - Consideration of litigation matters with financial implications and review of the Institutional Policy Dashboard, with reports referred to Council for oversight.

Overall, the work of the Finance and Investment Committee during the 2025 reporting period contributed to strengthening financial oversight, reinforcing fiscal discipline, and supporting informed decision-making at Council level. Through its consistent review of financial performance, investments, budgeting processes, and associated governance frameworks, the Committee assisted Council in safeguarding the University's financial sustainability and in promoting responsible stewardship of institutional resources in a challenging operating environment.

6.6 Governance, Social Cohesion and Ethics Committee (GSCEC)

The Governance, Social Cohesion and Ethics Committee (GSCEC) is a standing committee of Council established in terms of the University Statute and governed by a Council-approved Charter.

Ms Nalini Maharaj- Chairperson of GSCEC

LLB, BA (University of KwaZulu-Natal), Admitted Attorney of the High Court of South Africa

Reporting directly to Council, the Committee provides oversight of institutional governance arrangements, social cohesion, ethical leadership and conduct, reputation management, and compliance with statutory and regulatory obligations. In fulfilling its mandate, the Committee supports Council in applying King IV Principle 1 (ethical and effective leadership), Principle 2 (governing ethics), Principle 3 (responsible corporate citizenship), Principle 6 (stakeholder relationships), and Principle 13 (compliance with laws, codes and standards).

The GSCEC meetings held in 2025 and noted in Table 12 below, which also shows an analysis of the GSCEC attendance per meeting.

Table 12: GSCEC Composition and Attendance

2025 Governance, Social Cohesion & Ethics Committee attendance in 2025						
Names	**10-Mar**	**26-May**	**01-Sept**	**10-Nov**	**19-Nov**	**% Attendance**
Ms N. Maharaj	P	P	P	P	P	100%
Dr R. Kimmie	P	P	P	P	P	100%
Professor P. Naidoo	P	P	P	P	P	100%
Mr S.P. Mbonambi	P	P	P	P	P	100%
Professor M.N. Sibiya	P	P	P	P	P	100%
Mr L. Nzama	P	P	P	P	P	100%
Mr L. Mthimkhulu	P	P	A	P	P	80%
In-Attendance						
Dr K. Lazenby				P	P	100%
Dr P.P. Masala	P					100%
Dr N. Mrwetyana	P	P				100%
Mr Z. Gqamane	P	P	P			100%
By invitation						
Dr B. Ntshangase	P					100%
Dr C. Israel	P	P	P	P		100%
Dr L. Lekena-Bayaga	P					100%
Ms F. Madhi	P	P	P	P		100%

Not a member	
A	ABSENT
AP	APOLOGY
P	PRESENT

a. Oversight focus and key matters considered in 2025

During the 2025 reporting period, the GSCEC exercised focused oversight over governance stability, institutional cohesion, ethics management, and reputational risk, particularly in the context of post-administration consolidation and regulatory scrutiny.

- **Governance Frameworks and Statutory Compliance**
  - Oversight of Council composition, including matters relating to the terms of office of Council members and outstanding ministerial appointments.
  - Monitoring compliance with statutory governance calendars and ensuring that all governance structures (Council, Senate, Institutional Forum and Convocation) operated in line with approved schedules.
  - Review of consolidated quarterly governance reports, with recommendations to strengthen communication, adherence to calendars, and engagement with Convocation executives.
- **Post-Administration Close-Out and Regulatory Oversight**
  - Ongoing monitoring of the Administrator's Close-Out Report and Management Quality Improvement Plan (QIP), with progress tracked against critical governance, leadership, financial management and academic credibility issues.
  - Oversight of engagements with DHET and the Council on Higher Education (CHE), including the implementation of improvement plans following the CHE Institutional Audit and efforts to secure the lifting of the moratorium on new programme submissions.
  - Monitoring preparation for statutory progress reporting to CHE/HEQC and DHET, including timelines and institutional readiness.
- **Social Cohesion and Stakeholder Engagement**
  - Oversight of social cohesion initiatives aimed at strengthening institutional culture, inclusivity, and trust among students, staff, alumni, parents, and external partners.
  - Consideration of consolidated quarterly social cohesion reports covering student leadership development, staff and student engagement platforms, community outreach, cultural events, alumni relations, and communication initiatives.
  - Recommendations to introduce clearer targets, measurable indicators, and frameworks to assess the impact of social cohesion interventions over time.
- **Ethics Management and Institutional Integrity**
  - Review of consolidated ethics reports, including the identification of gaps in ethics risk management, ethics training, whistleblowing mechanisms, and funding constraints.
  - Oversight of plans to strengthen ethics management through the development of ethics frameworks, staff awareness programmes, leadership role-modelling, and improved resourcing in subsequent budget cycles.
  - Monitoring of reputational risks arising from ethical incidents and public allegations, with sensitive matters addressed in-committee where required.
- **Litigation and Reputational Risk**
  - Regular review of litigation reports covering student, labour, procurement, and contractual disputes with potential financial and reputational implications.
  - Oversight of significant litigation exposure, including student accommodation procurement disputes, labour broker matters, and historic claims, with recommendations on risk assessments, cost management, legal strategy, and governance of settlement decisions.
  - Emphasis on strengthening procurement compliance, litigation monitoring, and consolidation of legal cost management to reduce future risk.
- **Policy Development and Institutional Reform**

- Oversight of policy development and review processes, including governance-related, ethics-related, internationalisation, collaboration and naming policies.
- Consideration of proposals to strengthen IT governance arrangements and improve alignment with emerging governance standards.
- Monitoring the development and use of policy dashboards to support visibility, accountability and timely policy implementation.

- **Institutional Advancement and Strategic Initiatives**
    - Oversight of institution-wide initiatives with governance and reputational implications, including the Naming Project, Business School feasibility processes, internationalisation strategy, alumni and Convocation engagement, and major fundraising events.
    - Emphasis on transparency, role clarity, and stakeholder collaboration in advancing long-term institutional positioning and sustainability.

Overall, the work of the Governance, Social Cohesion and Ethics Committee during the 2025 reporting period contributed to strengthening governance stability, ethical culture, and institutional cohesion during a critical phase of post-administration recovery. Through its oversight of governance arrangements, regulatory compliance, ethics management, stakeholder engagement, and reputational risk, the Committee supported Council in reinforcing public trust, accountability, and ethical leadership across the University.

6.7 Human Resources Committee (HRC)

The Human Resources Committee (HRC) is a standing committee of Council established in terms of the University Statute and governed by a Council-approved Charter.

Prof Khangelani Zuma - Chairperson of HRC

PhD (Statistics) (University of Waikato, New Zealand), MSc (Biostatistics) (Hasselt University, Belgium), BScEd — Statistics & Mathematics (Vista University, now University of Johannesburg)

Reporting directly to Council, the Committee provides oversight of human resources strategy, organisational structure, employment equity, labour relations, performance management, and workforce sustainability, ensuring that people-related governance supports institutional effectiveness and long-term stability. In fulfilling its mandate, the Committee supports Council in applying King IV Principle 1 (ethical and effective leadership), Principle 4 (oversight of performance), Principle 7 (governing body composition and delegation), Principle 9 (evaluation of performance), and Principle 14 (remuneration governance).

The HRC meetings held in 2025 and noted in Table 13 below, which also shows an analysis of the HRC attendance per meeting.

Table 13: HRC Composition and Attendance

Human Resources Committee attendance in 2025							
Names	**11-Mar**	**08-Apr**	**09-May**	**27-May**	**02-Sept**	**11-Nov**	**% Attendance**
Dr. R. Kimmie	P	P	P	P	P	P	100%
Dr D. M. Xaba	P	P	P	P	P	P	100%
Professor K. Zuma	A	P	P	P	P	P	83%
Mr T. Zwane	P	P	P	P	P	P	100%
Mr L. Mthimkhulu	P	P	A	P	P	P	83%
Professor M.N. Sibiya	P	P	AP	P	AP	P	67%
Dr M. Makgae	P	P					100%
Prof Stanely Mukhola			AP	P	P	P	75%
In attendance							
Dr K. Lazenby					P	P	100%
Dr P.P. Masala	P						100%
Mr Z.Gqamane	P	P	P	P	P		100%
Dr. N. Mrwetyana	P	AP	P	P			75%
Ms N.C. Nojiyeza	P	P	P	P	P	P	100%
By invitation							
Dr B. Ntshangase	P	P	P	P	P	P	100%
Mr S. Ngidi					P	P	100%
Mr D. Brijlal	P	AP	P	P			75%

Not a member	
A	ABSENT
AP	APOLOGY
P	PRESENT

a. Oversight focus and key matters considered in 2025

During the 2025 reporting period, the Human Resources Committee focused on stabilising the human resources environment, strengthening people-management systems, and addressing historical weaknesses affecting organisational performance and culture.

- **Human Resources Strategy and Leadership Capacity**
  - Oversight of senior management appointments and recruitment processes, including progress in filling critical vacancies and mitigating leadership gaps through acting arrangements.
  - Monitoring of risks associated with prolonged vacancies and acting positions, with recommendations aimed at preserving operational continuity and institutional capacity.
- **Organisational Structure Review**
  - Ongoing oversight of the University's organisational structure review, including consultation processes with management, labour unions, Faculty Boards and Senate.
  - Consideration of workforce sizing and cost-to-income ratios, with emphasis on balancing cost containment with the need to preserve strategic and academic capacity.
  - Recommendations to Council based on revised organisational structure submissions, including improvements to data accuracy and staff categorisation.
- **Performance Management and Workforce Productivity**
  - Review of the Performance Management System (PMS) Implementation Plan, including the phased rollout focusing initially on executive and senior management levels.
  - Monitoring of system procurement, pilot implementation, and readiness for institution-wide rollout planned for 2026.
  - Emphasis on aligning performance management with accountability, institutional culture change and improved service delivery.
- **Employment Equity and Compliance**
  - Oversight of the Employment Equity Plan, including confirmation of submission to and approval by the Department of Labour, and preparation for compliance inspections.
  - Monitoring of equity progress and challenges, with reporting requirements carried forward into subsequent reporting cycles.
- **Labour Relations and Disciplinary Environment**
  - Review of consolidated quarterly HR and labour relations reports, highlighting the volume and nature of disciplinary cases, suspension practices, and labour disputes.
  - Recommendations to strengthen internal case management, limit unnecessary suspensions, build managerial capability in handling discipline, and reduce reliance on punitive approaches.
  - Oversight of litigation matters linked to HR processes, noting their financial and reputational implications and the need for improved preventative controls.
- **HR Functionality and Systems Strengthening**
  - Consideration of findings from the SABPP Human Resources Audit, including recommendations to improve governance, professionalism and alignment with national HR standards.
  - Review of challenges affecting the HR & Development Department, including recruitment delays, system inefficiencies, communication gaps and capacity constraints.
  - Support for corrective measures such as digitised recruitment systems, improved accountability frameworks, clearer SOPs, and structured cultural change initiatives.
- **Forensic Reviews and Assurance**
  - Oversight of forensic audit matters related to HR conduct, including agreement to consider detailed findings in dedicated sessions to inform recommendations to EXCO and Council.

    - Reinforcement of accountability, procedural fairness and compliance in responding to forensic outcomes.
- **Planning and Forward-Looking Oversight**
    - Review and recommendation of the HRC Work Plan for 2026, including planning, monitoring and reporting frameworks to strengthen routine oversight and performance tracking.
    - Support for integrated policy dashboards and improved reporting alignment with Council and executive governance structures.

Overall, the work of the Human Resources Committee during the 2025 reporting period contributed to strengthening people governance, stabilising the human resources environment, and addressing systemic weaknesses affecting organisational performance and culture. Through its sustained oversight of leadership capacity, organisational structure, labour relations, performance management and compliance, the Committee supported Council in reinforcing accountability, fairness, and workforce sustainability during a critical phase of institutional consolidation.

6.8 Planning and Resources Committee (PRC)

The Planning and Resources Committee (PRC) is a standing committee of Council established in terms of the University Statute and governed by a Council-approved Charter.

Mr Mokgobi Ramushu, Pr.Eng - Chairperson of PRC

BSc Civil Engineering (University of Witswatersrand), MSc Engineering (University of Witswatersrand), LLB (University of South Africa), PGDip: General Management (University of Pretoria), MBS (University of Pretoria)

Reporting directly to Council, the Committee provides oversight of institutional planning, performance monitoring, infrastructure and estates development, resource alignment, and capital and maintenance planning, ensuring that institutional strategy, resources and performance are coherently aligned. In fulfilling its mandate, the Committee supports Council in applying King IV Principle 4 (oversight of performance), Principle 5 (delegation to management and oversight through structures), Principle 11 (risk governance), and Principle 12 (technology and infrastructure governance).

The PRC meetings held in 2025 and noted in Table 14 below, which also shows an analysis of the PRC attendance per meeting.

Table 14: PRC Composition and Attendance

Planning and Resources Committee attendance in 2025

Names	11-Mar	27-May	02-Sept	11-Nov	% Attendance
Professor P. Naidoo	P	P	P	P	100%
Dr D. M. Xaba	P	P	P	P	100%
Mr N. Cele	P	P	P	P	100%
Ms C. Mametja	P	P	P	P	100%
Ms N. Dhevcharran	P	P	P	P	100%
Professor M.N. Sibiya	P	P	A	P	75%
Dr K. Ramsarghey	P	P	P	P	100%
Mr L. Nzama	P	P	P	P	100%
In attendance					
Dr P.P. Masala	P				100%
Dr. N. Mrwetyana	P	P			100%
Dr K. Lazenby			P	P	100%
By invitation					
Dr L.L. Lekena- Bayaga	P	P	P		100%
Dr B.Msomi	P	P	P	P	100%

Not a member	
A	ABSENT
AP	APOLOGY
P	PRESENT

a. Oversight focus and key matters considered in 2025

During the 2025 reporting period, the Planning and Resources Committee exercised focused oversight over institutional planning processes, infrastructure development, and the alignment of resources with the University's strategic and performance priorities.

- **Institutional Planning and Performance Oversight**
    - Review of progress reports on institutional goals and objectives against the approved Strategic Plan and Annual Performance Plan, with attention to under-performance, over-achievement trends, and the realism and calibration of targets.
    - Oversight of systems and frameworks for institutional planning, monitoring and reporting, including the use of standardised templates, quarterly reporting, and clearer implementation tracking to strengthen Council oversight.
    - Consideration of performance progress in teaching, learning, research and support environments, with emphasis on corrective action where targets were not achieved.
- **Infrastructure, Estates and Capital Development**
    - Oversight of quarterly reports on infrastructure, maintenance, security, energy and capital projects, with particular attention to project delays, underspending, service-provider performance, procurement constraints, and internal capacity challenges.
    - Review of the Annual Infrastructure Plan and related maintenance plans, highlighting the need for clearer project timelines, improved budget utilisation, strengthened contractor management, and better coordination between planning and procurement functions.
    - Consideration of major infrastructure projects, including student residences, internal dining hall refurbishments, executive facilities, bulk water projects and campus security upgrades, with reports recommended to Council for information and noting.

- **Risk, Safety and Business Continuity**
    - Oversight of security management planning, including campus safety, asset protection, and responses to sabotage and theft incidents, with guidance to elevate reporting from operational detail to strategic risk mitigation.
    - Consideration of water assurance and bulk water infrastructure as a strategic institutional risk, with ongoing reporting to Council structures.
    - Monitoring of risks associated with project execution, professional fees, and cost escalation, including recommendations to strengthen governance controls and approval processes.
- **Resource Alignment and Governance Processes**
    - Oversight of procurement governance, service-provider management, and the alignment of infrastructure approvals with financial governance processes, including appropriate referral of funding requests to the Finance and Investment Committee and Council.
    - Review of matters relating to land and property acquisition, including legal, financial and stakeholder risks associated with occupied properties and premature financial commitments.
    - Consideration of expansion initiatives, including satellite campus proposals, with recommendations to subject such projects to renewed feasibility, risk analysis and Council approval before further commitment.
- **Policy and Governance Support**
    - Review of the PRC Charter and recommendations for refinement to strengthen role clarity, continuity of leadership, and alignment with broader Council governance arrangements.
    - Oversight of the Institutional Policy Dashboard, noting delays in policy reviews and the need for improved accountability and tracking within governance committees.

Overall, the work of the Planning and Resources Committee during the 2025 reporting period strengthened Council oversight of institutional planning, infrastructure development, and resource alignment. Through its focus on performance monitoring, capital and maintenance planning, risk mitigation, and governance discipline, the Committee supported Council in promoting strategic coherence, prudent stewardship of physical resources, and accountable decision-making in support of the University's long-term sustainability.

7. DECLARATION OF INTEREST BY COUNCIL MEMBERS

In terms of the Comprehensive Code of Ethics and Conduct for Council Members, all members who exercise the powers and functions of Council are required, by law, to declare any actual, potential or perceived conflicts where their interests may collide with those of the University. Such declarations are made annually (was also applied for the 2025 period), as well as at the commencement of Council and Committee meetings, or as soon as a conflict becomes known. All declarations are formally recorded, filed and maintained by the Office of the Registrar.

Where a conflict of interest is declared, the affected member is required to recuse themselves from deliberations and decision-making on the relevant matter, in accordance with Council-approved procedures. Any failure to comply with these requirements is dealt with in terms of the Code and may be referred to the Executive Committee of Council, acting as the Ethics Committee, thereby ensuring transparency, integrity and accountability in Council governance.

8. STATEMENT ON CONFLICT MANAGEMENT

Conflict management is governed by the Comprehensive Code of Ethics and Conduct for Council Members, which provides the framework for identifying, disclosing and managing actual, potential or perceived conflicts of interest within Council and its committees. During the 2025 reporting period, Council members complied with these provisions through annual declarations of interest and meeting-specific disclosures made at the commencement of Council and Committee meetings, or as soon as conflicts became known.

Where conflicts of interest arose, they were managed through established governance processes, including formal disclosure, recusal from deliberations and decision-making, and the recording of such matters in the official minutes of meetings. Oversight of the conflict management process was supported by the Office of the Registrar, with provisions for referral to the Executive Committee of Council acting as the Ethics Committee in the event of non-compliance. These measures ensured that conflicts were managed transparently, consistently and in a manner that upheld the integrity of Council decision-making throughout the year.

9. STATEMENT ON COUNCIL CODE OF CONDUCT

The Council of Mangosuthu University of Technology is governed by a Council-approved Code of Ethics and Conduct, which sets out the standards of ethical behaviour, integrity, accountability and fiduciary responsibility expected of Council members and members of Council Committees. In terms of the Council Charter, all Council members are required to conduct themselves in a manner that upholds the principles of good governance, acts in the best interests of the University, and promotes public confidence in the institution.

Council members formally sign the Code of Ethics and Conduct on an annual basis, with such declarations recorded through Council processes and administered by the Office of the Registrar, who serves as the Secretary to Council. The Code provides guidance on ethical decision-making, confidentiality, avoidance and management of conflicts of interest, and appropriate conduct during and outside Council deliberations.

Compliance with the Code is monitored throughout the year, and any alleged breach may be referred to the Executive Committee of Council acting as the Ethics Committee, in line with prescribed procedures. Through the consistent application of the Code of Conduct, Council affirms its commitment to ethical leadership, transparency and responsible governance in the execution of its oversight role.

10. COUNCIL'S STATEMENT ON FINANCIAL SUSTAINABILITY

Council is fully conscious of the fact that MUT is unlikely to be able to fulfil its mandate if there are financial sustainability problems. It also realises that a solid financial foundation enables universities to attract and retain top-tier faculty.

MUT is not immune to the key challenges faced by other higher education sector of declining state subsidies; affordability of student fees, low debt recovery; poor throughput rates, rising inflation, etc.

As part of the preliminary university's financial sustainability plan, UCT has identified specific projects that aim to enhance its revenue generation while focusing on the core areas of teaching, learning, and research.

MUT is also putting in place policies designed to ensure the long-term financial sustainability of the institution. Although our operating margin is low, the main focus is on the availability of free cash reserves.

11. APPROVAL OF GOVERNANCE STATEMENT

The University is committed to the highest level of corporate governance as well as to the principles of accountability, responsibility, discipline, transparency, independence, fairness and social responsibility as advocated in the King IV Report on Corporate Governance. The Council is established and acts in compliance with the Higher Education Act, and in executing its governance role, the Council ensures that all stakeholders act in the best interests of the University.

Signed by:
Mosidi Makgae
E3CB18255EF646A...

Dr Mosidi Makgae
Chairperson of Council

Date: 31 July 2026

12. SENATE REPORT

The governance and functioning of Senate during the reporting period were aligned with the requirements of the Higher Education Act, the University Statute and applicable DHET reporting regulations, and were exercised within a governance framework consistent with the principles of King IV relating to academic oversight, delegation of authority and institutional performance.

12.1 Senate's Function and Composition

In terms of Section 42 of the Higher Education Act (No. 101 of 1997), Senate is responsible for exercising sound academic governance and for overseeing the maintenance of quality in respect of the University's teaching and learning, research, and community engagement activities. As the academic authority of Mangosuthu University of Technology, and as a structure accountable to Council, Senate also executes all other academic functions assigned to it by Council in terms of the Act, the University Statute and approved institutional rules.

In terms of the MUT Statute and the Charter of Senate, the majority of Senate members are academic employees, thereby safeguarding academic integrity and collegial decision-making. Senate is chaired by the Vice-Chancellor and Principal, with the Deputy Vice-Chancellor: Teaching and Learning/Academic serving as Deputy Chairperson, and the Registrar acting as Secretary to Senate.

Prof Rushiella Songca - Chairperson of Senate

LLD (University of Pretoria), LLM (Georgetown University Law Center), LLM & LLB (University of Natal), BA (Law) (National University of Lesotho)

Prof Marcus Ramogale - Deputy Chairperson

PhD (English Studies) (University of Nottingham, UK), MA (English Studies) (University of Nottingham, UK), BA Hons (English) (University of the North, now University of Limpopo), University Education Diploma (University of the North, now University of Limpopo), BA — English & Education (University of the North, now University of Limpopo)

In fulfilling this mandate, Senate provides academic leadership, promotes an institutional culture of high academic and ethical standards, and ensures compliance with legislative and regulatory requirements governing academic matters. Senate makes recommendations to Council on academic policies, the introduction or withdrawal of programmes and qualifications, admission and progression rules, quality assurance frameworks, academic staffing matters, and other issues central to the academic project of the University.

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
- All 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 elected by the Student Representative Council (SRC)
- One administrative and support employee elected by administrative and support employees across the Faculties
- One academic employee elected by academic employees across the Faculties
- Two external members of Council designated by Council
- Additional members proposed by Senate and approved by Council, including co-opted members where required to support Senate’s mandate

Through this composition and its clearly defined responsibilities, Senate plays a central role in safeguarding academic standards, advancing the University’s academic mission, and supporting Council in the effective governance of the institution.

12.2 Senate Meetings in 2025

During the 2025 reporting period, Senate convened a total of fourteen meetings, comprising four ordinary meetings, multiple special and joint sittings with the Academic Planning and Quality Committee (APQC), and emergency meetings, reflecting a responsive and engaged academic governance structure.

Table 15: Senate Meetings in 2025

Date	Type of Meeting
04 February 2025	Special Meeting
06 March 2025	Ordinary Meeting (1st Ordinary)
07 May 2025	Special Meeting
22 May 2025	Ordinary Meeting (2nd Ordinary)
28 May 2025	Special Joint Meeting (Senate & APQC)
26 June 2025	Special Joint Meeting (Senate & APQC)
26 June 2025	Reconvened Special Meeting
12 August 2025	Special Meeting
21 August 2025	Ordinary Meeting (3rd Ordinary)
13 October 2025	Special Meeting
27 October 2025	Special Meeting
06 November 2025	Ordinary Meeting (4th Ordinary)
18 November 2025	Emergency Meeting
01 December 2025	Emergency Meeting

12.3 Senate Academic Governance Deliberations and Key Matters Considered in 2025

During 2025, Senate exercised its academic authority and advisory responsibilities in accordance with the Higher Education Act, the University Statute and the Senate Charter. Its deliberations reflected a strong focus on academic quality, institutional compliance, strategic planning, staff and student matters, and the integrity of the University's academic project.

- **Academic Leadership, Governance and Institutional Stability**

Consideration and recommendation of senior academic and executive appointments, including Acting and substantive appointments of Deputy Vice-Chancellors, Deans, Registrar, Chief Financial Officer, and Senior Directors, with careful oversight of compliance with institutional rules, verification processes and conflict-of-interest management.

Nomination of Senate representatives to serve as observers on Council selection committees, reinforcing the role of Senate in safeguarding academic interests in senior appointments.

Oversight of the review of the University organisational structure, with recommendations to Council aimed at restoring financial sustainability, aligning staffing with strategic priorities, and avoiding retrenchments through redeployment measures.

- **Academic Planning, Enrolment and Calendar Management**

Consideration and recommendation of the Student Enrolment and Efficiency Plan (SEEP) 2026–2030, aligning enrolment growth, staffing, graduate outputs and research targets with DHET requirements and subsidy frameworks.

Approval of revised Academic Calendars and Almanacs, including multiple iterations of the 2026 Almanac and Skeleton Academic Calendar, with Senate emphasising adequate recess periods, realistic scheduling, and alignment with teaching and learning imperatives.

Ongoing scrutiny of enrolment targets, capacity management, NSFAS funding implications, and the impact of calendar decisions on academic delivery and staff wellbeing.

- **Teaching, Learning and Student Success**

Review of Teaching and Learning quarterly performance reports, with attention to online and blended learning readiness, teaching resources, maintenance impacts, and student support.

Deliberation on student progression, exclusions (G20), appeals processes and cohort performance, supported by institutional data and HEMIS analysis, with resolutions aimed at improving throughput, retention and success rates.

Consideration of proposals to integrate technology, entrepreneurship and innovation into curricula, while ensuring academic governance pathways are followed.

- **Academic Programmes, Qualifications and Quality Assurance**

Approval and ratification of new, revised and amended academic programmes, curricula and handbooks, including the introduction of Work-Integrated Learning (WIL), curriculum restructuring, and the alignment of qualifications with professional body requirements such as ECSA.

Oversight of programme improvement plans, external accreditation responses, internal quality reviews, and the Institutional Audit Improvement Plan for submission to the Council on Higher Education.

Approval of the re-registration and deregistration of qualifications with SAQA, addressing compliance risks associated with historical and obsolete programmes.

- **Research, Innovation and Knowledge Production**

Approval of policies and frameworks governing research costing, pricing, intellectual property, collaboration and income generation, ensuring alignment with national legislation and funding requirements.

Consideration of research performance, research awards, honorary research appointments, and the return on investment associated with funded and retired academics.

Oversight of reports from the Research and Innovation Committee and Higher Degrees Committee, including postgraduate supervision, external examiner appointments and research capacity development.

- **Transformation, Ethics and Institutional Culture**

Engagement with institutional transformation initiatives, including deliberations arising from Senate Colloquia on transformation, data governance, blended learning and student success.

Consideration of employment equity, academic promotion, learning and teaching policy development, and the ethical use of artificial intelligence in academic contexts.

Reinforcement of proper Senate procedures, protocols, documentation standards and record-keeping, in line with statutory and governance requirements.

- **Infrastructure, Resources and Academic Environment**

Review of maintenance, security, energy and infrastructure reports, acknowledging both progress and challenges, with Senate stressing the impact of infrastructure on academic continuity and compliance.

Escalation of concerns relating to operational capacity constraints, procurement delays, and financial processes where these posed risks to academic delivery or statutory reporting.

Through these deliberations, Senate played a central role in safeguarding academic standards, ensuring regulatory compliance, and supporting Council and Management in navigating institutional recovery, sustainability and strategic renewal during the 2025 reporting period.

12.4 Changes to the Academic Structure

During the 2025 reporting period, no changes were made to the academic structure of the University. The existing academic framework, comprising Faculties, academic departments and associated academic governance arrangements, remained stable throughout the year.

The retained structure continued to support the effective delivery of teaching and learning, research and community engagement activities, while enabling consistency in academic governance and programme management. This stability provided the necessary continuity for the implementation of academic strategies, quality assurance processes, and ongoing programme development initiatives.

The absence of structural changes reflects a period of consolidation, during which the University focused on strengthening academic performance, improving student outcomes, and stabilising key institutional processes in preparation for the next strategic planning cycle.

12.5 Teaching and Learning

a. The MUT Institutional Audit

The Higher Education Quality Committee (HEQC) conducted an institutional audit site visit at Mangosuthu University of Technology (MUT) on 14–15 November 2022. The final audit report, issued in February 2024, identified 49 recommendations aimed at strengthening institutional effectiveness and quality assurance. In response, MUT developed and submitted its Institutional Improvement Plan (IIP) to the Council on Higher Education (CHE). Approval of the IIP was granted on 16 September 2025, with the CHE further requiring the submission of a progress report by 31 March 2026.

To meet this requirement, the University adopted a structured, consultative, and institution-wide approach to the compilation of the progress report. The Quality Management Directorate (QMD) was mandated to lead and coordinate the process, ensuring coherence, consistency, and alignment with CHE expectations. The University remained steadfast in its commitment to submitting the IIP Progress Report within the stipulated timeframe.

b. Student Academic Support

The Teaching and Learning Development Centre (TLDC) played a critical role in advancing student success at Mangosuthu University of Technology during the 2025 academic year. Through a coordinated and student-centred approach, the Centre implemented a range of academic support interventions aimed at improving student retention, progression, and overall academic performance, in alignment with institutional priorities.

Throughout the year, TLDC provided extensive support to students across all faculties. In Quarter 1, a total of 7,617 students were reached through key interventions such as academic advising, mentorship, digital literacy training, academic literacy, writing support, and discipline-specific assistance in subjects such as Mathematics, Physics and Chemistry. This strong foundation was further strengthened in Quarter 2, where 8,359 students were supported through expanded programmes, including academic advising (2,611 students), mentorship (3,485 students), academic literacy (906 students), academic writing (757 students), and targeted tutoring in high-risk modules (600 students).

In Quarter 3, TLDC maintained its momentum, reaching 6,364 students, with a significant focus on identifying and supporting at-risk students through structured interventions such as academic advising, academic literacies, digital literacy, and Writing Centre services, which supported 1,799 students. In Quarter 4, despite operational constraints affecting some services, the Centre sustained its impact through focused support initiatives. Notably, the First-Year Experience (FYE) programme supported approximately 97% of the first-year cohort (3,820 students), significantly strengthening student transition and integration.

Key programmes that underpinned TLDC’s impact throughout 2025 included Academic Advising, which provided holistic and personalised support; the First-Year Experience and Mentorship programmes, which enhanced first-year transition and retention; Academic Literacy and Writing support, which strengthened student competencies; Digital Literacy initiatives, which improved engagement with online learning platforms; and discipline-specific interventions in high-risk subjects, which contributed to improved academic performance.

In addition, TLDC introduced innovative approaches such as digital learning interventions and a student support chatbot, enhancing the accessibility and responsiveness of support services.

Overall, TLDC's integrated, and data-informed approach enabled the support of tens of thousands of students during the 2025 academic year. The Centre's ability to identify at-risk students early and implement targeted interventions has strengthened institutional capacity to improve student success, retention, and throughput.

In conclusion, the 2025 academic year reflects a period of strong impact and sustained delivery for TLDC. Despite operational challenges, the Centre remained resilient and responsive, continuing to enhance the student experience and contributing meaningfully to the university's strategic goals.

c. Programme Development

Since 12 May 2024, no new academic programmes have been processed for the 2025 cycle. This is attributable to the expiry of the previously submitted Programme and Qualification Mix (PQM). In response, the Department of Higher Education and Training (DHET) advised Mangosuthu University of Technology (MUT) to prioritise resolving academic governance challenges that have a direct impact on the academic enterprise. The DHET emphasised that these governance-related matters must be adequately addressed and stabilised before the resubmission of qualifications for inclusion in the PQM.

d. Work Integrated Learning (WIL)

- **Student Placement**

The total number of students who graduated was 3148 and those who completed a Applied Learning component of their qualification was 1722 in the 2025 academic year. This Applied Learning component consists of different modalities (including Work Base Learning = 1330 which is PQM aligned as it is credit bearing) as well as 392 (of which the module incorporates the WIL) across the three faculties. This accounted for 54.7% of students that graduated in undergraduate programmes. This reflects a drop of 1.3% (56%) from 2024.

- **Funding grants**

To improve graduate employability, a structured internship program was implemented on campus. A total of 34 interns, funded through EDTP-Seta and Mining Qualification Authority (MQA), as well a total of 190 WIL students were funded through the HWSETA, SERVISES SETA and were placed both on campus and externally and were monitored by Co-operative Education.

e. Implementation of the E-Learning Strategy

Implementation of the eLearning Strategy remained a key institutional priority in 2025, contributing to Strategic Objective 1.3 of MUT, which focuses on enhancing the quality of graduates through improved learning and teaching practices. A series of eLearning activities with defined annual targets were implemented in line with the Institutional Operational Plan.

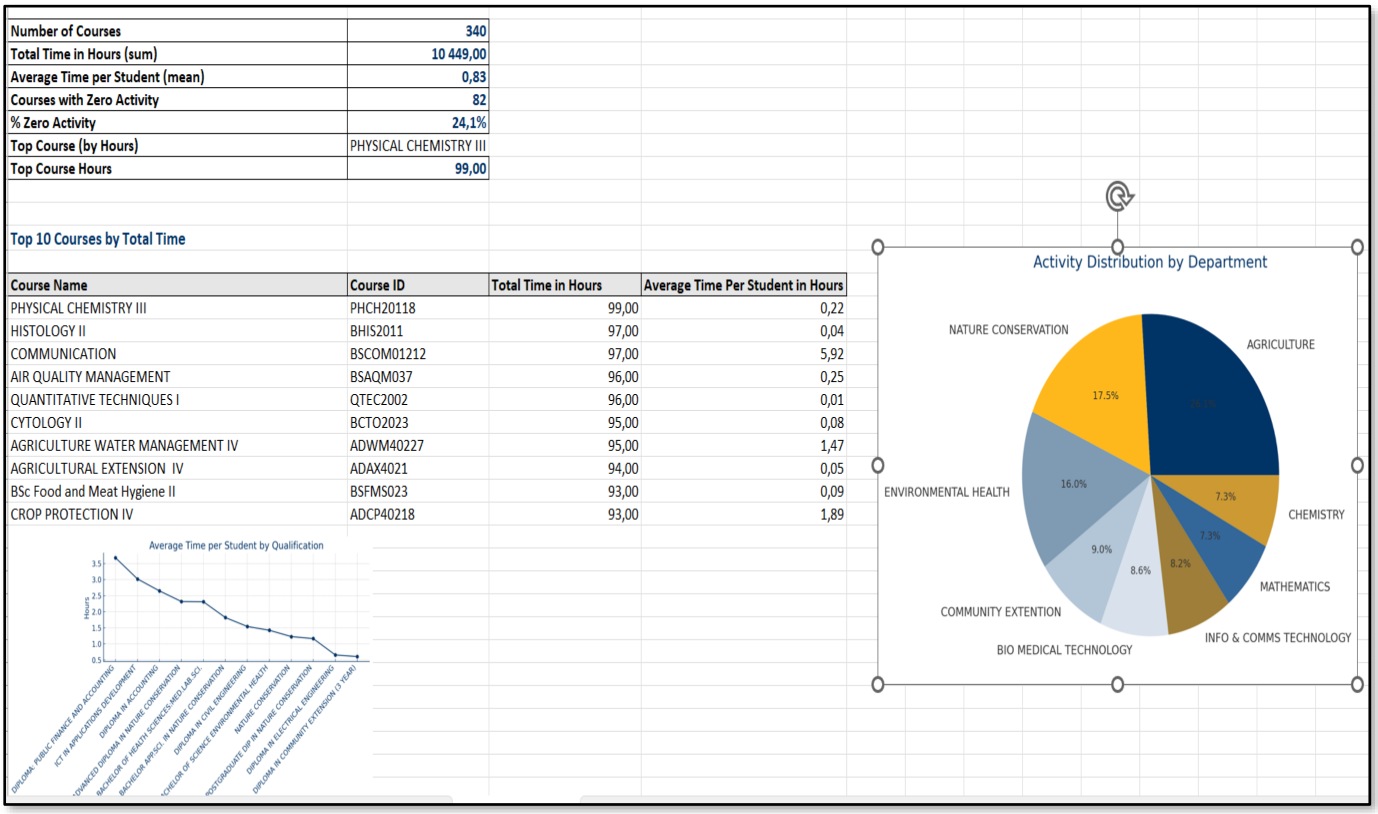
- **Blackboard Usage and Administration**

Active student engagement increased progressively from approximately 76% in the first quarter to 80% by the third quarter. By end of the year, more than 15,000 registered student users were recorded, with over 12,000 active users logging in and engaging with course content. A significant milestone was achieved in August 2025 with the full migration of all courses from the Original Course View to Blackboard Ultra. This transition enabled access to enhanced functionality and improved course design tools. While the migration marked an important step forward, it also highlighted gaps in staff readiness, reinforcing the need for continuous training and customised support. Faculty level analysis of the LMS usage revealed uneven patterns of adoption. The Faculty of Applied and Health Sciences showed the strongest and most consistent engagement, while the Faculties of Engineering and Management Sciences showed low levels of engagement. Institution wide analysis of 883 courses indicated that approximately 34.9% recorded no student activity.

- **Faculty dashboard summary**

The faculty dashboards provide a comparative view of LMS usage across the institution and highlight areas where module activation is strong, as well as where targeted support and academic governance attention may be required.

The following graphs represents each Faculty's LMS dashboard.



Number of Courses	340
Total Time in Hours (sum)	10 449,00
Average Time per Student (mean)	0,83
Courses with Zero Activity	82
% Zero Activity	24,1%
Top Course (by Hours)	PHYSICAL CHEMISTRY III
Top Course Hours	99,00

Top 10 Courses by Total Time

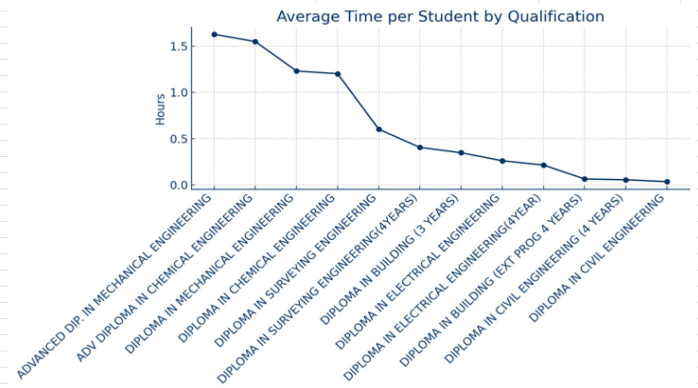
Course Name	Course ID	Total Time in Hours	Average Time Per Student in Hours
PHYSICAL CHEMISTRY III	PHCH20118	99,00	0,22
HISTOLOGY II	BHIS2011	97,00	0,04
COMMUNICATION	BSCOM01212	97,00	5,92
AIR QUALITY MANAGEMENT	BSAQM037	96,00	0,25
QUANTITATIVE TECHNIQUES I	QTEC2002	96,00	0,01
CYTOLOGY II	BCTO2023	95,00	0,08
AGRICULTURE WATER MANAGEMENT IV	ADWM40227	95,00	1,47
AGRICULTURAL EXTENSION IV	ADAX4021	94,00	0,05
BSc Food and Meat Hygiene II	BSFMS023	93,00	0,09
CROP PROTECTION IV	ADCP40218	93,00	1,89

Figure 1: LMS Dashboard - Faculty of Applied and Health Sciences (FAHS)

Number of Courses	318
Total Time in Hours (sum)	5 996,00
Average Time per Student (mean)	0,55
Courses with Zero Activity	147
% Zero Activity	46,2%
Top Course (by Hours)	CHEMICAL ENGINEERING TECHNOLOGY II
Top Course Hours	99,00

Top 10 Courses by Total Time

Course Name	Course ID	Total Time in Hours	Average Time Per Student in Hours
CHEMICAL ENGINEERING TECHNOLOGY II	CHTE212370	99,00	1,55
SITE SURVEYING I	SISU1001	96,00	0,02
MECHANICAL ENGINEERING DRAWING I	MEED10143	95,00	0,20
Survey Drawing II	SURD10285	95,00	1,69
ELECTRICAL ENGINEERING III	ELEN031_P374	93,00	2,06
DRAWING I	DING101_P27	91,00	0,09
ENVIRONMENTAL ENGINEERING	EENG472100	90,00	1,42
PHYSICS I	PHSC1010	90,00	0,01
ENGINEERING MATHEMATICS III	MATH471213	87,00	4,11
CHEMICAL ENGINEERING DRAWING	DRAC21248	86,00	0,25



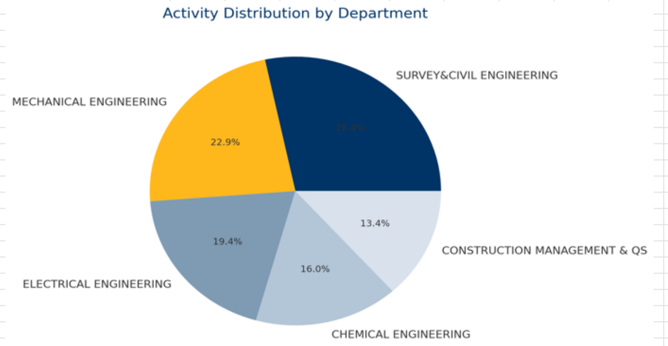
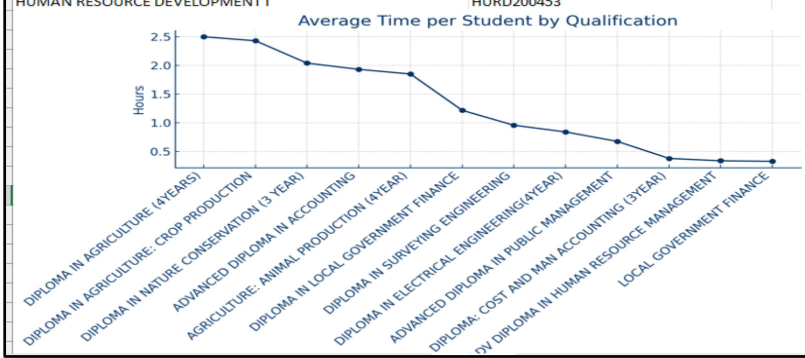


Figure 2: LMS Dashboard - Faculty of Engineering

Number of Courses	225
Total Time in Hours (sum)	6 149,00
Average Time per Student (mean)	0,32
Courses with Zero Activity	79
% Zero Activity	35,1%
Top Course (by Hours)	LOCAL GOVERNMENT MANAGEMENT II
Top Course Hours	97,00

Top 10 Courses by Total Time

Course Name	Course ID	Total Time in Hours	Average Time Per Student in Hours
LOCAL GOVERNMENT MANAGEMENT II	LGMA20013	97,00	0,18
Employee Relations II	EMPR200_P81	96,00	1,06
ADVANCED MANAGEMENT AND LEADERSHIP IV	ADML04064	94,00	0,54
ENGLISH COMMUNICATION SKILLS I	ENGS1012	90,00	0,05
PUBLIC FINANCE AND ACCOUNTING II	PBFN2001	89,00	0,01
ENGLISH COMMUNICATION SKILLS	ENGL10025	88,00	0,11
TAXATION IV	TAXA400508	87,00	6,61
TAXATION IV	TAXA400508	87,00	6,61
ADVANCED HUMAN RESOURCE DEVELOPMENT IV	AHRD04036	85,00	0,31
HUMAN RESOURCE DEVELOPMENT I	HURD200453	85,00	1,30



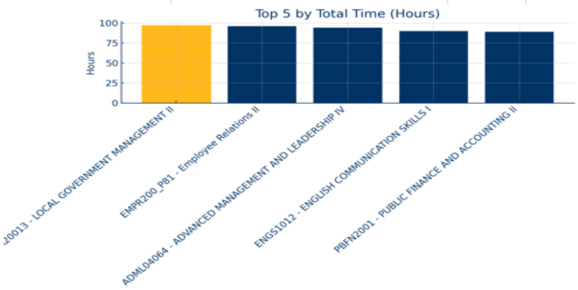


Figure 3: LMS Dashboard - Faculty of Management Sciences (FMS)

- **Cross faculty headline indicators (FAHS, Engineering, and FMS combined)**
  - Total courses analysed: 883
  - Total time in hours: 22,594.00
  - Zero activity courses: 308 (approximately 34.9%)

The proportion of zero activity courses indicates the need for strengthened monitoring and minimum LMS activation expectations to ensure consistent online presence for all registered modules and to support sustained student engagement.

- **Academic Staff Capacity Development**

The Teaching and Learning Development Centre (TLDC), through the eLearning Unit, implemented a range of targeted capacity building initiatives aimed at strengthening blended learning, assessment practices, and effective use of digital tools. These included Blackboard Support Weeks, Ultra onboarding sessions, blended learning workshops within faculties, a Short Learning Programme in Learning Design in Higher Education, Teaching with Technology Summit and PGDip: Educational Technology. More than 150 academic and academic support staff participated in eLearning activities during the year.

- **Enhancing Student Digital Readiness and Support**

Digital literacy workshops were offered during both semesters, with a focus on first time entering students. These workshops addressed essential competencies including basic computer skills, student email usage, LMS navigation, online collaboration tools, and cyber security awareness. A total of 1140 students were reached through structured digital literacy interventions. Additional initiatives included workshops on using Microsoft 365 tools, multimedia skills development to support alternative assessment formats, and the piloting of a student support chatbot.

- **Learning and Teaching Infrastructure**

The phased installation of audio-visual equipment continued across teaching venues, with most lecture halls and computer laboratories equipped with projectors, sound systems, and interactive display technologies. 80 of the 85 identified Learning and teaching venues have at a minimum, a projector and a projection screen. The introduction and growing use of Clevertouch Interactive Displays further enhanced interactive teaching and meeting capabilities. Dedicated training sessions were provided to academic and administrative staff to support effective utilisation of installed technologies.

f. Recognition of Student Academic Excellence

The Teaching and Learning Development Centre (TLDC) coordinated the 2025 Vice Chancellor's Teaching Excellence Awards held at the Durban International Convention Centre (ICC) on 10 December 2025, recognising outstanding academic performance among first time entering students. The awards formed part of the institution's commitment to promoting student success, academic excellence and recognising high achievement across faculties.

The selection process focused on top performing students who commenced their studies in 2024 and demonstrated exceptional academic performance during their first year of study. In recognising the importance of support systems in student achievement, each award recipient was afforded the opportunity to celebrate this milestone with two invited guests.

Three students were honoured for exemplary academic achievement across three faculties, as reflected below:

Student Awardee	**Faculty**	**Qualification/Department**
Ms T.K. Radebe	Faculty of Management Sciences	Diploma in Human Resource Management
Ms N.B. Myeza	Faculty of Engineering	Diploma in Building
Ms J. Macuacua	Faculty of Applied and Health Sciences	Diploma in Information Technology: Software Development

The initiative contributed towards strengthening a culture of academic excellence and motivation among students, while reinforcing the institution's commitment to recognising achievement and supporting student success.

12.6 Research

a. Research Productivity

It is MUT's objective to increase research productivity as measured by research output. The KPI target for 2025 was 83 research output units. The 144,4088 research output units received for 2025 exceeds all different targets set and reviewed for research output units (in Table 3 & Table 4).

Articles published in predatory journals, although DHET accredited, are not included in the cumulative output for 2025. The DHET units for book chapters and peer-reviewed conference proceedings are difficult to estimate and are not included in this report. The DHET benchmark for research output per academic staff member is 0.5 for Universities of Technology. The 2025 research-output submission was made to DHET on 1 June 2026.

Table 16 below shows the breakdown of the research journal articles published in 2025, according to Faculty.

Table 16: Research Output Units for the 2025 period

2025 ROU	
Journal article	134, 7511
Book Chapter	2,0300
Conference proceeding	7,6277
Total	**144,4088**

b. Research Capacity Development

Research capacity development remains a priority at MUT, contributing to enhanced research productivity and the professional growth of academic and support staff. The University Capacity Development Grant (UCDG) continues to play a pivotal role in funding these initiatives, ensuring that MUT fosters a research-driven environment as envisaged in the objectives and goals of the University. The capacity building workshops hosted by the Research Directorate during 2025 are outlined in Table 17 below.

Table 17: Research Capacity-building Workshops

Name of Workshop	Number of Participants	Date
Women in Research Workshops	20 participants	17-20 March 2025
NRF re-new Thematic Research Funding Instruments Programme	19 participants	17 June 2025
Innovation-Entrepreneurship: Creative problem-solving workshop	35 participants	30 July 2025
NRF Institutional Visit Information session	30 participants	04 August 2025

Authorship & Data Management	25 participants	05 August 2025
Research Ethics: REC Training	20 participants	06 August 2025
Proposal writing workshop for HDIs and new research institution	30 participants	13 August 2025
Open Access Workshop	21 participants	20 October 2025

Further, a significant portion of the UCDG was allocated to financial support initiatives aimed at increasing the number of academic and support staff holding higher degrees, fostering career development, and promoting research dissemination through conferences.

i. Emerging Researcher grants for Masters and Doctoral studies

Number of recipients: 17
Grant amount per recipient: R40,000
Purpose: The funding supported academic and support staff members pursuing Master's and Doctoral degrees by covering research-related expenses such as tuition fees, data collection, software licenses, and dissertation writing support.

ii. Emerging Researcher grants for Female Doctoral Researchers

Number of recipients: 12
Grant amount per recipient: R40,000
Purpose: These grants were exclusively awarded to female researchers as part of MUT's commitment to promoting gender equity in academia. The funding assisted recipients in advancing their doctoral research, publishing in DHET accredited journals.

iii. Career Development Grants

Number of recipients: 0
Grant amount per recipient: 0
Purpose: This funding was allocated to early-career researchers and staff members aiming to build their research profiles. It covered mentorship programmes, short courses, specialized technical training, and research projects that contributed to professional growth.

iv. Emerging Researcher Conference Grants

Number of recipients: 0
Grant amount per recipient: 0
Purpose: Conference grants enabled early researchers who recently completed their postgraduate degrees to present their findings at national and international conferences, fostering academic networking and knowledge exchange. The funding covered conference registration fees, travel, accommodation, and publication costs for conference proceedings.

c. NRF Rated Researchers

The National Research Foundation (NRF) rating system allows for the benchmarking of the quality of our researchers against the best in the world. The ratings are based on a researcher's recent research outputs and impact as perceived by international peer reviewers. 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 8 during 2024 to 12 in 2025. Table 18 below reflects the MUT researchers with NRF ratings in 2025.

Table 18: NRF Rated Researchers at MUT

Name	NRF-rating Categories	Faculty	Period of Rating
Prof MN Sibiya	C2	DVC: RIE	2023 - 2028
Prof AT Kaniki	C2	Engineering	2021 - 2026
Prof TC Davies	C2	Applied Sciences	2023 - 2028
Prof. BF Bakare	C2	Engineering	2024 - 2029
Prof R Coopoosamy	C3	Applied Sciences	2024 - 2029
Prof BP Numbi	Y2	Engineering	2025 - 2030
Dr D Naidoo	Y2	Applied Sciences	2023 - 2028
Dr CN Ncobela	Y2	Applied and Health Sciences	2025 - 2030
Dr AE Taiwo	Y2	Engineering	2025 - 2030
Dr K Singh	Y2	Applied and Health Sciences	2025 - 2030
Dr K Yakobi	Y2	Management Sciences	2025 - 2030
Dr C Mlambo	C3	Management Sciences	2025 - 2030

d. 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 result in scientific progress. The Research Directorate assists with raising awareness of opportunities, proposal writing, and the evaluation and submission of proposals.

The cumulative income from research grants and contracts, excluding VAT, is summarised in Table 19 below. The R11,498,007 received in 2025 was significantly higher than the R8,918,178 received during the same period in 2024.

Table 19: External Research Income received in 2025

Funder	Programme	Grant Holder	Amount (R)
National Research Foundation	Thuthuka Grant: Post PhD Track	Dr T.P Makhathini	80 000, 00
National Research Foundation	Thuthuka Grant: Post PhD Track	Dr N Nkosi	R130 000,00
National Research Foundation	Evaluating and Rating	Prof M.N Sibiya	R30 000,00

National Research Foundation	Evaluating and Rating	Prof T.C. Davies	R30 000,00
National Research Foundation	Evaluation and Rating	Prof M.R. Coopoosamy	R50 000,00
National Research Foundation	Evaluation and Rating	Prof B.F. Bakare	R50 000,00
National Research Foundation	Multicultural Grant	Prof B Nkonki-Mandleni	R615 000,00
National Research Foundation	NRF-Postdoctoral Grants	Dr N.B. Patrick	R305 000,00
SAMRC	SAMRC Researcher Development Award Programme	Ms N Thembane	R187 700,00
KZN Dept. of Transport/UKZN	Human Capacity Building in the Transportation Sector in KZN	Prof. BF Bakare	R200 000,00
Heck Bio-Pharma GmbH		Prof. TC Davies & Prof AM Msomi	R210 485,00
DHET	UCDG	Dr A Mienie & Dr M Mothoa	R4 730 985,00
NIPMO	IP FUND Rebate	Dr MV Hlongwane	R251 725,50
Companies and Intellectual Property Commission (CIPC)	Funding For World IP Day	Dr MV Hlongwane	R500 000,00
South African Quantum Technology Initiative (SA QuTI)	SA QuTI Bursary	Mr MB George	R50 000,00
International Centre for Genetic Engineering and Biotechnology (ICGEB)	ICGEB Special Programme for South African HDI's- Re-imbursement for payments for air tickets	Dr K Singh	R6675,50
National Research Foundation	NRF Grant for Masters: 2025	Ms ZN Ndlovu	R192 836,00
National Research Foundation	NRF Thuthuka Grant-Post PhD Track	Mr FM Makhanya	R150 000,00
South African Pork Producers' Organisation (SAPPO)	SAPPO Funding	Dr NC Ncobela	R150 000,00

National Intellectual Property Management Office (NIPMO)	Funding for 2025 WIPO Summer School	Dr MV Hlongwane	R550 000,00
National Intellectual Property Management Office (NIPMO)	OTT Support Fund	Dr MV Hlongwane	R 1 204 600,00
DHET	Future Fure Professors Programme FFP Phase 2 Cohort 2	Dr K Singh	R 190 000,00
DHET	Future Fure Professors Programme FFP Phase 2 Cohort 3	Dr D Naidoo	R 150 000,00
National Research Foundation	Incentive Funding for Rated Researchers	Dr AE Taiwo	R 30 000,00
National Institute for Theoretical and Computational Sciences	NITheCS funding	Prof A Beesham	R 50 000,00
DSI-NRF Centre of Excellence In Human Development-University of Witwatersrand	CoE-HUMAN Research grant	Prof. BA Mokoena	R 300 000,00
National Intellectual Property Management Office (NIPMO)	Funding for 2025 World Intellectual Property Day	Dr MV Hlongwane	R 253 000,00
Companies and Intellectual Property Commission (CIPC)	Funding for 2025 WIPO Summer School on Intellectual Property	Dr MV Hlongwane	R700 000,00
Durban KwaZulu Natal Convention Bureau	Sponsorship for 2025 WIPO Summer School on Intellectual Property	Dr MV Hlongwane	R100 000,00
THENSA	Entrepreneurship Mentoring Sessions	Dr MV Hlongwane	R 50 000,00
TOTAL			**R 11 498 007,00**

e. Research Awards

The 23rd Research Awards Evening was hosted on 03 October 2025 at the Hilton Hotel, Durban. The following prizes were awarded:

Faculty of Engineering

Bronze Prize	Dr K Behara

Senate Prize (Researcher who published most papers)

Dr K Singh published 8 papers during 2024

Faculty of Management Sciences

Gold Prize	Dr BYC Mvuyana
Silver Prize	Prof S Ngcobo
Bronze Prize	Dr MM Sikwela

Most Productive Female Researcher

Dr BYC Mvuyana (5.698 units)

Faculty of Applied and Health Sciences

Gold Prize	Dr K Singh
Silver	Ms N Thembane

DVC Prize for External Income Secured

Dr R Chidzonga

VC Prize for most Productive Researcher

Dr BYC Mvuyana (5.698 units)

12.7 Innovation

a. Technology Transfer Office

MUT's Innovation and Technology Transfer, within the Research and Innovation Directorate, oversees the identification, protection, utilisation, and commercialization of intellectual property resulting from research development and innovation (RDI) at MUT. The Technology Transfer Office (TTO) is focused on bridging the gap between academic research and the marketplace, fostering innovation, and encouraging the commercialization of technology developed within the institution.

The TTO offers the following functionality to our academics, researchers, and students:

- Identification and management of IP disclosures
- Protection of the IP
- Technology Transfer, Intellectual Property and Commercialisation workshops (awareness)
- Promoting of MUT's IP policy and urging employees and students to abide by it
- Promoting compliance and encouraging adherence to IPR Act 51 of 2008

b. Intellectual Property Portfolio

The intellectual property portfolio of MUT includes a diverse array of patents, reflecting the institution's focus on innovation and its commitment to addressing real-world challenges. These patents in MUT's intellectual property portfolio showcase the university's commitment to technological advancements in diverse fields, including agriculture, healthcare, renewable energy, and construction. By protecting and commercializing these innovations, MUT is contributing to the advancement of knowledge and creating potential for societal, economic and environmental impact.

The 2025 target for protected intellectual property outputs was 10. MUT achieved 12 protected intellectual property outputs, exceeding the target by two.

Table 20 below shows the current status of MUT patents

Table 20: Summary of MUT Patents Granted and their Status

Grant Number	Name	Country	Application Type	Renewal Due	Status
2024/03879	Broad-spectrum organic herbicide	South Africa	ZA Provisional	20 May 2027	Granted
2012/09619	Manufacturing a ceiling	South Africa	ZA Complete	19 Dec 2026	Granted
ZL 201680071241.2	[12]Pharmacophores, compounds and methods having application in the treatment of cancer through	China	National Phase	22 Oct 2026	Granted

[12] The duplication in the patent name is valid, as uniqueness is determined by the country of registration and the specific grant number assigned to the innovation. Even where the country of registration is the same, the grant number will differ due to variations in the characteristics of each patent or innovation.

	inhibition of CYP17A1 AND CYP19A1				
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 application in the treatment of cancer through inhibition of CYP17A1 AND CYP19A1	Europe (Unitary patent protected in 17 countries)	National Phase	22 Oct 2026	Granted
3002567	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of CYP17A1 AND CYP19A1	Canada	National Phase	22 Oct 2026	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 2026	Granted
3365819	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of CYP17A1 AND CYP19A1	Europe	National Phase	22 Oct 2026	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 2026	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 2026	Granted
2015/02913	System for harnessing wave energy	South Africa	ZA Complete	29 Apr 2026	Granted
2018/03198	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of CYP17A1 AND CYP19A1	South Africa	ZA National Phase	26 Jul 2023	Granted

2018/03199	Pharmacophores, compounds and methods having application in the treatment of cancer through inhibition of CYP17A1 AND CYP19A1	South Africa	ZA National Phase	26 Jul 2023	Granted

c. Funding Applications

Technology Innovation Agency Seed Fund (TIASF)

Four projects have been successful in attracting funding from the Technology Innovation Agency (TIA) Seed Fund for the 2025 period through the innovation challenge competition. As a measure to try and increase projects that will feed to the TIA Seed Fund portfolio, the Technology Transfer Office (TTO) has submitted a request to TIA for the utilization of the ringfenced funds. The request submitted to TIA aimed at improving the pipeline of innovative projects in its portfolio through conducting an innovation challenge competition, which the TTO believed the initiative will serve as a catalyst to encourage and support MUT academics in developing innovative projects. These projects are a testament to the innovative research being conducted at MUT and the growing support for commercialization and technology development within the institution. The TIA Seed Fund is designed to provide financial support to early-stage projects with high potential for commercialization.

Projects funded through the TIA Seed Fund Programme

Project tittle: Eco-Pad: Biodegradable menstrual pad

Award: R100 000

Inventor: Ms Nokukhanya Thembane

Project Summary: This project aims to develop and promote a biodegradable menstrual pad that provides safe, sustainability, and accessible alternative to traditional plastic-based pads. By using a non-toxic, eco-friendly materials, the initiative prioritizes women's health, reducing the risk of chemical exposure and irritation associated with conventional products. Beyond health, the projects seek to minimise the environmental impact by incorporating biodegradable technology, ensuring that sued pads break down naturally and reduce plastic waster in landfills and water systems. It actively supports the circular economy, transforming menstrual hygiene into a more sustainable and responsible industry. The project also focuses on affordability and accessibility, aiming to make eco-friendly menstrual products available to a broad population, including underserved communities. By combining innovation, sustainability, and social impact, this initiative addresses critical challenges in waste management, environmental protection, and menstrual health awareness. Ultimately, reflecting the Decadal Plan's which emphasis on impactful, sustainable solutions, demonstrating how science and technology can improve both human health and environmental outcomes.

Project tittle: Resilience Mapping: Flood, pollution and health data repository.

Award: R100 000

Inventor: Dr Awonke Mbangi

Project Summary: The project proposes the development of a Resilience Mapping Repository: a centralized, digital platform that integrates flood, pollution, water quality, and public health data into a single, interactive system. Unlike traditional systems that monitor only one dimension of risk, this innovation combines environmental and health datasets to provide a holistic understanding of how climate-related hazards affect communities.

The repository will utilise geospatial mapping, real-time data collection, predictive analytics, and cloud-based storage to support evidence-based decision-making. By incorporating GIS technologies and AI-driven analytics, the platform will enable early warning systems, vulnerability assessments, and proactive disaster response planning. Importantly, the system is grounded in local data and community-informed insights, ensuring relevance to South African conditions and policymaking contexts.

Aligned with South Africa's science, technology, and innovation priorities, the project promotes inclusive and sustainable development by prioritising vulnerable communities disproportionately affected by flooding and pollution. It contributes to climate adaptation efforts, strengthens public health surveillance, and supports digital skills development in areas such as geospatial analysis, environmental monitoring, and data science.

The repository is designed not only as a monitoring tool but as a policy-enabling and community empowerment platform. By translating complex environmental and health data into actionable insights, it will assist governments, health institutions, and disaster management agencies in improving resource allocation, strengthening emergency response, and developing long-term resilience strategies.

To ensure sustainability, the platform will be integrated into disaster management and public health systems through strategic partnerships and a subscription-based digital model. This approach supports financial viability while contributing to South Africa's growing digital economy. Ultimately, the Resilience Mapping Repository provides a scalable, locally grounded, and innovation-driven solution to address the interconnected challenges of climate change, pollution, and public health in vulnerable communities.

Project tittle: EcoLearn: A digital tool for Sustainable Environmental Education
Award: R100 000
Inventor: Dr Sibonelo Mbanjwa
Project Summary: Small-scale farmers, particularly in rural and township areas, are also not getting timely access to agricultural information, weather information, soil analysis, and marketing opportunities. In addition, the effects of climate change are increasingly being felt in agricultural productivity, and therefore there is a need to develop innovative solutions that will provide farmers with real-time, accessible, and location-specific information to help them in their farming activities.

In this regard, the project aims to introduce a digital advisory service platform through a mobile application, WhatsApp, or SMS system that will provide farmers with practical agricultural information. The digital extension service will provide farmers with features such as weather information, information on pests and diseases associated with weather changes, soil and water analysis, and crop management, as well as marketing opportunities.

The project will be implemented in three different community contexts: urban, township, and rural areas. A township-based institution such as Mangosuthu University of Technology will serve as a bridge between urban innovation and rural farming communities. This positioning enables collaboration among students, researchers, learners, and farmers, ensuring that knowledge and technology are shared across different socio-economic and geographic zones.

Schools within each community will be used as demonstration and engagement sites for urban agriculture and learning hubs, particularly through rooftop farming and other small-scale agricultural activities. These sites will support community participation and provide opportunities for students and learners to gain practical agricultural experience while supporting local food production.

The project will follow a structured implementation approach that includes:

- Digital platform development and launch
- Community needs assessment and stakeholder engagement
- User participation and training across communities
- Pilot implementation of sustainable agriculture practices
- Data collection, analysis, and learning
- Project evaluation and knowledge dissemination

Through this integrated approach, the initiative seeks to bridge the digital divide in agriculture, strengthen community-based knowledge exchange, and support farmers in adapting to climate challenges. Ultimately, the project aims to build more resilient, productive, and sustainable farming systems while fostering collaboration between academic institutions and communities.

Project: CityRoots: Growing communities through Sustainable approach to Urban Agriculture.
Award: R100 000
Inventor: Ms Nomalungelo Jili'Ngcingolo
Project Summary: The project aims to strengthen climate-resilient and inclusive agriculture through the development of a Digital Extension Services Platform that connects farmers, researchers, students, and communities across urban, township, and rural areas. The initiative responds to growing challenges faced by farmers, including climate change, crop pests, limited access to agricultural knowledge, and restricted marketing opportunities. Small-scale farmers in particular often lack timely information on weather patterns, soil conditions, and effective crop management. The proposed digital platform which will be accessible through a mobile application, and aim to provide real-time, location-specific advisory services such as weather updates, pest and disease alerts, soil and water analysis, crop management guidance, and market information. The project will be implemented across community, with Mangosuthu University of Technology acting as a key bridge between innovation and farming communities. Schools in these areas will serve as demonstration sites and learning hubs for urban agriculture initiatives such as rooftop farming, enabling students and communities to gain practical agricultural experience while supporting local food production. Implementation will include digital platform development, stakeholder engagement, user training, pilot testing of sustainable farming practices, and ongoing data collection and evaluation. Overall, the project seeks to reduce the digital divide in agriculture, encourage knowledge sharing, and support farmers in building more resilient and sustainable farming systems.

d. Intellectual Property Awareness and Capacity Development

During the 2025 reporting period, the (TTO) successfully conducted a total of thirteen (13) Intellectual Property (IP) and Commercialisation workshops and initiatives. These workshops were designed to equip MUT researchers, faculty, students, and entrepreneurs with the essential knowledge and skills required to navigate the complex landscape of intellectual property protection and commercialization. These efforts align with the TTO's broader mission to foster a culture of innovation and entrepreneurship at MUT, ensuring that both students and staff have the tools and resources necessary to contribute to the commercialization of their research and ideas.

IP and Commercialisation awareness initiatives:

❖ **South Africa Entrepreneurship Venture Builder Roadshow**

Technological Higher Education Network South Africa (THENSA) & CPUT awarded grant to establish a South African Entrepreneurship Venture Builder (EVB). Involved designing an Adapted VB model for accelerating technology innovation and commercialisation by creating a tech-ecosystem for UoTs. The SAEVB is a collaborative initiative of THENSA and its member universities, in collaboration with Chemonics International and funded by the Research and Innovation Systems for Africa (RISA) Fund, UK International Development. The SAEVB Roadshow was a nationwide initiative aimed at transforming entrepreneurial education by integrating venture-building learning and challenge-based learning methodologies. This initiative was designed to bridge the gap between academia and industry by fostering innovation, enterprise development, and entrepreneurial thinking among students and faculty. Through strategic partnerships with universities, industries, and government agencies, the workshop aimed cultivating an ecosystem that empowers future entrepreneurs and equips students with the skills necessary for the 21st century economy. The workshop was held on the 06th of March 2025 and was structured as follows:

- Keynote address by SA EVBM Manager - Prof Micheal Twum-Darko
- Panel discussions on best practices in venture-building learning and its impact on education.

❖ **Intellectual Property Workshop: Community extension**

The Intellectual Property Workshop conducted with Community Extension Advanced Diploma students was aimed at equipping the students with the necessary skills needed to become innovative and entrepreneurial. The workshop introduced students to key aspects of intellectual property, covering topics such as patents, trademarks, plant breeders' rights, and trade secrets. The workshop was conducted on the 19th March 2025.

❖ **Design Thinking Workshop**

A workshop was conducted with MUT academics, and it was aimed at guiding academics on how to conceptualize, develop and present or pitch their innovative projects for funding. These sessions will covered areas on Intellectual Property Management, Innovation Canvas and Commercialisation Strategies. An experienced expert or mentor was contracted to provide our academics with training and guidance.

❖ **Innovation Challenge**

The innovation challenge was successfully held, during which a call was made for academics to submit their statement of interest or proposal to participate in the innovation challenge and the call will be made in alignment with the 17 SDGs addressing the following sectors:

- Innovations for Sustainable Energy Solution
- Digital Health Solutions
  - Artificial Intelligence and Machine Learning
  - Health Information and Electronic Health Records
  - Mobile Health Applications
  - Wearable Devices
  - Medical devices that enable digital health

- Circular economy
- Agricultural technologies

❖ World Intellectual Property Day

The World Intellectual Property Day (WIPD) is an annual global event celebrated on April 26, led by the World Intellectual Property Organization (WIPO). The day aims to raise awareness about the importance of intellectual property (IP) in promoting innovation, creativity, and economic growth. It highlights the role of IP in fostering technological advancements, artistic expressions, and cultural development, ultimately improving the quality of life for individuals and communities worldwide. The Theme for 2025 was, ***"IP and Music: Feel the beat of Ip",*** highlighting the profound connection between intellectual property and the music industry, emphasizing how IP rights empower artists, protecting their creations, contributing to cultural, and economic development.

Mangosuthu University of Technology (MUT) in collaboration with:

- Department of Science, Technology and Innovation **(DSTI)**
- Department of Trade, Industry and Competition **(the dtic)**
- National Intellectual Property Management Office **(NIPMO)**
- Companies and Intellectual Property Commission **(CIPC)**
- Small Enterprise Development and Finance Agency **(SEDFA)**
- Technology Innovation Agency **(TIA)**

Organized a series of activities designed to raise awareness and engage with the general public, professionals, and thoughts leaders in discussing issues pertaining IP rights. As part of the WIPD celebrations, MUT facilitated engaging activities which included a number of case studies, panel discussions which featured a number of speakers from industry and academia who shared their deeper knowledge of the creative sector and how vital intellectual property affect the industries. Some of the industry experts who were invited to the WIPD2025 included local artists, managers from collecting societies (i.e., IMPRA and SAMPRA) as well as professionals from television and radio who shared their journeys, highlighting both the challenges in the creative sector and their success stories. The engagements were carefully curated to align with the 2025 WIPD theme: “IP and Music”. In commemoration of the World IP Day 2025, MUT proudly embarked on a series of impactful activities aimed at raising awareness and promoting the role of intellectual property in innovation and creativity. The University’s Technology Transfer Office (TTO) through the Research Directorate coordinated and executed the following initiatives:

❖ World Intellectual Property Media Launch (16 April 2025)

On the 16th of April 2025, MUT hosted a media briefing which was aimed at sharing key developments, success stories, and opportunities within the university’s innovation and IP landscape. This platform also helped the role of MUT in building a strong innovation ecosystem in the KwaZulu-Natal regions. The media launch marked the very beginning of the World Intellectual Property Day where various media companies were invited to join the media briefing which was held at the MUT Student Centre. During the media briefing, executives from all stakeholder organisations addressed the media on key issues relating to intellectual property, with particular focus on the creative sector as it marked the theme for the 2025 World IP Day. Each of the organisation shared insights into its respective roles and functions in supporting innovation the role it plays in building intellectual property awareness. With MUT the host institution being presented by its Vice-Chancellor and Principal, Prof Nokuthula Sibiya; NIMPO was presented by Ms Jetane Charsley; and the

CIPC was presented by Ms Nomonde Maimela. In Addition to this, messages of support were also delivered by the various collaborative partners, underscoring the importance of a united approach for fostering a culture of innovation and Intellectual Property literacy across the region of KZN and national. Following the messages of support, guests were treated with a live performance by local artist Mr Nthuthuko Ndebele, known as “Mthuthu”, and his band. An artistic tribute that beautifully embraced the theme of the World IP Day.

❖ **World Intellectual Property Roadshow (24 April 2025)**

A roadshow was held on the 24th of April 2025 at the botanic garden (Durban). T**he World IP Day Roadshow** was an impactful outreach initiative aimed at raising awareness and educating communities about the value of intellectual property (IP), particularly in nurturing innovation within the creative sector. The event served as a platform to empower creatives with knowledge on protecting their work and leveraging IP for sustainable livelihoods. The programme was thoughtfully structured to be both informative and engaging. The event opened with welcome remarks by Mr Masoja Msiza, a celebrated artist and poet, who delivered a captivating performance piece that artfully embraced the 2025 World IP Day theme. His poetic delivery set an inspiring tone for the rest of the day, celebrating the intersection of creativity and intellectual property.

The keynote address was delivered by Dr Thobile Sifunda, the Head of Department for the KZN Sport and Culture Department. Mr Thando Nyameni, Managing Director of KUMISA, in his address as emphasized the economic and cultural value of IP in the creative industries and the importance of formal structures in supporting artists across South Africa. A basic introductory session on IP was conducted by Ms Udi Pillay from Adams & Adams Attorneys. Her session provided a foundational understanding of copyrights, trademarks, and other forms of IP, tailored specifically for creatives and emerging artists. The roadshow also included interactive case study sessions led by well-known local creative experts such as Qadasi & Maqhinga, and Mr Nthuthuko Ndebele (Mthuthu), who shared their personal journeys navigating the music industry and protecting their creative outputs through IP. These real-life stories provided practical insights into the challenges and opportunities in the creative sector. Adding further value, was Ms Zanda Mthembu from Ukhozi FM who shared industry-specific advice on how musicians can effectively submit their music to radio stations, demystifying the selection process and emphasizing the importance of professional presentation and copyright compliance. In a powerful segment focusing on the role of stakeholders, Ms Ntanganedzeni Muanalo presented on how creative outputs can act as catalysts for supporting and sustaining the arts, highlighting institutional and policy support mechanisms available to artists.

The event also featured vibrant performances from students representing Mangosuthu University of Technology (MUT), Durban University of Technology (DUT), University of KwaZulu-Natal (UKZN), Esayidi TVET College, and the University of Zululand (UniZulu). These performances showcased the depth of talent within the province and reinforced the central message of the event that creativity, when protected and nurtured through intellectual property, can drive meaningful economic and social transformation.

❖ **World Intellectual Property Celebration (25 April 2025)**

The WIPD celebration culminated in a flagship event that brought together innovators, students, academics, and industry partners to reflect on this year’s World IP Day theme, celebrate local inventors, and recognize efforts made towards nurturing a culture of creativity and innovation in the KZN Region. This interactive workshop focused on practical aspects of intellectual property, with emphasis on a comprehensive understanding of intellectual property right in the music industry and creative sector in general.

As part of the World Intellectual Property Day celebrations, Mangosuthu University of Technology (MUT) provided a vibrant platform for student to showcase their talent through artistic expression through dance performances that brought the theme of the day to life. The event was facilitated by the dynamic Mr Felix

Hlophe, a popular radio personality and comedian from Gagasi FM, whose energy and insight helped maintain high levels of engagement throughout the programme. Key strategic partners also took to the platform to present on their respective offerings and support mechanisms within the creative and intellectual property ecosystem.

A thought-provoking panel discussion followed, featuring Ms. Lerato Moloi, Founder and CEO of Lawyers for the Arts South Africa (LASA), alongside representatives from the South African Music Performance Rights Association (SAMPRA), Ms Siziphiwe Majija and Ms Kutlwano Tshumo who shed light on the SAMPRA Development Fund and elaborated on the organisation's role in protecting the rights of musicians, singers, and performers. Adding depth to the programme, was the renowned jazz musician and cultural icon Mr Andile Yenana delivered an inspiring lecture on his journey as a music entrepreneur, highlighting the intersection between artistic excellence, entrepreneurship, and intellectual property protection.

❖ **Intellectual Property and Commercialisation Workshop Biomed (14 April 2025)**

The Intellectual Property Workshop conducted with the Biomedical technology final year students was aimed at equipping the students with the necessary skills needed to become innovative and entrepreneurial. The workshop introduced students to key aspects of intellectual property, covering topics such as patents, trademarks, plant breeders' rights, and trade secrets. The workshop was conducted on the 14th of April 2025.

❖ **High School Intellectual Property Workshops (29 May 2026)**

Intellectual property workshops were conducted at five selected high schools for Grade 11 learners. The purpose of these workshops was to equip learners with foundational knowledge of intellectual property and to prepare them for participation in the WIPO-SA Summer School. Additionally, the workshops served to introduce learners to the Innovation Challenge competition and to encourage their engagement in innovation-related activities.

In preparation for the WIPO South Africa Summer School on Intellectual Property and Technology Transfer, the TTO together with colleagues from the National Intellectual Property Management Office (NIPMO) and Companies and Intellectual Property Commission (CIPC) embarked on a mission to engage with five high school from different education districts. The objective was to educate learners about IP and its relevance to their future careers and preparing them for the high school competition taking place during the months of November and December 2025. The TTO team visited five high schools in August, conducting a series of interactive sessions and presentations on the basics of IP, emphasizing its role in innovation and entrepreneurship. These presentations were designed to be accessible and relevant to high school learners and their educators.

The following Schools were visited:

- Mqhawe high School
- Menzi high School
- Sidelile High School
- Sibusisiwe Comprehensive High School
- Menzi High School

❖ High School Innovation Challenge Competition: Art of Pitching (11 to 13 August 2026)

In preparation for the High School Innovation Challenge competition, selected high school learners, together with their educators, participated in a structured capacity-building programme. The WZASS2025 task team conducted approximately three to four preparatory visits to participating schools. These sessions focused on introducing learners to key intellectual property domains, the innovation canvas framework, effective pitching techniques, and the Sustainable Development Goals (SDGs). During these sessions, high school learners were challenged to identify problems faced by their respective communities and to specify which Sustainable Development Goals (SDGs) their proposed solutions addressed.

A total of five (5) local high schools from various educational districts were invited to participate in the WIPO-SA Summer School Innovation Challenge Competition. These schools were selected to participate in the innovation competition, which aimed at enhancing learners' understanding of intellectual property, commercialisation, and innovation.

Each of the schools above was allowed to nominate 10 learners to participate in the WIPO-SA Summer School High School Innovation Challenge Competition. Additionally, each school was required to send at least one or two educators to accompany the students during the programme and provide mentorship and direction during the preparation. Initially, training on the fundamentals of intellectual property was provided to the whole class, to give an overview of the concept to the class. Thereafter, the learners were reduced to the required number and the selected learners, together with the educators, participated in a comprehensive session led by the Summer School Task Team. The Summer School programme saw active participation from high school learners, who were well-prepared for the event through a series of three visits to all five schools. During these visits, learners were trained and equipped with essential skills on intellectual property, idea generation, and proof of concept development.

The preparatory training aimed at equipping both learners and educators with the necessary knowledge and skills to participate effectively in the pitch competition. The training covered the following areas:

❖ Introduction to Intellectual Property: High School Visits

This session covered the fundamentals of intellectual property, including all the domains of intellectual property (Patent, Copyrights, Trademarks, Trade Secret, Design and Plant Breeder's Rights) and how they relate to innovation.

Commercialisation: Learners were equipped with basic insights into the processes involved in taking innovative ideas and turning them into commercially viable products or services.

Innovation Canvas: High School learners were provided with training on the use of the innovation canvas as a tool for mapping out the core aspects of their innovation from concept to implementation.

First Visits: 09, 10 and 11 April 2025
Second Visit: 28, 29, 30 May 2025
Third Visit: 11, 12 and 13 August 2025.

Total of 5 schools visited in particular for this workshop as per the schedule above.

Final engagement: Innovation challenge pitch: 01 December 2025

The learners showed great enthusiasm and eagerly anticipated the pitch day. On the day of the event, all the participating schools showcased groundbreaking, innovative ideas, which were presented to a panel of invited judges.

The following schools were recognized for their exceptional presentations:

- First Prize: Sidelile High School
- Second Prize: Sibusisiwe Comprehensive High School
- Third Prize: Mqhawe High School
- Fourth Prize: Qinisani High School
- Fifth Prize: Menzi High School

To honour their achievements, cheques and certificates of participation were awarded to all five schools, with the top three schools receiving trophies. Additionally, all learners and educators involved were presented with certificates in recognition of their hard work and participation. The event successfully highlighted the creativity and potential of the students, fostering a spirit of innovation and learning.

❖ **Intellectual Property Workshop: Agro-processing (16 August 2026)**

The Intellectual Property Workshop conducted with the Community Extension Advanced students was aimed at equipping the students with the necessary skills needed to become innovative and entrepreneurial through agro-processing. The workshop introduced students to key aspects of intellectual property, covering topics such as patents, trademarks, plant breeders' rights, and trade secrets. The workshop was conducted on the 16th of August 2025.

❖ **World Intellectual Property Organization (WIPO) South Africa Summer School on Intellectual Property and Transfer of Technology (24 November to 05 December 2025)**

The 17th World Intellectual Property Organization (WIPO) South Africa Summer School on Intellectual Property (IP) and Transfer of Technology (TT) was successfully hosted by Mangosuthu University of Technology (MUT) in partnership with the WIPO, the Department of Science, Technology, and Innovation (DSTI), the National Intellectual Property Management Office (NIPMO), the Companies and Intellectual Property Commission (CIPC) and the Japanese Patent Office (JPO). The WIPO-SA Summer School (WZASS) is a key educational initiative designed to build expertise in Intellectual Property Management, Commercialisation, and Technology Transfer. With the aim to enhance a deeper understanding of intellectual property rights (IPR), technology transfer, commercialisation, and innovation management among participants from diverse sectors. The primary objective of the WZASS was to provide an opportunity for local and international senior students, young professionals, and any other interested person to acquire a deeper understanding of the IPR, technology transfer, commercialisation, and innovation management among participants from diverse sectors. This objective is closely supported by the desire for WZASS participants to gain an appreciation of the role of IP as a tool for economic, social, and technological development. This program was designed to allow engagement between the participants and facilitators through lectures, case studies, simulation exercises, and group discussions on the selected topics, with an orientation towards an interface between IP and other disciplines, with an emphasis on management and Commercialisation of

Intellectual Property. The programme brought together about 132 participants both in person and virtual platform participating at the WZASS2025. Attendees included students, researchers, early-career professionals, and innovation practitioners from South Africa, other African countries, and beyond the continent. Delivered in a hybrid format, the two-week programme focused on empowering the next generation of African innovators with practical knowledge of intellectual property (IP), technology transfer, commercialisation pathways, and innovation management. The topics covered during the two-week Summer School are shown in Table 21 further below.

❖ High School Innovation Challenge Competition (01 December 2025)

The High School Innovation Challenge Competition was hosted as part of the WIPO-SA Summer School to promote innovation, creativity, and problem-solving skills among high school learners. The competition aimed to introduce learners to the fundamentals of innovation and intellectual property while encouraging them to develop practical solutions to real-world challenges

The following Schools were visited:

- Sidelile High School
- Sibusisiwe Comp-tech High School
- Mqhawe High School
- Qinisani High School
- Menzi High School

During the competition, each school had 10 minutes to present their innovation, followed by a 5-minute question-and-answer session with a panel of five judges drawn from both academia and industry. Presentations were evaluated based on creativity, relevance, feasibility, and potential social or economic impact. The judges carefully evaluated the learners as they pitched, taking into account the clearly outlined criteria to ensure a fair and thorough assessment. All the high school pitch were considered with attention to detail, as the panel weighed creativity, originality, execution, and overall impact. After thoughtful deliberation and discussion, the judges reached their decisions and selected the winners. The results were then announced, celebrating the exceptional talent and effort demonstrated by all participants. This process not only highlighted the standout contributions but also reinforced the integrity and transparency of the judging process.

Prizes were given as follows:

1st prize: Sidelile High School
2nd prize: Sibusisiwe Comp-tech High School
3rd Prize: Mqhawe High School
4th Prize: Qinisani High School
5th Prize: Menzi High School

❖ Innovation Challenge Competition: Agro-processing Pitch (07 November 2025)

Following a series of capacity-building workshops conducted to prepare students for the pitch competition, advanced participants were afforded the opportunity to conceptualize and present innovative ideas within the field of agro-processing. These workshops were designed to enhance students' entrepreneurial thinking, technical knowledge, and presentation skills, thereby equipping them to develop viable, impactful solutions addressing current challenges in the agro-processing sector. Subsequent to the presentations, a rigorous evaluation process was undertaken to identify the most promising and high-impact solutions. The selected projects demonstrated strong potential in terms of innovation, feasibility, and relevance to industry needs. These outstanding solutions were then chosen to represent the university at the WIPO-SA Summer School, where they were showcased as exemplars of the institution's commitment to fostering innovation, intellectual property awareness, and practical problem-solving among its students.

Table 21: Summary of Student Projects

STUDENT PITCH		
Project Title	**Student Name**	**Department**
Repurposing Medicinal Plants & Sage Plants as Natural Fabric Dyes	N Mahaye	Community Extension
Shoes Rack Bench Innovation	S Mazibuko	Community Extension
Cow Dung Soap Innovation	S Mazibuko	Community Extension
Embo-Coconut pot, cup and inorganic fertilizer	Z Jenkins	Community Extension
ZestWrap Snack Pack: Orange Waste to Eco-Packaging	M Buthelezi	Community Extension
ZestWrap Snack Pack: Orange Waste to Eco-Packaging	SWZ Mgenge	Community Extension
E-coalizer	NL Ndlovu	Community Extension
Fueling the roots of life / Ugobho Herbal Tea	N Zondi	Community Extension
Eco Bloom	NA Ngcobo	Community Extension
Hemp based animal feed	BB Kunene	Community Extension
Odorless by Nature Deodorant	L Zondi	Community Extension
Eco-Bin	L Jeza	Community Extension
Coconut Seed Container	ZZ Biyela	Community Extension
Terrazzo Mat	ZZ Biyela	Community Extension
Umdolofiya Skin Soother	N Zondi	Community Extension
Nestware Biodegradable Bowl	PC Lubanyana	Community Extension

The topics covered during Summer School are shown in Table 22 below.

Table 22: Summer School Topics

Topics	Description
Topic 1	Technological Advancements – Setting the Scene
Topic 2	What does the Fourth Industrial Revolution hold?
Topic 3	**Round Table Discussion:** Role of Policies – SA Innovation and IP Policies Imperatives.
Topic 4	Overview of Intellectual Property and Technology Transfer – Setting the Scene.
Topic 5	Critical Partnerships: Industry – academia collaboration.
Topic 6	**Round table discussion:** Government Funding models
Topic 7	Overview of Inventions and Patents
Topic 8	National and International Protection of Patents – A step by step practical approach
Topic 9	Importance of Substantive Search and Examination – A comparative Analysis of SSE Country and a Formalities Examination country.
Topic 10	Copyright and Music: How to protect Artists, Composers and Producers.
Topic 11	Importance of Designs protection and their Industrial Application.
Topic 12	Trademarks: Introduction and legal practice perspective.
Topic 13	Trademarks: How does the IP office review and approve trademarks
Topic 14	Trademarks: Role of Trademarks in technology transfer.
Topic 15	Exercise: Divide into groups - Develop a problem, devise a solution, identify all forms of IP possible and devise a technology transfer strategy.
Topic 16	The international negotiations at WIPO: Is a conclusion finally in sight?"
Topic 17	Exercise: Participants feedback session.
Topic 18	Traditional Knowledge, Genetic Resources (including geographical indications) and Traditional Cultural Expressions – Towards a Suitable Protection System for South Africa and other developing countries.
Topic 19	Food innovations using IKS to diversify local food environments.
Topic 20	Overview of copyright.
Topic 21	What does it mean to be e-savvy?
Topic 22	The role of Patents and Know How/Trade Secrets in Technology Transfer– A step by step approach.
Topic 23	Collective Management Organisations (CMOs) in SA.

Topic 24	Unlocking Creativity: The Economics of Copyright in the Arts, Social Sciences and Humanities.
Topic 25	IPRs and Open Data, Open Innovation and Open Access
Topic 26	Exercise: Divide into groups: Searching for IP using free online resources and preparation of a report by each group.
Topic 27	Digital Innovation platforms – Building a vibrant innovation ecosystem.
Topic 28	IP and Antitrust Policy: Protecting IPRs and promoting fair competition.
Topic 29	Licensing Contracts: Best practices, Pitfalls to Avoid and Essential Elements
Topic 30	IP Audit: What is it and why do you need it? Why, How and When?
Topic 31	Exercises: Divide into groups: IP Licensing and Negotiations.
Topic 32	IP Valuation: A Practical Approach.
Topic 33	Exercise: Divide into groups: Intellectual Property Valuation.
Topic 34	Full Investment Life Cycle for Technologies.
Topic 35	Factors for success and failure of SMMEs in commercialisation as well as formal/ informal relationships to be established with SMMEs in contracting them to commercialise a technology.
Topic 36	Show me the money – Role of private sector funding (Venture Capital, Business angels, etc.)
Topic 37	IP and the SDGs – how do we advance technologically in a sustainable manner.
Topic 38	IP and Public Health
Topic 39	The Practical Impact of IP Waivers on Access to Medicines.
Topic 40	Data, Artificial Intelligence, and IP ownership.

12.8 Community Engagement

There was significant progress during 2025 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

a. Impact across Key Focus Areas

Mangosuthu University of Technology (MUT) continued to advance its community engagement and development mandate in 2025 through community engagement projects aligned with four key focus areas: Skills development; Environmental Sustainability and Resilience; Food Security, Health and Safety; and Nation Building, Social Cohesion. These programmes collectively contributed to improving livelihoods, building capacity, and strengthening partnerships with surrounding communities.

In the Food Security, Health and Safety focus area, programmes such as the Food Security for Better Health (FSBH) Project supported primary schools in Umlazi with agricultural training to address food insecurity and promote better nutrition. Additional initiatives improved hygiene practices among street vendors in Umlazi and Isipingo, while the Marianridge Community Development Project strengthened food production in the community of Marianridge. The Assisted Reproductive Technology (ART) Project enhanced livestock productivity for rural farmers in uMzimkhulu, contributing to improved livelihoods and sustainable agricultural practices.

In the skills development focus area, several projects were implemented to empower learners and youth with practical technological and technical competencies. These included STEM education initiatives in high schools, Digital Literacy programmes, STEM Robotics Education and 4IR Development, as well as the Motor Vehicle Mechanic Repair Project. Other interventions focused on training SMMEs, addressing drug and substance abuse, promoting reading literacy, and fostering entrepreneurship. Collectively, these programmes enhanced innovation, strengthened career readiness, and encouraged self-reliance among young people from disadvantaged communities, particularly in Umlazi, while also supporting their active participation in the Fourth Industrial Revolution (4IR).

Under Environmental Sustainability and Resilience focus area, projects including the Ecosystems Rehabilitation and Restoration (ERR) and the Environmental Education and Sustainability (EES) initiatives engaged community members in coastal clean-ups, wetland rehabilitation, tree planting, and climate change awareness activities. The emerging MUT Biogas Project further aims to support renewable energy solutions in rural communities such as Bergville, promoting sustainable environmental practices and resilience to climate change.

Under the Nation Building, Social Cohesion and Skills Development focus areas MUT promoted literacy, sports, and entrepreneurship initiatives. Initiatives such as the Funda Nathi Reading Project and the MUT Reading Project Competition enhanced literacy among learners from Umlazi and Pinetown. The MUT Schools and Community Cup project strengthened social cohesion by bringing together primary and high school learners to participate in football, netball, and chess competitions, encouraging holistic youth development. A total of 307 MUT students participated in the CEAD Volunteerism Programme, engaging in community, environmental, and educational initiatives. From 1–31 July 2025, MUT led Mandela Month through student- and community-driven initiatives that promoted volunteerism, social responsibility, and partnerships, addressing issues that pertain to education, environmental sustainability, poverty, and digital literacy. These activities strengthened community relationships, advanced teaching and learning through engagement, and reinforced MUT's commitment to social impact and Mandela values. Collectively, these initiatives demonstrate MUT's commitment to community-responsive engagement, empowering learners, youth, farmers, and community members with knowledge, skills, and opportunities that contribute to sustainable development, improved livelihoods, and stronger, more resilient communities.

Table 23: Focus Areas of Community Engagement

Focus area	Frequency	Percentage (%)
Food security, health and safety	11	31,43%
Skills development:	12	34.28%
Environmental sustainability and resilience	9	25,71%
Nation building and social cohesion	3	8.57%
Total	**35**	**100%**

b. Student Volunteerism

In 2025 student volunteers were actively involved in a range of community engagement initiatives coordinated by the CEAD Directorate and its partners. Key activities included the hosting of the Minister of Sports in collaboration with its partner, Sivusisizwe Africa initiative. Students also participated in Mandela Month outreach at the Denis Hurley Centre where they helped in the preparation and serving of meals to the homeless beneficiaries, and contributing to a beach clean-up initiative organised by the eThekwini Municipality. Additional engagements included orientation and reflection sessions, as well as student involvement in the Scholarship of Engagement Conference hosted by MUT on 18-20 November 2025. Furthermore, the CEAD Directorate partnered with Environmental and Language Education Trust (ELET) to deliver STEM educational support to Grade 12 learners across several local schools. Overall, the programme demonstrated strong student participation, while highlighting areas for improvement in volunteer commitment and retention.

Activity	Number of volunteers
Registered student volunteers with CEAD	61
Dennis Hurley student volunteer programme	73
Special volunteer programme during Madela month	22
Green Initiative for climate change	100
Donation of waste bins by MUT Nature conservation Department	20
Mandela month sports event	31
Total	**307**

c. Marketing of Community Engagement

In 2025, MUT strengthened the visibility of its community engagement initiatives through targeted marketing and strategic communication platforms. A total of four editions of the Ubuntu Nexus quarterly newsletter were published, highlighting community engagement initiatives and community-based research outputs that contribute to societal impact. These publications showcased key projects addressing key focus areas such as food security, health and safety, environmental sustainability and resilience, skills and literacy development, STEM and digital education, social cohesion and nation building, youth empowerment, entrepreneurship, and civic engagement. The newsletters also provided a platform for partners and collaborators to share their experiences of working with MUT on various community-based initiatives.

Major highlights featured in the newsletters included the Community Engagement Day held on 5 March 2025, which brought together faculty leaders, students, local schools, and external stakeholders to showcase projects in areas such as water purification, coding and robotics, and environmental education. In addition, a Mandela Month Special Edition of the Ubuntu Nexus newsletter was published during the third quarter, highlighting a range of outreach initiatives undertaken by the three faculties and support departments in commemoration of Mandela Month. These initiatives included the launch of substance abuse project, environmental sustainability programmes, school-based outreach activities, and volunteer initiatives supporting vulnerable communities, thus demonstrating MUT's commitment to social responsibility and community impact. Furthermore, key institutional milestones such as the Research, Innovation and Engagement (RIE) Awards Ceremony held on 3 October 2025 and the inaugural Scholarship of Engagement (SoE) Conference held from 18–20 November 2025 were promoted through various institutional platforms including the MUT website and the Community Engagement and Development Directorate webpage.

Community engagement programmes were further promoted through social media and institutional communication platforms. Initiatives such as the Student Volunteer Programme, Mandela Month activities, reading projects, and coastal cleaning campaigns were marketed through WhatsApp groups, posters, MUT Facebook page, and Instagram, enabling broader institutional and community awareness. In addition, MUT's community engagement work received national visibility through the Community Engagement South Africa (CESA) national quarterly newsletter (December 2025 edition), where several MUT initiatives were showcased alongside engagement work from other South African universities.

MUT Radio served as an important institutional platform for promoting MUT's community engagement initiatives. During 2025, the station featured approximately 15 community engagement initiatives, including live broadcasts, studio interviews, and outside broadcasts highlighting community engagement activities across the university. The coverage included projects implemented across the three faculties as well as initiatives led by the Community Engagement and Development Directorate (CEAD). These included Mandela Month activities, student volunteer programmes, and projects aligned with MUT's key engagement focus areas such as Skills development, Nation building and Social Cohesion, Food Security and Safety, Environmental Sustainability and Resilience.

Key radio broadcasts included coverage of Community Engagement Day, the Reading Project competitions (three editions held in March, June, and September 2025), and the MUT Community Cup, a social cohesion and nation-building initiative held on 18–19 August 2025. Additional radio engagements featured interviews and discussions on projects such as the Food Safety Training Project, the Marianridge Community Development Initiative, the Assisted Reproductive Technology (ART) Project, the Sithula Ulwazi Entrepreneurship Development Project, and the Funda Nathi Literacy Project.

The station also hosted reflective discussions on Mandela Month community outreach initiatives and highlighted student volunteer activities at the Denis Hurley Centre. Furthermore, MUT Radio provided extensive coverage of the MUT Scholarship of Engagement Conference, featuring interviews with the Vice-Chancellor Prof Nokuthula Sibiya, scholars, students, and representatives from the Human Sciences Research Council (HSRC). These radio engagements strengthened public awareness of MUT's engagement initiatives while amplifying the voices of academics, students, and community partners, thereby reinforcing the university's commitment to socially responsive scholarship and societal impact.

Beyond digital and broadcast platforms, MUT also showcased its work at national and international platforms such as the Scholarship of Engagement Conference and its participation in the International Association for Research on Service-Learning and Community Engagement (IARSCLE) Conference. Engagement initiatives were further promoted during institutional events such as the students orientation, First-Year Experience Programme, Community Engagement Day, CEAD notice boards, and university communication channels. Creative approaches such as arts and music performances involving school learners, including poetry recitations and songs promoting community engagement, were also used to raise awareness and encourage participation in engagement programmes. In addition, MUT collaborated with CESA and partner universities, which further amplified MUT's engagement initiatives through shared platforms and national networks.

d. Partnerships

MUT strengthened its community engagement initiatives in 2025 through a range of strategic partnerships locally and internationally. Locally, several partnership agreements were successfully established, enabling collaboration with a diverse group of stakeholders, including government entities, civil society organisations and private sector partners and public entities. Key partners included eThekwini municipality, TOYOTA Motor Corporation, NRF-SAASTA, BankSeta, the Environment and Language Education Trust (ELET), the Moses Kotane Research Institute, the Small Enterprise Development Finance Agency (SEDFA), Azibuyemasisweni Digital Technologies, Shuter and Shooter, Dexter Matu and Zama Agricultural Academy, Sivusisizwe Boyz to Men initiative, and the Denis Hurley Centre. These collaborations facilitated the implementation of targeted programmes benefiting learners, small businesses, and local communities. Educational initiatives, particularly the Reading, STEM and Digital Literacy programmes, were among the most impactful activities carried out with the partners such Shuter and Shooter, BankSeta and ELET. These programmes equipped Grade 12 learners from disadvantaged local schools with essential academic and technological skills.

The eThekwini municipality hosted its weekly service-learning forum sessions which brought different stakeholders from academia, government, civil society organisations an private individuals. The weekly forum provided platform for MUT to showcase its community engagement initiatives. The municipality also collaborated with MUT on various community engagement initiatives throughout 2025.

Toyota Motor Corporation donated R85,000 towards community development initiatives, supporting the Toyota laboratory at MUT in empowering unemployed youth and communities in Umlazi with mechanic skills.

NRF-SAASTA contributed R250,000 towards inaugural SoE Conference 2025 and supported the programme by facilitating a keynote address on advancing science engagement and community-based knowledge. NRF-SAASTA also provided SIEMS data showing strong and diverse participation, with 302 attendees from academia, government, industry, and civil society.

The Moses Kotane Research Institute supported skills development by delivering training in entrepreneurship, digital literacy, Python programming, and data analysis at the uMlazi Digital Centre, an initiative of the Institute based on the MUT campus. Similarly, Azibuye Digital Solutions capacitated local communities on Digital literacy skills. SEDFA supported small enterprises through capacity-building initiatives in business planning, compliance requirements, and financial management. Collectively, these interventions strengthened local economic development and enhanced entrepreneurial capacity within communities.

Denis Hurley Centre created structured opportunities for student volunteerism, enabling MUT students to actively participate in community service. In addition, collaborations with organisations such as Sivusisizwe and Heartlines addressed critical social issues, including youth empowerment and fatherhood. Environmental awareness and civic responsibility were promoted through MUT's participation in the eThekwini Municipality International and other coastal clean-up campaigns.

In partnership with the Hope Revolution Vision, MUT's Mandela Month programme united community leaders to collaboratively develop sustainable, community-driven solutions to drug and substance abuse practical action, and shared values.

The community engagement partnerships undertaken in 2025 were largely successful in advancing MUT's strategic objectives. The initiatives effectively addressed educational gaps, supported small business development, and promoted social and environmental awareness. The partnerships have enhanced the university's reputation, expanded its network of collaborators, and created opportunities for future growth. Continued investment in such initiatives will be essential to sustain and further expand MUT's impact within communities.

Regarding International partnerships MUT was active in these partnerships as follows:

(i)The Committee for South African Solidarity (COSAS) to promote international collaboration in volunteerism. A number of activities were undertaken, including a live radio interview on 30 July 2025 and a masterclass held on 31 July 2025. COSAS was established in 1993 as part of efforts to advance the ideals of the Freedom Charter and to continue the work initiated at the end of apartheid.

COSAS is an all-volunteer, membership-based organisation in the United States, comprising South Africans, Africans, students, professionals, and others committed to building solidarity between working people in the U.S. and those in South Africa who continue to strive for economic and political freedom as envisioned in the Freedom Charter. Volunteers contribute through writing, designing, publishing, and distributing the COSAS newsletter.

The organisation publishes the South African Beacon to present alternative perspectives on post-apartheid South Africa and to counter mainstream Western media narratives. Through its Solidarity Campaign, COSAS has distributed thousands of pounds of school supplies to more than 30 schools across Gauteng, KwaZulu-Natal, Northwest, and Western Cape provinces, as well as seven schools in Tanzania. MUT has identified three rural schools to benefit from these donations.

In addition, COSAS facilitated a masterclass in 2025 focused on strategic approaches to volunteerism. The session aimed to support MUT's internationalisation agenda and to equip both staff and students with practical models of volunteer engagement, fostering a stronger culture of volunteerism within the institution.

- **Talloires Network of Engaged Universities**

MUT's students from the Faculty of Management Sciences and the Faculty of Applied and Health Sciences took part in the annual MacJannet prize competition that recognises exceptional student civic engagement initiatives. The annual MacJannet prize competition is an initiative of the Talloires Network of Engaged universities which is a growing global coalition of universities who have publicly committed to strengthening the civic roles and social responsibilities of their institutions. It is the largest international network focused particularly on University civic engagement.

- **UNESCO Knowledge for Change Global Consortium**

MUT is the beneficiary of the UNESCO Knowledge for Change (K4C) Global Consortium African Training in Community Based Participatory Research for Action and Impact, a University Capacity Development Programme (UCDP) funded project. The UNESCO Knowledge for Change (K4C) Consortium is an international network focused on expanding Community-Based Participatory Research (CBPR) and Critical Service Learning (CSL) across the globe. The network is decentralized across the continents; various countries participate through HUBs. This movement addresses the epistemic injustice caused by traditional research paradigms by promoting collaborative knowledge production with communities and fostering social transformation aligned with the Sustainable Development Goals (SDGs). The overall purpose of this project is to educate a new generation of academics and students in Engaged Teaching (Critical Service Learning) and Community Based Participatory Research (CBPR) through collaborative partnerships and an integrated approach to CE within the academic project. Through this comprehensive project-based program, participants from MUT are learning and practicing theories and methodologies in Community Based Participatory Research (CBPR), as well as effective teaching methods for teaching CBPR at their institution.

e. Events

MUT hosts a number of community engagement events with the purpose of showcasing its commitment to community engagement as mandated by DHET, awarding for excellence, and keeping stakeholders involved in the University's engagement initiatives. The following events were hosted in 2025.

- **Community Engagement Day**

The Mangosuthu University of Technology Community Engagement and Development (CEAD) Directorate hosted the annual Community Engagement Day on 5 March 2025 at Seme Hall to afford project leaders from faculties an opportunity to showcase community engagement projects and encourage wider participation in socially responsive initiatives. Faculty Deans presented faculty-led projects, while an essay competition invited students to reflect on MUT's Strategic Goal 3:Excellence in Community Engagement. Primary school learners from local schools also participated in a reading activity linked to the university's Reading Project. Additional presentations highlighted community engagement initiatives such as the MUT Schools and Community Cup project, and messages of support from local universities and SEDFA emphasized the importance of partnerships in promoting sustainable community development and collaboration between universities and external stakeholders.

- **MUT Schools and Community Cup**

The **MUT Schools and Community Cup**, held on 18–19 August 2025 at King Zwelithini Stadium and Victoria Mxenge Indoor Sports Centre, is an annual university community engagement initiative under focus area Natian building and **Social cohesion through sport**. Established in 2023, the tournament aims to promote healthy lifestyle among learners, improved academic performance, nurturing and enhancing talent in sport addressing the ever-increasing scourge of social ills. The event brought together primary and high school learners from Umlazi to compete in football, netball, and a pilot chess programme.

The primary beneficiaries were **learners from participating Umlazi schools**, selected based on criteria that included location within the Umlazi area, active participation in official school sport programmes, and strong academic performance (schools required a matric pass rate above 75–80% in the preceding year). Through participation in the tournament, learners benefited from opportunities to develop **sporting talent, teamwork, discipline, and leadership skills**, while fostering unity and positive youth engagement.

The initiative was delivered through strong collaboration between MUT departments, community organisations, sports associations, and government partners such as the **KwaZulu-Natal Department of Sport, Arts and Culture and the eThekwini Municipality**. Additional support included transportation for participants, meals and refreshments, medical services, security, and officiating by qualified sports officials.

Overall, the tournament contributed to **strengthening partnerships between the university and local communities, promoting healthy lifestyles, and creating platforms for youth talent identification and development**. Despite challenges such as limited funding and resource demands as the programme expands, the event was considered successful, particularly with the inclusion of primary schools and chess, and received media coverage from **Ilanga and Ukhozi FM**.

- **International Mandela Month**

From 1 to 31 July MUT coordinated the annual Mandela Month 2025 which was largely student- and community-centred, guided by the university's community engagement philosophy and aimed at promoting volunteerism, social responsibility, and partnerships with community organisations . A number of activities were implemented through collaboration between university departments, students, and external partners, addressing key priorities such as substance abuse awareness, environmental sustainability, education support, digital literacy, and poverty relief.

Highlights included the refurbishment of a local school, Mafukuzela Primary School, Environmental Education and Sustainability project activities, the launch of the Green Initiative for Climate Change project, tree planting, the Digital Reading Initiative at Ndukwenhle High School by MUT library services, hygiene pack donations to a school in kwaMashu, Grade 12 university readiness programme, the Denis Hurley Centre meal programme for the homeless, webinar by the Directorate on Institutional Planning and Research on a data and strategy, volunteerism master classes with Committee of South African Solidarity COSAS, and a Mandela Month sports day. CEAD donated toys to KZN society for the blind and wastebins to a local school.

These initiatives strengthened university–community relationships, integrated teaching, learning and research with community engagement, promoted Mandela values such as ubuntu and service, and contributed to MUT's strategic goal of excellence in community engagement, while enhancing the university's reputation as an institution committed to social impact.

- **Inaugural conference on the Scholarship of Engagement (SoE)**

On 18–20 November 2025, MUT hosted its inaugural conference on the Scholarship of Engagement (SoE), highlighting community engagement as a core function that integrates teaching, learning, and research to ensure socially responsive and relevant scholarship. The conference positioned universities as key drivers of social transformation, emphasizing collaboration with communities, the co-creation of knowledge, and the importance of partnerships and funding support. Key discussions and keynote addresses stressed the need to close the knowledge gap, value indigenous knowledge systems, and move away from isolated, elitist academic practices toward inclusive, impactful, and locally grounded approaches. Through panel discussions, workshops, and over 80 presentations, participants explored challenges such as the limited academic recognition of SoE, the need to center marginalized voices, and the importance of stronger collaboration between academia, government, and communities. Workshops promoted innovative and context-sensitive engagement methods, while student and research contributions demonstrated practical applications in areas such as environmental conservation, community development, and socio-economic empowerment. With broad participation from academia, government, industry, and communities, including national and some international representation, the conference successfully fostered knowledge exchange, collaboration, and networking, ultimately reinforcing the importance of inclusive, equitable, and action-oriented approaches to addressing societal challenges and enhancing the role and visibility of Mangosuthu University of Technology.

- **Community Engagement Excellence Awards**

The Mangosuthu University of Technology hosted the Research, Innovation and Engagement (RIE) Awards on 3 October 2025 to recognize and encourage excellence in community engagement among staff and students. The awards aimed to promote a culture of engagement, recognize community-based scholarship, and strengthen partnerships. A total of 11 projects received awards i.e. 1 Bronze award, 2 silver awards and 3 gold awards from across the three faculties. Faculty members who received awards were Dr Ndaba (Faculty of Management Sciences) for the Funda Nathi Literacy Project (Bronze), Dr Ighodaro (Community Engagement and Development Directorate) for the MUT Reading Project (Silver), and Dr Chidzonga, Dr Jugoo, and Dr Tshibangu (Faculty of Engineering) for the STEM Robotics Education and 4IR Development Project (Silver). Gold awards were presented to Dr Mapeka and Dr Mbanjwa (Faculty of Applied and Health Sciences) for the Assisted Reproductive Technology and Environmental Education and Sustainability projects respectively, and to Mr Ganyile (Directorate of Sport and Recreation) for the MUT Schools Community Cup project. Acknowledgements were accorded to Dr Hlungwani, Ms Nkosi, and Dr Manyatsa (all from the Faculty of Applied and Health Sciences, for their consistency/ unwavering diligence in community engagement initiatives. Two student volunteers Ms Nofezile Jali and Ms Sthandwasethu Mampuru from the Faculty of Management Sciences were awarded for their outstanding contributions to student voluntarism.

Mangosuthu University of Technology (MUT) participation in the 25th International Association for Research on Service-Learning and Community Engagement (IARSCLE) Conference. On 13–15 August 2025 MUT took part in the 25th International Association for Research on Service-Learning and Community Engagement (IARSCLE) Conference under the theme "Celebrating a Quarter Century of Impact: Reflecting on Our Mission and Charting Inclusive Future Directions." The conference provided a global platform for institutions to share best practices in service-learning and community engagement. MUT's participation supported its strategic direction of integrating community engagement into teaching, learning, and research, particularly as the university prepares to implement its new institutional strategy in 2026. Through engagement with international scholars and practitioners, the university gained insights into innovative approaches for embedding service-learning into curricula and strengthening the link between academic learning and societal impact.

MUT's involvement included the Vice-Chancellor's participation in a panel discussion with university leaders from other South African institutions, where key discussions emphasized that community engagement should be integrated into the core mission of universities rather than viewed as a separate activity. The university also showcased its community engagement projects through multimedia displays, while community partners presented artefacts demonstrating the outcomes of collaborative initiatives. These activities strengthened MUT's visibility, fostered partnerships, and highlighted the tangible social and economic benefits of university–community collaboration, reinforcing MUT's commitment to applied learning and sustainable community development.

f. Community engagement-related research productivity

A number of research-related outputs were realised from the community engagement projects in the form of manuscripts and conference or summit attendances as follows:

Conferences, summit:

- **Inaugural conference on the Scholarship of Engagement**

MUT hosted its inaugural Scholarship of Engagement (SoE) Conference (18–20 November 2025; hybrid, Durban). Led by the CEAD Directorate, the conference positioned MUT as a "hub of convergence" for multi-, inter- and transdisciplinary knowledge exchange with communities. The conference attracted 107 abstracts from South African universities, community partners, private organisations and one international university, with 87 oral and 20 poster presentations accepted through a double-blind review process. A total of 307 participants were in attendance. The conference featured keynote addresses, panel discussions (including community voices), workshops, parallel sessions and poster exhibitions, with strong MUT student participation. The conference strengthened networks, promoted Indigenous Knowledge Systems, advanced practical approaches to integrating community engagement into LT&R, enhanced MUT's visibility, and reinforced the university's broader social impact agenda.

- **UWC colloquium attendance**

Completed Manuscripts:

- Perspectives from Parents and Educators on the Impact of a STEM and 4IR Development Project in Two Township Schools in South Africa.
- The Role of Universities in Community Development: Lessons from the Environmental Education and Sustainability Project at MUT.
- Enhancing Community Development through Environmental Education: A Case Study of the Environmental Education and Sustainability Project at MUT.

12.9 Student Affairs Achievements in 2025

The Student Affairs Division has 5 units, each contributing to holistic student development and well-being.

a. Student Counselling Unit

- **First Year Orientation 2025**

The Student Counselling Unit successfully co-ordinated the Frist Year Orientation Program for first time entering students (FTEs) in the first and second semester of 2025. The Orientation programs took place on 10 and 11 February 2025 in the first semester for FTEs in all three faculties, and on 6 August 2025 for FTEs joining the Faculty of Engineering in the second semester. The comprehensive First Year Orientation program included departmental representation from, amongst others, the Office of the Vice Chancellor (OVC) , Registart's Office, Faculty Deans, Health and safety, Teaching and Learning Development Centre, Library Services, Student Funding, Campus Health Services, Sport and Recreation, Protection Services, Student Counselling Unit and Community Engagement and Development Directorate. Student leadership structures from ENACTUC MUT and SWEEP (Student Women Economic Empowerment Program) were also included in the program to highlight the University's efforts to support and promote entrepreneurship potential amongst students.

- **Peer Helper Program**

Peer helpers perform a critical supportive role to the Student Counselling Unit, helping to extend information and support to students on campus and in residences after their selection and training by the unit's professional staff. In 2025, a total of 113 students were selected and received comprehensive training to enable them to effectively and efficiently support their peers and the Student Counselling Unit's events and programs. Topics included in the Peer Helper training included mental health, confidentiality, depression and suicide, gender-based violence, disability and inclusivity, communication skills, facilitation skills, alcohol and substance abuse, program innovation, design and implementation. After the training Peer Helpers successfully conducted residence programs in 28 external residences as well as main campus residences, focusing on the topics they had been trained in. Noteworthy Peer Helper residence programs included GBV awareness, Disability and Inclusivity, Alcohol and Substance Abuse Awareness and Prevention, Mental Health and Proactive Help-seeking behaviours. Peer Helper innovation, creativity, teamwork, dedication and commitment were clearly evident in the extensive range of activities they undertook, their commitment to meeting deadlines and honouring their obligations as peer helpers committed to supporting peers, is commendable.

The 2025 Peer Helpers were acknowledged for their unwavering commitment and support to their peers and the Student Counselling Unit, at a mid-year Peer Helper team building session which took place off-campus, at the Estuary Hotel and Spa from 25 – 26 June 2025. The purpose of the team building retreat was to strengthen social cohesion and team building amongst the Peer Helper; to motivate them to continue striving for excellence in their roles, and to acknowledge the significant strides they had made within six months of training. Certificates of achievement were also given to the peer helpers for their successful engagement in the team building event. A Peer Helper End gala dinner was also hosted on 25 October 2025 at the Blue Waters hotel for those Peer Helpers who had consistently excelled and achieved their activity targets for the year, which included an off-campus venue experience and distributing of certificates for Peer Helper service, as well as certificates of excellence for the top achievers for the year.

- **Brotherhood Program**

Student Counselling's Brotherhood program provides a platform for male students to explore and engage on current issues directly impacting on their personal and academic lives, including issues around identity, masculinity, gender-based violence (GBV), peer pressure, alcohol & substance abuse, societal demands and expectations, goals and priorities. Brotherhood programs were held on campus and in student residences, features Peer Helpers and guest speakers who shared their success stories of overcoming adversity through discipline, hard work, responsible lifestyle choices and habits. The importance of positive role models and networks was also emphasized, with Peer Helpers and guest speakers serving as positive role models whom students can relate to and be motivated by.

A Campus-based Brotherhood program took place on 27 March, entitled 'Masculinity and Gender Equality' which sought to get young male students to critically examine societal norms around masculinity, to challenge harmful stereotypes and practices, to foster understanding of gender equality and its benefits and ultimately contribute to the prevention of GBV and the promotion of health interpersonal relationships.

- **Sisterhood Program**

Similar to the Brotherhood program, Student Counselling's Sisterhood program also provides a platform for female students to explore current issues directly impacting on their personal and academic lives. A successful Sisterhood movie Night was hosted by Student Counselling on 27 March 2025, in the Student Centre foyer. A total of 133 female students attended the event. This initiative was specifically designed to address the pressing challenges faced by young women particularly adolescent pregnancies, by providing them with the knowledge, skills, and support necessary to make informed decisions about their sexual and reproductive health. The event strategically adopted the concept of a Sisterhood Movie Night to maximize attendance under conditions that would appeal to students. Before the screening of the film, the student counsellor led an informative and interactive PowerPoint session that focused on critical thinking, assertive communication, dealing with peer pressure and building positive relationships.

- **Community outreach**

The Student Counselling Unit successfully undertook career guidance initiatives aimed at empowering underprivileged learners from rural communities with information and skills to make informed decisions regarding tertiary studies, career paths, as well as to explore diverse opportunities and navigate the complexities of the job market. Student Counselling visited King Shaka High School on 28 February 2025 and assisted 86 grade 12 leaners, while the unit continued to collaborate with KHULA EDUCATION on its highly successful Career Guidance Expo held in Dundee from 5 – 6 March 2025, with a total of 1379 grade 11 and 12 learners from local communities benefitting from the intervention. On 25 July 2025, the Student Counselling Unit provided career guidance to grade 9 and grade 12 learners at Ndengetho High School. The Student Counselling Unit also supported the SRC Deputy President, Ms Skholiwe Khumalo, in her career guidance community outreach initiative to Ndeya Zenex Secondary School (Adams Mission, KZN. Grade 11 and 12 students gained valuable insights into potential career paths which could be pursued through informed and intentional course planning and application.

- **Multi-disciplinary campaign tackling alcohol & substance abuse**

The Student Counselling Unit undertook its annual alcohol and substance abuse awareness collaboration with the Department of Social Development Head Office (Pretoria), provincial Office (Durban, Umlazi), SANCA and Newlands Park Rehabilitation Centre on 6 and 7 May 2025. The theme of the campaign was

"Integrated Campaign on Substance Abuse, GBV & Social Crime". The campaign was hosted at the Student Centre and Anniversary Lane, with highlights including the implementation of the Early Risk screening tool (ASSIST TOOL), which assists students to assess their levels of risk and to take proactive steps towards recovery and healing, as well as the presence of social workers on-site to provide immediate clinical intervention and referral where necessary.

- **Disability Capacity-Building Partnership with University of Cape Town (UCT)**

The Student Counselling Unit has made progressive strides in the area of disability inclusion and transformation, assisting the university to advance its strategic objectives of promoting an inclusive, enabling and supportive environment for all students, including students with disabilities. To this end, The MUT Student Counselling Unit was selected, by the University of Cape Town (UCY), along with three other institutions, to partner with them on a 24-month Disability Capacity-Building Project. The purpose of the Capacity- Building Project is to support institutions of higher learning in the implementation of the DHET's Strategic Policy Framework on Disability for the Post-School Education and Training System, through the provision of donor funding for skills development. Donor funding through the project has enabled 2 Disability Project Officers to be appointed on a contract basis from March 2025 – February 2027. In addition to capacity-building skills development, the Disability Project Officers will be assisting the Student Counselling Unit in its efforts to establish a fully-fledged Disability Support Unit.

Since their appointment in 2025, the Disability Project Officers have conducted ongoing disability awareness and sensitization training for SRC (former and current), Peer Helpers, Peer Educators, and staff from various academic, administrative and support service departments. These included Faculty of Engineering, Faculty of Management Sciences (Marketing Department; Human Resource Management; Office Management & Technology; Public Administration; Office Management), TLDC mentors, Library Department, Sports coaches and administrative staff; Examinations Department as well as the Operations Directorate (Infrastructure and Maintenance).

The Disability Project Officers have furthermore provided much-needed expertise on infrastructure projects, including the construction of the residences on campus, with a particular focus on compliance with universal access of design during project conceptions, planning and implementation phases. The networking efforts of the Disability Project Officers has enabled MUT students with visual and auditory disabilities to be timeously assessed and diagnosed at the UKZN Audiology Eye Clinics (Westville Campus). To date, a total of 13 SWDs have been assessed at UKZN, with the recommendations from these assessments providing insight into the types of academic concessions, assistive devices and technology required for effective teaching and learning.

As part of strengthening the collaborative ACCESS4ALL partnership between UCT and MUT, the Disability Project Officers visited the University of Cape Town (UCT), University of the Western Cape (UWC), and Stellenbosch University from 15 September 2025- 18 September 2025. These visits formed of the project's national benchmarking exercise, with the aim of identifying best practices with respect to teaching and learning, infrastructure, resources and facilities. The insights gained from these visits will be shared with relevant departments and stakeholders at MUT, for purposes of improving access and inclusion for prospective and current MUT students with disabilities at MUT.

- **Gender-based Violence Capacity-Building**

Training on Gender-Based Violence (GBV) is critical to empower staff and students with the knowledge, skills, and tools to recognize, prevent, respond to, and report acts of GBV. Such training is particularly vital in institutions, workplaces, schools, and communities in which gender inequality and harmful cultural norms often go unchallenged. In July 2025, the Student Counselling Unit conducted GBV workshops for staff from Protection Services and Student Housing who are often first responders in GBV incidents.

The 16 Days of Activism for No Violence Against Women and Children is an annual global campaign observed from 25 November to 10 December. In support of this campaign, the Student Counselling Unit in collaboration with Peer Helpers, Student Leaders, Student Housing, Student Development Office and other internal stakeholders, coordinated a peaceful Femicide Walk across campus to symbolize unity and collective resistance against GBVF. Candle-lighting and a moment of silence in memory of slain victims and survivors of GBV. The event also included signing of a pledge by students and staff where they committed to uphold MUT's 'Zero-tolerance to GBV'.

On 1 October 2025, the Student Housing Unit hosted a successful GBV awareness campaign at Anniversary Memory Lane on the MUT campus. The event attracted over 1,000 students. During the session, facilitators and student leaders unpacked the meaning and impact of Gender-Based Violence (GBV), in accordance with the Constitution of South Africa and human rights principles. The discussion emphasized the importance of creating a safe and respectful campus environment. Students were also informed about the role and responsibilities of the House Committees, with a strong message that committee members must never misuse their positions or exploit students seeking assistance with residence matters. In addition, the session covered the different forms of sexual harassment and appropriate channels for reporting incidents. This initiative formed part of the university's ongoing commitment to promoting awareness, prevention, and accountability in addressing GBV within the MUT student community.

b. Campus Health Services

Campus Health Services hosted a Pregnancy Awareness event on Thursday, 13 March 2025 in the Student Centre Foyer. Campus Health collaborated with the Student Representative Council (SRC) and Student Housing Unit to increase the initiative's impact. The keynote address was conveyed by Mrs T. Ngcongo, a Professional Nurse from Umlazi J- Clinic. Through this collaborative effort, students received insightful information emphasizing the need of protected sex and contraception in preventing unwanted pregnancies and sexually transmittable infections (STI). Insight into contraception and its efficacy were shared. Students were advised to take an active approach to their sexual and reproductive health by discussing these issues with their partners in an honest and open manner, and to seek professional advice from health workers. 365 students attended the event.

The International AIDS Candlelight Memorial was started in 1983 by People Living with HIV (PLWH). and is commemorated on the third Sunday of May every year. It is a time to remember many lives that were lost to AIDS. It is also an opportunity to honour those who dedicated their lives to helping people living with and affected by HIV. Candlelight Memorial serves as a global platform for solidarity and a reminder of ongoing need to combat HIV and AIDS. The 2025 AIDS Candlelight Memorial was commemorated by Campus Health Services on the 11th of June 2025 under the theme: "We Remember. We Rise. We Lead" This theme emphasized the importance of remembering those lost to AIDS, rising to meet challenges, and leading the way towards a future free from HIV and AIDS.

The SRC President, Mr M. Ngubo, in attendance, emphasized the importance of self-care and utilizing available healthcare resources. Guest speakers included Mr Patrick Mdletshe, Head of Community Programs: Centre for the AIDS Program of Research in South Africa (CAPRISA) University of Kwa-Zulu Natal and Miss Ntokozo Mkhize, an HIV Ambassador and Activist. Both guest speakers emphasized that that young people today have a unique opportunity to take control of their health and access prevention, treatment and care regimen, resources and services at their disposal, i.e. Pre-Exposure Prophylaxis (PrEP) which is a gamechanger for HIV prevention and Antiretroviral Therapy (ART). The youth of today have different sexual and reproductive healthcare options available to protect them against HIV infection. Together with Campus Health Services, the MUT student community can make informed and responsible lifestyle choices that maximize the possibilities for successful living and learning beyond the classroom.

Campus Health Services hosted a special event on men’s health on 14 August 2025 for male students and staff. Carefully selected internal and external guest speakers provides valuable insights and perspectives on men’s health to the male audience, including navigating their sexuality, emphasizing the importance of self-awareness and informed decision-making as opposed to impulsive risk- taking behaviours.

Campus Health Services implemented a health and wellness event for female students on the 30th of September 2025. This event incorporated a Pap smear campaign specifically for female students and staff. The event was held in collaboration with various external stakeholders such as the Office of the Mayor, eThekwini Municipality Health, Health Systems Trust (HST), AIDS Healthcare Foundation (AHF) and AURUM. Services provided included pap smears, TB screening and contraceptive services. Presentations and dialogues from internal and external guest speakers provided valuable guidance to young women on healthy lifestyle choices and responsible decision-making, as well as the dangers of risky sexual behaviours.

Breast Cancer Awareness Month is an international health campaign commemorated annually in October to promote screening and prevention of breast cancer. The theme for breast cancer awareness 2025 by the World Health Organization (WHO) was “Every Story is Unique, Every Journey Matters”. This theme highlighted the individuality of each person’s experience, celebrated courage, and reinforced the importance of fair access to timely care, support, and early detection for everyone affected by breast cancer, irrespective of background. During October 2025, regular health talks were conducted by staff from Campus Health Services, with a particular focus on breast cancer risk factors, signs, symptoms, and prevention. Through demonstrations on how to perform breast self-examination, students were empowered to adopt a proactive approach to breast healthcare.

c. Student Housing

Student Housing initiated a range of residence programs to students during 2025, aimed at supporting and promoting holistic student development and wellbeing, inclusive of cultural and spiritual life. Residence programs included Peer Dialogues & Debates; Movie nights; Ingoma cultural events; Health and Wellness dialogues. Topics covered included Financial Literacy, Waste Management & Recycling, HIV & TB Awareness; Mental Health; Indigenous Games, Self-care and Wellness; Sexual Health and GBV.

On 2–3 June 2025, the Student Housing Unit, in collaboration with the SRC, conducted a two-day House Committee Induction Workshop. The workshop was attended by House Committee members from all 28 external residences. The primary objectives of the workshop were to empower residence student leaders with knowledge and skills in leadership, governance, program design and management; to facilitate the review and development of the House Committee Constitution, ensuring alignment with the SRC Constitution and to promote the transformation of residences into “living and learning communities” that support academic and personal success. Highlights of the House Committee Induction included interdepartmental collaboration between different units and departments including Student Counselling, Protection Services and Academic Support. The Induction enhanced student leader’s awareness of referral pathways (e.g. health services, financial aid). Other outcomes of the Induction were a sense of shared responsibility and collective ownership for student development and support, as well as policy clarity with respect to rules, responsibilities, and procedures.

The Student Housing Unit also hosted a one-day training workshop specifically designed for Residence Assistants (RAs) on 16 May 2025. The purpose of the workshop was to equip RAs with the necessary knowledge and skills to effectively carry out their day-to-day responsibilities within the university residences. This included introducing the various units within the Department of Student Affairs and highlighting the support available to RAs in managing residence-related challenges. Stakeholders invited to participate in the workshop included: Sport and Recreation, Campus Health Services, Protection Services and Student Counselling. The workshop was attended by Residence Assistants (RAs), Wardens and representatives from various Student Affairs Units.

d. Sport & Recreation

The Sport and Recreation Unit introduced the Sport Fest as a new and dynamic recreational event designed to encourage students to pursue an active and healthy lifestyle. The event took place on the 08 May 2025 at the MUT Sports Field. The event sparked increased interest and involvement in ongoing sports programs, particularly in athletics, aerobics, and the emerging male netball group. These outcomes indicate that the event not only served as a one-day celebration but also laid the groundwork for sustained student engagement in physical activity. Highlights included active student participation, with 400 student participants and representation by all sport codes and zones, including aerobics, athletics, and inflatables, netball) had active student involvement. The event successfully contributed to building a vibrant, active, and health-conscious campus environment.

Ongoing aerobics training sessions took place at the Student Centre, Level -1 in 2025. The sessions were offered to both students and staff. Efforts to recruit more students through word of mouth and posters gained traction in 2025, with the roll-out of aerobics classes to off-campus residences planned in 2026.

The MUT dance team participated in the Autumn Dance Festival on 10 May 2025 at hillcrest Primary School, with MUT participants winning 1st, 2nd and 3rd place in Ballroom and Latin American Dance. The MUT dance team also took part in the uMgungundlovu dance championships on 24 May 2025, where they were placed 1st and 2nd in Ballroom and Latin American Dance.

The Sport and Recreation Unit in collaboration with the Community Engagement and Development (CEAD) hosted a successful Mandela Sport Day for MUT staff on the 31 July 2025, in commemoration of Mandela Month. The event was guided by the theme: “It’s Still In Our Hands To Combat Poverty And Inequity.” The initiative was designed to encourage staff members to engage in interactive sporting activities, promote physical health and mental well-being and strengthen peer relationships across the MUT community. Through structured games and exercises, participants benefitted from improved fitness, mobility, and teamwork, while enjoying a supportive and fun-filled environment. Approximately 280 participants, including staff from Izikhova Security, Operations Directorate, Student Housing officials, took part in sport activities which included netball, football, athletics, chess, and aerobics. The most popular attractions of the day were the inflatable dart outdoor game, mechanical bull, aerobics and the Red Bull ‘Shayimoto’ activation which enhanced the experience of Mandela Day for participants as these elements had multiple benefits: entertainment, healthy competition, promotion of physical health and holistic well-being, and social cohesion amongst the University community.

The MUT Schools and Community Cup is an annual event initiated by the Sport and Recreation Unit, in collaboration with the Community Engagement and Development Directorate (CEAD). The event seeks to fulfil one of MUT’s strategic objectives of community outreach that contributes to the public good through collaboration with community stakeholders . The event took place on 18 August 2025 for local primary schools and on the 19 August 2025 for High Schools. Venues were the King Zwelithini Stadium for football and chess and the Victoria Mxenge indoor sport centre for netball. The success of the project may be attributed to the collaborative efforts of various internal and external role players, including Operations Department (i.e. Facilities, Transport, Protection Services) and the Marketing and Communications Department. The external community-based partners included Mayibuye Organisation for Community Development & Upliftment, Inkonjane VM, Amaqhawe Soccer Academy, and Sivusisizwe NPO. Other important stakeholders who supported the event were the Kwa-Zulu Natal Department of Sports, Arts & Culture; eThekwini Municipality Sport Development and Recreation Department; Umlazi Football Association, Umlazi Netball Federation, Eyethu Chess Academy, Umlazi School Sport Football Association, Umlazi School Sport Netball Association, and eThekwini District 6 Sport Confederation. The qualifying criteria for schools to participate in the Mandela Cup were an 80% matric pass rate in the previous school year and active participation of the high school in other related competitions. Primary schools conducted elimination tournaments amongst themselves, with the final schools going on to compete in the Mandela Cup.

The MUT Sport & Recreation Unit in collaboration with the Student Sport Union, hosted the annual Sport Day event aimed at encouraging student participation in an active and healthy lifestyle. The event took place on the 23 August 2025 at the MUT sports field and was marketed through various official MUT platforms. The event attracted forty (40) football teams that registered to participate in the sports day; each team was composed of 20 MUT bona fide students. The preliminary rounds for football lasted for 7 days from the 1st – 8th August 2025. On the day of the main event (23 August 2025), a total number of 5 matches were played including an exhibition match for the MUT ladies’ teams. Classic FC were crowned Champions of the sport day tournament, 2nd place was Amabhubesi FC and in 3rd place was Ball Basters FC. The 2025 MUT Sport day marked a significant milestone in the sport Unit’s commitment to promoting health, wellness, and recreational engagement among its students. The Sport Day successfully established itself as an inclusive, energetic, and highly engaging program that not only achieved but exceeded expectations in several key areas. The event fostered unity, campus spirit, and the core values of teamwork, sportsmanship, and personal well-being.

MUT participated in the annual Intervarsity Sports Day on 20 September 2025 which featured four other KZN universities (i.e. University of Zululand, Durban University of Technology, Varsity College and the University of Kwa Zulu-Natal). The event was hosted by UKZN (Pietermaritzburg campus) in partnership with DUT, Indumiso Campus. Athletics, aerobics, chess, basketball, football, netball and volleyball were the sport codes delivered on the day. The total delegation for MUT was 176 people, inclusive of athletes, officials, drivers and student leadership. MUT athletes performed very well at the games, with the men's football team securing 2nd place, along with chess, volleyball (both males and females) and netball (both males and females). The MUT athletics team secured 3 gold medals and 9 silver medals.

The Sport and Recreation Unit hosted a boxing tournament on the 21 September 2025 at Seme Hall. The event formed part of the preparation for the USSA Boxing tournament scheduled for the 01 – 04 December 2025 in Pretoria. The competition attracted 13 boxing clubs from local universities and boxing clubs around Durban. It was highly contested terrain since the universities use the event as a platform for selecting their respective boxing teams. MUT managed to secure nine gold medals and Best Female Bout / Boxer.

MUT had four sporting codes that attended the Winter USSA competition, i.e. karate, dance, bodybuilding and netball. The karate team attended the University Sport South Africa (USSA) competition at the Durban University of Technology (Indumiso Campus), Pietermaritzburg from the 27 – 30 June 2025. MUT female participants won gold and silver at the competition, while male participants won bronze medals. The 2025 USSA National Dance Tournament was hosted by the University of Kwa Zulu-Natal, Westville campus from 28 June to 03 July 2025. The overall results of the MUT Dance club at this year’s USSA national competition were good, with notable good individual performances. One MUT participant was placed 2nd, and two participants were placed 3rd in the competition. The MUT results are significant considering that the delegation travelled with only 10 participants while other institutions had higher numbers of students participating. The USSA tournament for bodybuilding was held from 27 - 29 June 2025 at DUT, Indumiso campus (Pietermaritzburg). MUT participants did exceptionally well, earning gold, silver and bronze medals. Three of the MUT participants were also selected be part of the USSA team that will be representing USSA at the International Fitness and Bodybuilding Federation (IFBB).

In collaboration with the Student Housing Unit, the Sport & Recreation Unit coordinated the annual Residence League for both internal and external residences. The league operated for more than five consecutive weeks in September and October 2025 and sought to occupy students with meaningful recreational activities that help the academic demands and pressures and prevent students from engaging in anti-social behaviours such as alcohol and substance use. The residence leagues further promote social cohesion, teamwork and collaboration amongst students through sporting activities such as football, netball and chess. Most students in the residences actively participated in this tournament, with a total of 24 Netball teams and 32 football teams.

e. Student Development Office

Student Leadership Symposium

Five members of the 2024/2025 SRC were selected to attend an international University Scholars Leadership Symposium in Kuala Lumpur, Malaysia, held from 3 – 9 August 2025. This was the first time MUT SRC had been given international exposure to a leadership capacity-building event. The trip was therefore a historic achievement for the Student Development Office and Student Affairs. The trip afforded student leaders an opportunity to learn best practices in the area of student leadership and governance globally, as well as to network and learn about the different institutions, cultures, languages and practices of symposium delegates. The symposium also provided a platform where the MUT brand could be showcased and elevated, with SRC members proudly representing their institution and cultural heritage on different days. Two Student Affairs officials accompanied the SRC delegates to the international symposium.

Symposium topics included:

- 'Leading the Change' - Simerjeet Singh: Performance Coach)
- 'How Small Acts Create Big Impact' - Jeff Rotmeyer Founder and CEO ImpactHK
- 'The Power of a Voice' - Charlotte Yeung UN Youth Disarmament Champion
- ' From Idea to Impact' - Cristian Fleming Principal & Designer The Public Society, New York
- Becoming a Changemaker - A Panel Discussion with Experts
- Impacting the UN Agenda - Felipe Queipo Communications Officer Civil Society & Advocacy Section UN Department of Global Communications

As part of the symposium 'Kindness Day' program, SRC also participated in a community outreach program which required them to prepare and deliver meals to a needy community. The aim of this project was to enhance students' awareness and commitment to community outreach and the advancement of social justice. The students also learnt the value of communication, teamwork, problem-solving, shared goals and responsibilities. These experiences would help shape them into more impactful leaders driven to serve with humility and purpose.

Student leaders expressed profound gratitude for the learning and connections that had been made through attending the international event. They returned to MUT motivated and inspired to continue leading with impact beyond their term of office. Student Affairs has committed to ensuring that student leaders will continue to receive such international exposure every year, as part of the ongoing student leadership capacity-building mandate of the Student Development Office.

The 2024/2025 SRC President, Mr Mhlengi Ngubo and 2024/2025 SRC Treasurer General, Ms Andiswa Mkhize attended the annual SAUS conference for the election of the SAUS executive members. The conference was held on the 10th of July 2025 at Nelson Mandela Metropolitan University. The conference elections continued at Sol Plaatjie University on the 22nd and 23rd of August 2025. The 2024/2025 SRC president, Mr Mhlengi Ngubo was elected as the National Working Committee (NWC) member within the SAUS NEC.

The Imvuselelo Prayer event was held on the 15th of August 2025 at Seme Hall. The SRC initiative sought to promote spiritual awareness and unity amongst students, recognizing that students come from different religious denominations at MUT. Emphasis was on collective prayer, praise and worship, with internal religious structures and external guest speakers featured in the program. Approximately 700 students attended the event.

The Imbizo Yamadoda event took place on the 4th of September 2025 at the Student Centre Seminar Room. The event was attended by approximately 150 male students. The purpose of this event was to groom (ukudodisa) MUT male students to be responsible leaders and partners on campus, in residences and in the community. Guest speakers included Mr Nkosikhona Ndabandaba. a well-known influential motivational speaker gave a motivational talk to the male students on how to live health and make good decisions in their lives. The male students participated and engaged in robust discussions with the speakers.

The Imbizo Yabantu Besifazane event took place on the 4th of September 2025 at the Student Centre Foyer and was hosted by the SRC in collaboration with student sub-structures. The purpose of the event was to teach and motivate female students to adopt positive habits, lifestyle choices and relationships that would benefit them and their female peers. Guest speakers included Ms Snothando Nkosi, an influential motivational speaker who gave a talk on the importance of self-love, setting personal goals and standards and strategies to achieve success in one's personal, academic and professional life.

A major milestone achievement for Student Affairs was the successful, free, fair and incident-free 2025/2026 SRC Elections which took place on 18 September 2025 in Seme Hall. SRC elections are a crucial component of effective student leadership and governance in Higher Education. The SRC electoral process affords students an opportunity to exercise their democratic right to vote for student leaders who will lead and advocate on their behalf, on matters affecting their academic functioning, co-curricular experience, living and learning and holistic well-being. Highlights of the SRC elections included:

- Access Control: Security personnel maintained strict entry and exit procedures, ensuring only authorized voters were admitted.
- The use of technology addressed past challenges of long queues at verification points and brought efficiency, transparency, and credibility to the process.
- Approximately 45% of the registered student body, suggesting a high level of political tolerance. The integration of a digital voters' roll was a major success, proving that technology can transform the efficiency of student elections without compromising integrity.

Election results reflected a decisive majority for EFFYC, significant representation for SASCO, and the successful election of two independent candidates, Mr. Mdluli and Ms. Nkwanyana. The outcome was accepted by all contesting stakeholders and formally confirmed by the IEC. The new 2025/2026 MUT SRC were inaugurated on the 30th of September 2025 at the Student Centre.

The newly inducted SRC initiated an Exam Prayer for students on 10 October 2025, in preparation for the year-end examinations. The program comprised a sermon by a well-known pastor, performances by gospel artists as well as MUT religious structures including the Twelve Apostles Church in Trinity Students Organization (TACTSO) and Nazareth Tertiary Students Association (NATESA). Noteworthy was the high level of spirituality evident amongst students participating in the prayer, praise and worship. Moreover, the event impacted on psychological readiness to approach examinations with a positive mind set.

The Performing Arts Students Structure of MUT hosted a Cultural Diversity and Heritage Celebration aimed at celebrating, preserving and educating students about the richness of African traditions, languages, and practices, while fostering unity through the values of Ubuntu and community pride. The event was held on the 23rd of October 2025 at Bozzoli Hall. The celebration served as a cultural development and educational platform, encouraging dialogue, creativity, and expression among students while promoting mutual respect and understanding across diverse cultural backgrounds.

The program featured traditional performances; Zulu dancing by the MUT Performing Arts Indlamu team; guest cultural performances by Ingoma groups from DUT and UKZN; poetry and storytelling; performances by MUT traditional music ensembles; Isintu & Ubuntu Teachings; dialogues on the importance of African values, humanity, and social cohesion; clan names and heritage session; reflections on identity, discipline, and respect through traditional teachings. The event was a success. The event enhanced appreciation of cultural diversity within MUT; revived pride in African heritage and traditional values and strengthened social cohesion through cultural exchange and expression. The event was attended by approximately 300 students.

The SRC, Student Development Unit officials and Dean of students hosted the 2025/2026 SRC Strategic Planning session on the 8 December 2025 - 11 December 2025 at the Estuary Hotel and Spa in Port Edward, KZN. The program aimed to enhance competencies in strategic planning, governance, leadership, and management, and to guide participants in developing a Strategic Plan and Program of Action for the 2025/2026 term of office. The event was a success, with the current SRC successfully developing a 2025/2026 Program of Action (POA) for their term of office.

12.10 Composition and Size of the Student Body

The main features of the MUT student population in 2025 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 2025, MUT recorded actual enrolments of 14,925 students against a planned target of 15,143, representing a shortfall of 219 students i.e.1.4% below target and an attainment rate of 98.6%. Despite not meeting the planned target, 2025 marks the highest actual enrolment recorded over the five years (2021–2025), with a year-on-year growth of 286 students (2.0%) from the 14,638 recorded in 2024.

Over the five-year review period, two distinct phases are evident. In 2021 and 2022, actual enrolments exceeded plan by substantial margins of 1,171 and 913, respectively, demonstrating strong demand and effective recruitment. However, from 2023 onwards, the institution has recorded consecutive under-attainment against target — a shortfall of 188 in 2023, 176 in 2024, and 219 in 2025 — indicating a structural gap between the ambition embedded in the enrolment plan and actual intake capacity.

The 1.4% under-enrolment recorded in 2025 falls within the 2% deviation threshold permitted by the Department of Higher Education and Training (DHET) before financial penalties are applied. This outcome reflects effective enrolment planning and management for the year.

The main features of the MUT student population in 2025 are reflected in the following graph.

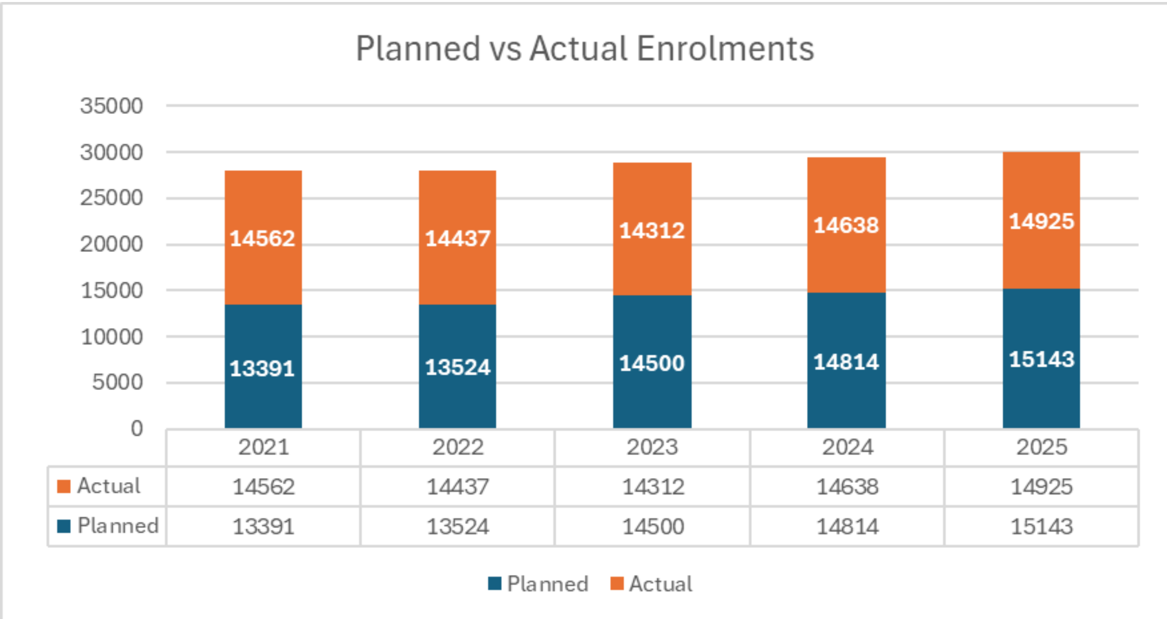


Figure 4: Headcount Enrolments: Planned vs Actual (2020-2025)

The gender profile of student enrolments reflects a gradual shift towards increased female representation over the reporting period. Female students have had steady increase from 50% in 2021 to 55% in 2025, while male representation declined correspondingly from 50% to 45%. In terms of population group, MUT's student body remains overwhelmingly African.

The gender profile of MUT students over the past five years shows the representation depicted in the visual below.

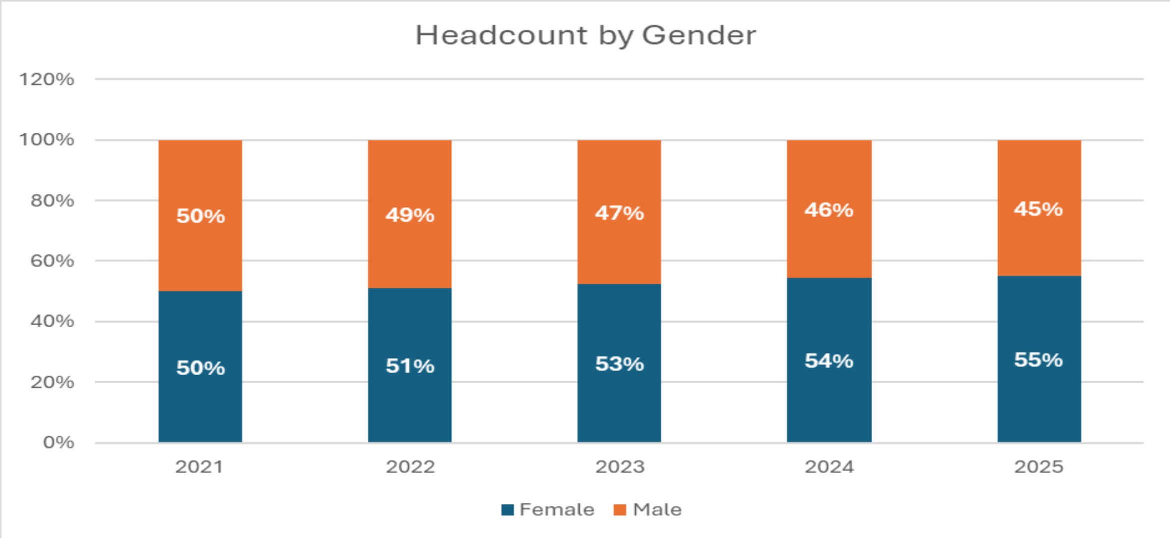


Figure 5: Headcount by Gender (2020-2025)

The institutional programme profile remains strongly weighted towards Science, Engineering and Technology (56%), reflecting a strategic focus on high-demand, skills-oriented disciplines. Business and Management programmes account for 34% of enrolments, providing a solid balance in supporting economic and managerial competencies, while Humanities constitute 10% of the portfolio. This distribution aligns with national priorities for STEM development, while maintaining a diversified academic offering.

The graph below reflects the headcount enrolments by major field of study.

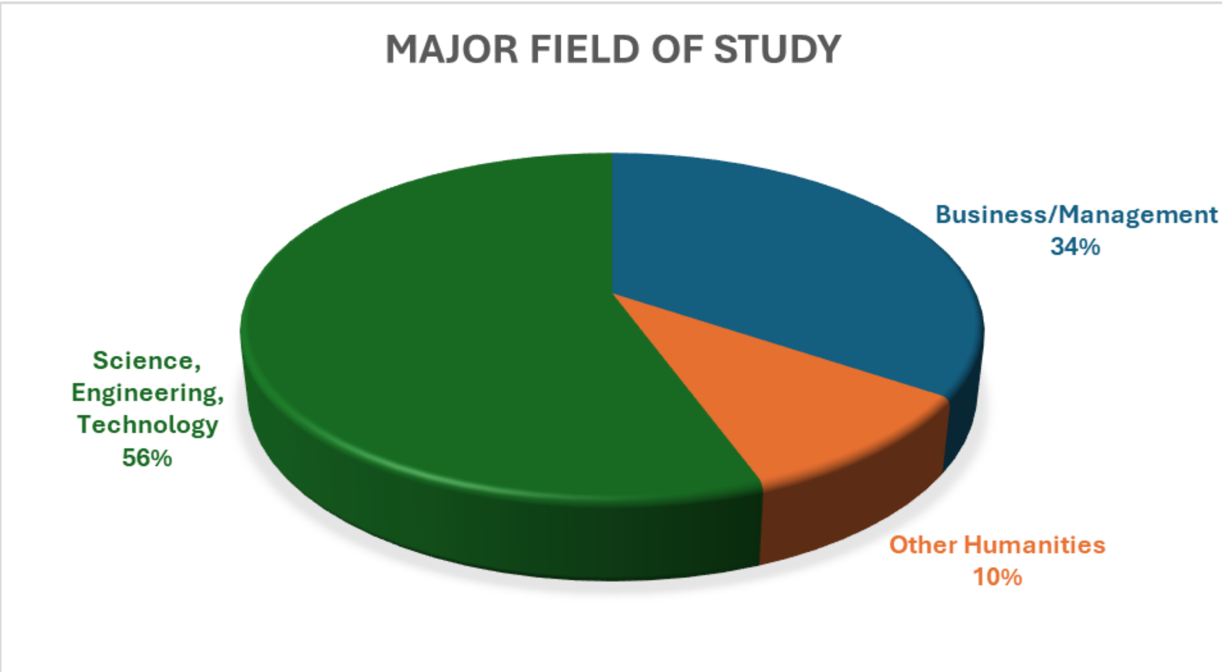


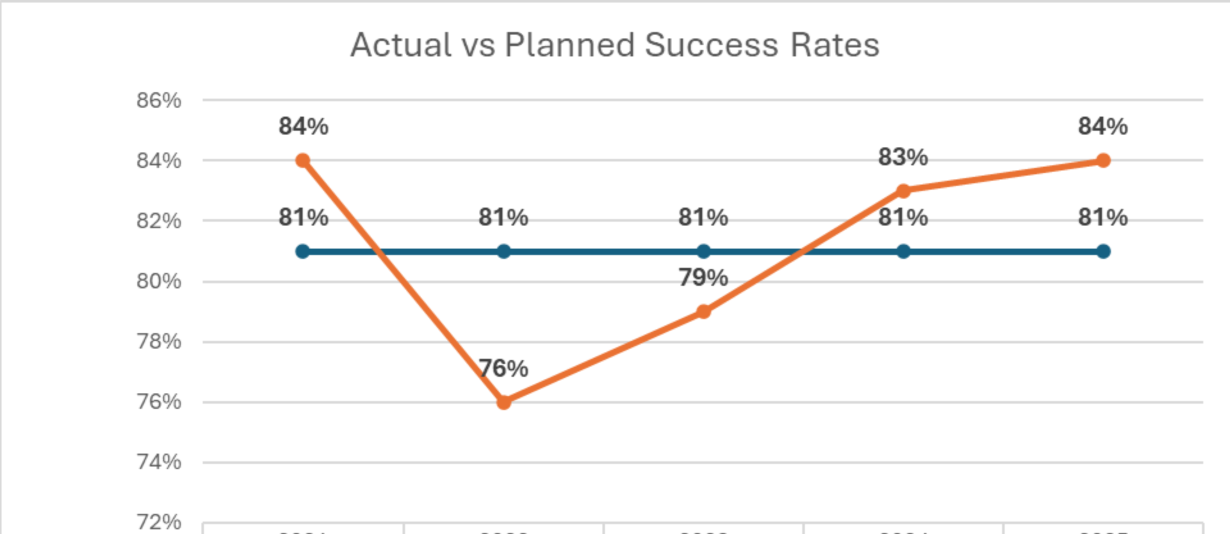
Figure 6: Headcounts by Major Field of Study in 2025

MUT achieved a student success rate of 84% in 2025, exceeding the planned target of 81% by 3 percentage points. This was the highest performance recorded over the five-year period from 2021 to 2025 and matched the 84% achieved in 2021.

The success rate trajectory over the review period reflects a significant recovery story. Following a notable dip to 76% in 2022 — 5 % points below target — the institution implemented focused academic support and intervention measures that drove a steady upward trend: 79% in 2023, 83% in 2024, and 84% in 2025. This three-year consecutive improvement demonstrates the sustained effectiveness of those interventions.

The planned target of 81% remained constant over the five-year period. Actual performance exceeded the target in 2021, 2024 and 2025. Sustaining performance at or above 84% will require continued investment in academic support, early-alert systems and teaching quality, particularly as enrolment grows.

The University's success rate graph is represented below.



	2021	2022	2023	2024	2025
Planned	81%	81%	81%	81%	81%
Actual	84%	76%	79%	83%	84%

Figure 7: Success Rates, Planned vs Actual (2020-2025)

MUT recorded a graduation rate of 21% in 2025, falling 2 percentage points short of the planned target of 23%. While the institution has maintained a consistent actual graduation rate of 21% across 2022, 2023, 2024, and 2025, the planned target has remained equally constant at 23% (except for a revised target of 22% in 2023), resulting in a persistent gap that has not yet been closed. The shortfall is attributed to increasing dropout rates or attrition, slower progression and extended study periods.

The graduation rate trend of MUT is depicted in visual below.

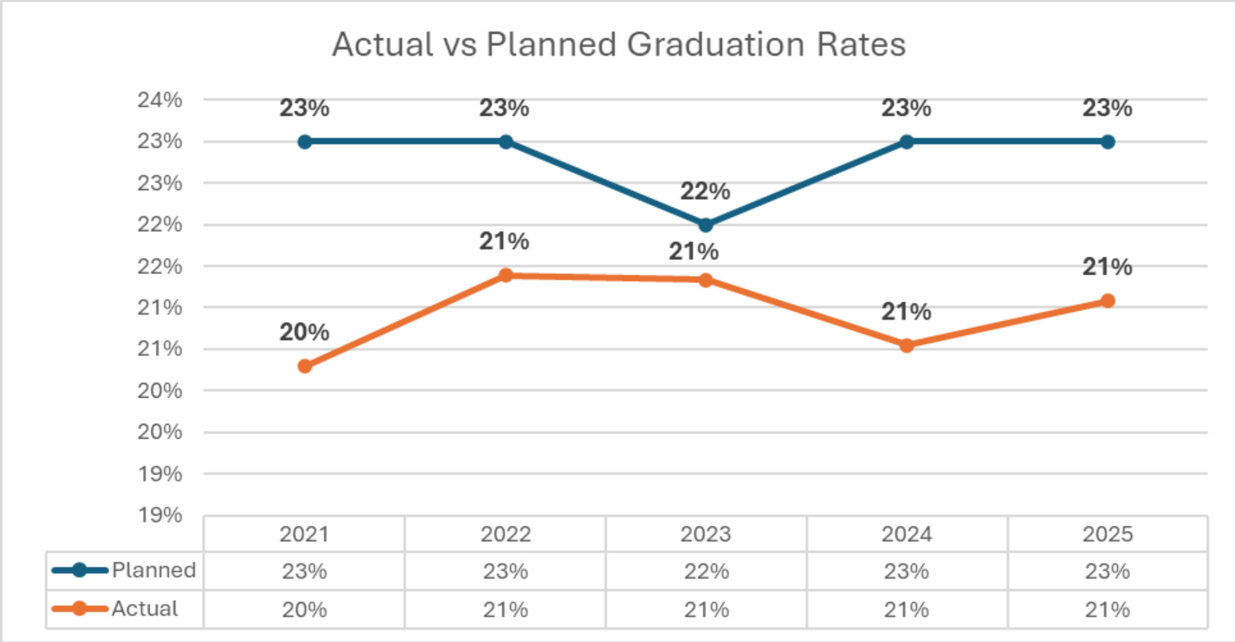


Figure 8: Graduation Rate, Planned vs Actual (2020-2025)

In 2025, 73% of MUT students were supported through NSFAS funding, with 27% of the student population enrolled without NSFAS support. This represents a slight improvement from 71% in 2024 and reflects a recovery toward the levels recorded in 2021 (74%), affirming the institution's predominantly government-funded student profile.

Over the five years, NSFAS coverage has remained consistently high, ranging between 65% and 74%, underscoring MUT's role as an institution of access serving students from low-income households. The most significant dip occurred in 2023, when NSFAS-funded students dropped to 65% — the lowest point in the review period — coinciding with widely reported national NSFAS administrative challenges that delayed and disrupted funding allocations across the sector. The recovery to 71% in 2024 and 73% in 2025 signals stabilisation and improved disbursement processes.

The proportions of students receiving funding from the National Student Financial Aid Scheme (NSFAS) from 2021 to 2025 is represented below.

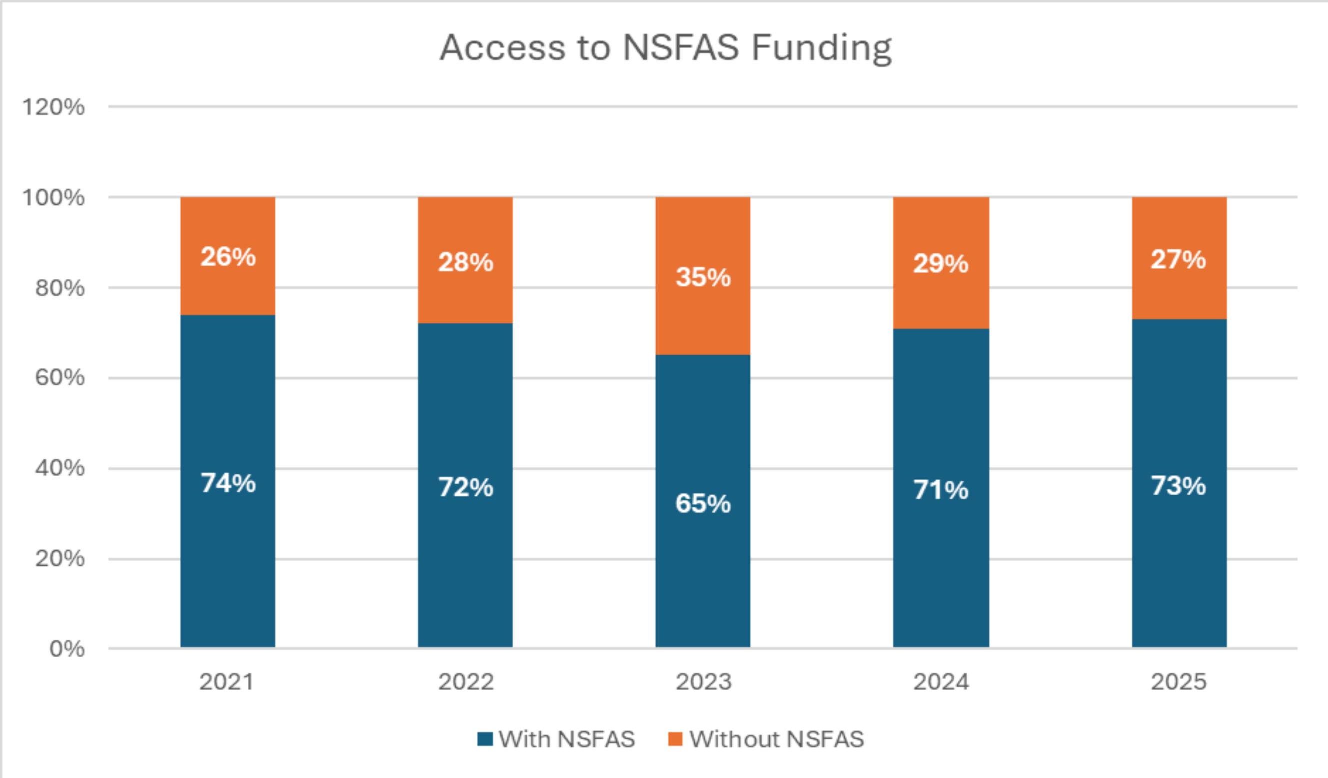


Figure 9: Student Access to NSFAS Funding (2020-2025)

Overall, the reported 2025 performance reflects a stable and progressively improving institutional trajectory, with notable strengths in enrolment growth, programme alignment to national priorities, and advancing gender equity.

Access to the NSFAS funding is improving steadily, indicating more students are getting access to higher education. While certain areas, such as graduation rates and recent enrolment targets, indicate emerging constraints, these are well understood and provide clear direction for targeted interventions.

Date: 31 July 2026

Interim Vice-Chancellor & Principal
Prof. Rushiella Songca
Chairperson of Senate

13. REPORT OF THE INSTITUTIONAL FORUM

The Institutional Forum (IF) is a statutory governance structure established in terms of the Higher Education Act, the Mangosuthu University of Technology Statute, and the Institutional Forum Charter. The IF serves as an advisory body to Council on matters affecting the institution, including governance, transformation, labour relations, senior leadership appointments, and the promotion of an institutional culture that supports equity, inclusivity and academic excellence.

During the 2025 reporting period, the Institutional Forum operated within its approved mandate and composition, discharging its advisory role through structured engagements, deliberations and formal recommendations to Council. The work of the IF during the year supported participatory governance, stakeholder inclusivity, ethical oversight and institutional stability, consistent with the DHET Annual Reporting Regulations and the King IV principles relating to stakeholder relationships, delegation of authority and institutional oversight. The Institutional Forum (IF) held a total of eight meetings during the 2025 reporting period, comprising four ordinary meetings and four special meetings. The composition of the IF and attendance of members at these meetings are reflected in Table 24 below.

Table 24: IF Composition and Attendance

Institutional Forum attendance in 2025

Name	04-Feb-25	Mar-25	Jun-25	26-Jun-25	11-Aug-25	29-Aug-25	13-Oct-25	30-Oct-25	% Attendance
Dr T. Kweyama	P								0%
Mr L. Mthimkhulu	P	P	P	AP	AP	P	P	P	25%
Mr L. Nzama	P	P	AP	AP	P	P	P	P	13%
Mr T. Zwane	P	P	P	P	A	AP	P	P	38%
Dr P. Naidoo	P	P	A	P	P	P	P	P	25%
Dr B.A Ntshangase	P	P	AP	P	P	P	P	P	38%
Dr K. Ramserghey	P	P	AP	P	P	A	P	P	25%
Dr R. Kimmie		P	P	AP	P	P	P	P	29%
Mr N. Cele		P	P	P	A	P	P	P	43%
Mr S. Dlamini	P	P	P	P	P	A	A	P	38%
Mr T. Hadebe	P	P	A	P	P	P	P	P	38%
Mr S. Khumalo	A	P	A	P	P	P	P	A	38%
Mr N. Kabi	A	A	P	P	P	P	A	A	38%
Dr C. Israel	AP	AP	P	P	P	P	P	P	38%
In-Attendance									
Dr P.P. Masala	P	P							100%
Dr N. Mrwetyana	P	P	P	P					100%
Mr Z. Gqamane		P	P	AP	AP	P			60%
Mrs N. Xulu		P	P	P	P	P	P	P	57%
By Invitation									
Dr B. Msomi	P	P	P	AP	AP	A	P		43%
Mr D. Brijlal	P	P							100%
Mr S. Ngidi			P	P	P	P	P	P	50%
Mr R. Jugernath	A	AP	P	AP	AP	A	A		14%
Mr B. Mahlangu								P	0%

Not a member	(shaded)
A	ABSENT
AP	APOLOGY
P	PRESENT

13.1. Key Activities and Recommendations during 2025

During the 2025 reporting period, the Institutional Forum (IF) fulfilled its statutory advisory role by engaging on matters relating to institutional governance, senior leadership appointments, conditions of service, and organisational culture. The key activities and recommendations of the Forum for the year are summarised below:

- **Governance and Institutional Processes**
  - Consideration, approval and noting of the Institutional Forum Charter and the Schedule of Mandated Reports.
  - Recommendation for the establishment of a formal IF resolution register, administered by the Office of the Registrar, to strengthen institutional memory and monitoring of implementation.
  - Recommendation that student representation on the IF be considered in the next review of the University Statute.
- **Senior Leadership and Executive Appointments**
  - Support for the appointment of an Acting Deputy Vice-Chancellor: Resources and Planning on a defined term to ensure continuity in institutional management.
  - Recommendation of appointments to key senior positions, including; Senior Director: Office of the Vice-Chancellor and Principal, Registrar, Chief Financial Officer, Senior Director: Human Resources and Development, and Dean of the Faculty of Applied and Health Sciences.
  - Recommendations were subject to appropriate verification and compliance processes.
- **Labour Relations and Conditions of Service**
  - Engagement on matters relating to meetings held outside normal working hours, with a recommendation that these be referred to the Labour Consultative Forum (LCF) for the development of standard operating procedures.
  - Consideration of governance and financial risks associated with prolonged employee suspensions, and a resolution to formally advise Council on the need for stricter oversight in line with acceptable norms.
- **Remuneration of External Members**
  - Consideration of the payment of honoraria to external members serving on governance structures, with a resolution that formal communication be submitted to Council to obtain clarity, standardisation and closure on the matter.
- **Infrastructure, Maintenance, Security and Procurement Oversight**
  - Review of maintenance and security reports, acknowledging visible progress in infrastructure delivery.
  - Concerns raised regarding sabotage and security risks, with recommendations that reports place greater emphasis on mitigation and preventative measures.
  - Recommendation that procurement systems and project oversight processes be comprehensively reviewed following identified weaknesses.
- **Transformation, Employment Equity and B-BBEE**
  - Engagement on transformational matters, including the Institutional Transformation Plan (ITP).
  - Consideration of progress in implementing the Employment Equity Plan, with emphasis on the need for complete, timely and comparative reporting.
  - Review of Broad-Based Black Economic Empowerment (B-BBEE) implementation, with discussions aimed at strengthening advisory oversight and exploring opportunities to support graduate-led enterprises.

Through these activities and recommendations, the Institutional Forum contributed to strengthening participatory governance, advising Council and Management on key institutional matters, and supporting the stabilisation and effective functioning of the University during the 2025 reporting period.

Mr Lwazi Mthimkhulu
Interim Chairperson of the Institutional Forum

Date: 31 July 2026

14. REPORT OF THE INTERIM VICE-CHANCELLOR ON MANAGEMENT

Prof Rushiella Songca - Interim Vice Chancellor

LLD (University of Pretoria), LLM (Georgetown University Law Center), LLM & LLB (University of Natal), BA (Law) (National University of Lesotho)

The 2025 academic year marked a pivotal period of stabilisation and strategic repositioning for Mangosuthu University of Technology (MUT). The academic year 2025 saw the end of the tenure for the DHET-appointed Administrator which resulted in the development of a comprehensive Five-Year Development Plan to assist the institution to drive its mission and achieve stability and prosperity. Two senior officials, including the Vice Chancellor were suspended in December 2025. The university responded swiftly by advertising the positions of the suspended officials on an interim basis to ensure business continuity. In the same month the contract for the Senior Director Human resources & Development also came to an end. These events led to vacancies within the senior management levels of the University structure. Dr A. Mienie was appointed, Acting Vice Chancellor & Principal while Mr. B. Mahlangu filled the position of the Deputy Vice Chancellor – Resources and Planning.

❖ **Strategic Management and Administrative Leadership**

The University continued to prioritise senior leadership appointments in an endeavour to strengthen institutional capacity. The Dean of the Faculty of Applied and Health Sciences was appointed on a five-year contract while the faculties of Management Sciences and Engineering continued to be led through Acting appointments. Other critical senior level appointments included the Registrar, CFO and the Senior Director in the Office of the VC.

❖ **Institutional Systems and Organisational Effectiveness**

MUT continues to embrace Artificial Intelligence (AI) as a transformative tool in education. As a result, students of the Department of Information and Communication Technology (ICT) were victorious in the DIRISA Datathon 2025, thus demonstrating excellence in data science and problem-solving. Cataler South Africa donated state-of-the-art microscopy and imaging equipment to the faculty of health and Applied Sciences, marking a significant step in advancing research capacity.

Various academic departments embarked on curriculum review in preparation for the 2026 academic year including development of new Masters' programmes. This exercise also involved the reconfiguration of the Diplomas to include entrepreneurship as it was identified as critical skills that is essential for all students. The faculty of Management Sciences strengthened international partnerships, including a Memorandum of Understanding with Chinese institutions under the BRICS Academy of Skills Development and Technology Innovation.

The Faculty of Engineering is proactively advancing the implementation of its international Memoranda of Understanding (MoUs) with California State University, Sacramento (USA), the Municipal Infrastructure

Support Agent (MISA), and Ostfalia University of Applied Sciences in Germany. Two strategic engagements have already been convened with Ostfalia University to prepare for a collaborative visit scheduled for September–October 2026. Furthermore, a follow-up engagement with MISA, coordinated through the Cooperative Education (Co-Op) Unit, is planned for 2026 to strengthen industry-linked initiatives.

❖ **Human Capital Management and Transformation**

The institution made targeted progress on staffing equity and capacity. While notable appointments were made, particularly in the leadership positions, critical vacancies remain. The HR&D has identified internal process that require improvements and will assist the University in ensuring that departments are sufficiently capacitated and that the University is also meeting its transformation targets.

❖ **Institutional Risk Management**

The University experienced risks in the areas of infrastructure, load-shedding, and water-limitations which were mitigated through interventions managed through the Operations Division under the DVC- Resources and Planning. The institution maintains an active register to assist the mitigation of known and emerging risks.

❖ **Institutional Information Systems and Planning Integration**

The Directorate of Institutional Planning and Research (DIPR) successfully championed the development of the MUT 2026-2030 Strategy in an inclusive and integrated approach. The IGNITE 2026-2030 strategy was approved by Council in November 2025.

❖ **Student Support and Service Delivery**

The academic programme is supported by the Teaching and Learning Development Centre (TLDC) through academic support services, including First-Year Experience (FYE) support and first-time entering students (FTENS) programmes. These interventions reflected MUT's sustained commitment to equitable access and student success.

❖ **External Relations and Enterprise Development**

MUT's Institutional Advancement division successfully hosted the Annual Fundraising Dinner (AFRD) in December 2025. The event also serves as a platform to acknowledge and honour the founding fathers of this institution.

Date: 31 July 2026

Interim Vice-Chancellor & Principal
Prof Rushiella Songca

15. 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 University Council regarding an operational environment that promotes the safeguarding of MUT's assets and the preparation and communication of reliable financial and other information.

The University relies on enterprise resource planning (ERP) software to manage its information resources, namely staff, student, space and financial data. Information management systems have been developed and implemented according to defined and documented standards, 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 ARCC. 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 specialised 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 and are then submitted to the external auditors for audit. The statements were submitted to the Finance and Investment Committee for consideration and recommendation to Council.

Date: 31 July 2026

Prof Rushiella Songca
Interim Vice-Chancellor & Principal

Signed by:
Mosidi Makgae
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Dr Mosidi Makgae
Chairperson of Council

Date: 31 July 2026

16. REPORT ON TRANSFORMATION: Advancing an inclusive, community-anchored university

16.1. Introduction

This Transformation Report articulates how Mangosuthu University of Technology (MUT) has been actively advancing its institutional vision of being *"a transforming, equitable, sustainable and academically excellent University of Technology anchored in its communities."*

Gender Forum and Women's Day and Men's Conference Celebrations

The MUT established a Gender Forum in 2024 as a mechanism for guiding gender relations within the institution. During the academic year 2025, the MUT Gender Forum realised the need to address prevailing misconceptions and stereotypes surrounding gender sensitivities and recognised the need to focus on the needs of men and present them as equally deserving of attention. To mark this memorable drive, the MUT Gender Forum initiated a Men's Conference which was celebrated on the 19th of May 2025. This initiative is a step toward recognition and promotion of gender equity and inclusion. The Women's Day event was also celebrated on the 25th August 2025.

Implementation of Language Policy

The Language Development Project underlines the critical importance of MUT's Language Policy in higher education, which champions multilingualism to promote equity, decolonise curricula, and align with South Africa's constitutional imperatives for linguistic justice. This policy directly supports the institution's 2026-2030 Strategic Plan by embedding isiZulu alongside English in teaching, culture, and research, thereby enhancing student comprehension, retention, and success rates. The Learning & Teaching focus goal has been actively implemented through close collaboration with the three faculties, producing translated isiZulu glossary terms for gateway modules such as Mechanical Engineering, Environmental Health, Accounting, to address comprehension barriers for non-mother-tongue speakers and Zulu students. The aim is to maximize student access while fostering social inclusion and equitable participation. These glossaries will be digitized on Blackboard as offline downloads for staff and students. Complementing this, workshops have built skills in multilingualism, including SASL for inclusivity and SADILAR SWIP for digital writing tools in disciplinary contexts.

Under the Institutional Culture focus area, awareness events were implemented to play a pivotal role in celebrating diversity and fostering an inclusive environment at Mangosuthu University of Technology. Initiatives such as Africa Day and Language Advocacy Week highlighted the rich tapestry of South Africa's multilingual heritage, actively promoting translanguaging practices that empower students and staff to fluidly integrate languages such as English, isiZulu, and others in academic and social interactions. These events underscored isiZulu's central role in shaping the institution's unique identity, rooted in KwaZulu-Natal's cultural landscape, through workshops, panel discussions, poetry recitals, and interactive sessions that encouraged participants to reflect on language as a bridge for decolonizing education and strengthening community bonds.

The Research focus area had limited 2025 traction due to academic response challenges but is prioritized for 2026 with incentives for integrating language resources into scholarship. These efforts drive MUT's strategic goals through inclusive, policy-aligned interventions.

16.2. Employment Equity

The University has made significant and commendable progress with regard to the implementation of Employment Equity measures over the past few years. Historically, the institution was operating from a position where there was no formally approved Employment Equity Plan in place, which posed considerable compliance risks in terms of legislative requirements and limited the institution's ability to systematically advance transformation objectives.

Through sustained efforts, structured consultation processes, and strengthened governance oversight, this position has since improved substantially. The University successfully developed and secured approval of its Employment Equity Plan, which was formally approved in March 2025 following the required internal governance processes and external submission.

Notably, this milestone marked a historic achievement for the institution, as it was the first time the University received a formal approval and acknowledgement letter from the Department of Employment and Labour, confirming compliance with statutory requirements under the Employment Equity Act.

The approved Employment Equity Plan covers the implementation period from 01 April 2025 to 31 March 2028, providing a structured framework to guide the University's transformation agenda. The Plan outlines measurable targets, affirmative action strategies, monitoring mechanisms, and accountability measures aimed at improving equitable representation across all occupational levels. This progress demonstrates the University's strengthened commitment to legislative compliance, institutional transformation, and the creation of a more inclusive and equitable workplace.

Notwithstanding the progress achieved, further regulatory developments necessitated an additional review of the approved Employment Equity Plan. Following the promulgation of the sectoral numerical targets by the Department of Employment and Labour, designated employers were formally directed to align their existing Employment Equity Plans with the new requirements.

In terms of this directive, all designated employers were required, with effect from 01 September 2025, to review and amend their approved Employment Equity Plans to ensure that they incorporate and reflect the applicable sectoral targets alongside the Economically Active Population (EAP) targets.

Consequently, the University was required to undertake a comprehensive review of its recently approved Employment Equity Plan to ensure compliance with these new legislative provisions. This process involved reassessing existing numerical targets, aligning workforce projections with the sectoral benchmarks, and ensuring that implementation strategies remained realistic, measurable, and achievable within the revised regulatory framework. As a result of the required alignment with the newly introduced sectoral targets, a revised Employment Equity Plan has been developed. The updated plan is intended to take effect from 01 September 2025 until 31 August 2030.

However, the revised plan has not yet reached final approval stage, as it is still undergoing the necessary consultation processes in line with legislative requirements. In terms of the Employment Equity Act, meaningful consultation with the Employment Equity Committee and relevant stakeholders remains a critical compliance requirement before submission to the Department of Employment and Labour.

Once the consultation phase has been completed, the revised Employment Equity Plan will be submitted through the appropriate governance structures for endorsement and thereafter lodged with the Department of Employment and Labour for formal approval.

Table 25 below summarises the University's success in meeting its employment equity targets.

Table 25: University Employment Equity Targets

University Employment Equity Targets					
Population Group	**Gender**	**EAP 2024**	**Filled Posts**	**EE Target**	**Employees Required**
African	Male	45,20%	275	304,16	-29,16
	Female	42,80%	330	302,06	27,94
Coloured	Male	0,80%	2	4,18	-2,18
	Female	0,60%	5	4,88	0,12
Indian	Male	4,50%	32	32,02	-0,02
	Female	3,00%	18	24,39	-6,39
White	Male	1,70%	1	13,23	-12,23
	Female	1,40%	4	11,14	-7,14
TOTAL		**100,00%**	**667**	**696**	**-29**

EAP: Economically Active Population. The 2024/2025 EAP figures from the Labour Force Survey were published in 2024/2025.

In the previous reporting cycle, workforce projections were developed on the basis of anticipated institutional growth and expected staff turnover. It was reasonably envisaged that the University would experience an increase in staffing numbers over the planning period, which would have created opportunities to utilise vacant and newly created positions strategically to address historical imbalances in representation.

The intention was that, through natural attrition, organisational expansion, and planned recruitment, the University would be in a stronger position to advance the employment of persons from designated groups, particularly in occupational levels where under-representation had been identified. These projections formed an important part of the Employment Equity implementation strategy, as they provided a practical pathway for achieving numerical targets without negatively impacting operational stability.

However, these projections did not materialise as anticipated. The University experienced significant financial constraints, which necessitated the introduction of cost-containment measures, including a moratorium on the filling of certain positions, particularly at specific occupational levels. As a result, many vacancies that could have been utilised to improve representation were either frozen or delayed for extended periods.

This situation had a direct impact on the pace of Employment Equity implementation, as limited recruitment activity reduced the institution's ability to make meaningful progress in correcting historical imbalances through appointments and promotions. Consequently, while the University remained committed to transformation objectives, the internal budgetary limitations constrained the extent to which projected employment equity gains could be realised within the planned timeframe. These realities underscore the importance of aligning Employment Equity planning with institutional financial sustainability, workforce planning, and broader strategic priorities to ensure that targets remain realistic and achievable.

The above table presented reflects the University's year-end workforce profile, capturing the actual employment equity status as at the close of the reporting period. Importantly, this year-end profile will serve as the official baseline (opening position) for the commencement of the new financial year. It will therefore form the foundation for ongoing monitoring, reporting, and implementation of Employment Equity measures moving forward.

Using the year-end figures as the opening baseline ensures continuity, consistency, and accuracy in tracking progress against set numerical targets. It also provides a clear reference point for measuring improvements, identifying areas of under-representation, and informing strategic workforce planning and recruitment priorities for the upcoming period.

Furthermore, this baseline will guide the institution in evaluating the extent to which employment equity objectives are being achieved and will support compliance reporting requirements to the Department of Employment and Labour.

MUT's workforce profile, in terms occupational levels, gender and race as at 31 August 2025, which is in line the EE reporting to DoEL, is shown in Table 26 below.

Table 26: Workforce Profile by Occupational Level

Occupational Levels		Male				Female				Foreign Nationals		Total
		A	C	I	W	A	C	I	W	Male	Female	
Top management	value	2	0	0	0	1	0	1	0	0	0	4
	%	0	0	0	0	0	0	0	0	0	0	0
Senior management	value	3	1	0	1	4	0	0	0	0	0	10
	%	0	0	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	value	44	0	14	0	26	1	3	2	12	2	104
	%	3	0	1	0	2	0	0	0	1	0	7
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	value	154	1	14	0	185	2	11	3	6	1	377
	%	11	0	1	0	13	0	15	0	0	0	26
Semi-skilled and discretionary decision making	value	31	0	0	0	26	0	1	0	0	0	58
	%	2	0	0	0	2	0	0	0	0	0	4
Unskilled and defined decision making	value	8	0	0	0	6	0	0	0	0	0	14
	%	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	value	242	2	28	1	248	5	15	5	18	3	567
	%	17	0	2	0	17	0	1	0	1	0	40
Temporary employees	value	389	0	20	6	408	0	8	1	19	6	857
	%	27	0	1	0	29	0	1	0	1	0	60
GRAND TOTAL	value	631	2	48	7	656	5	23	6	37	9	1424
	%	44	0	3	0	46	0	2	0	3	1	100

16.3. Staff Development and Capacity Building

The University has continued to make steady progress in advancing staff capacity through a range of targeted training and development initiatives. These interventions form part of the institution's broader commitment to strengthening organisational effectiveness, enhancing employee performance, and supporting professional growth across various occupational levels.

During the reporting period, several key training programmes were successfully implemented. Among these were the Strategic Leadership and Decision-Making training, which focused on equipping senior and middle management with critical skills in strategic thinking, problem-solving, and evidence-based decision-making. These sessions were particularly valuable in strengthening leadership capabilities required to navigate complex institutional challenges.

In addition, the University conducted training on Performance Management, Employee Engagement, and Change Management, aimed at enhancing managers' ability to effectively manage performance processes, foster positive workplace relationships, and lead teams through organisational change. These sessions supported the alignment of individual performance with institutional goals while promoting a culture of accountability and continuous improvement.

The Management Development Programme (MDP) also recorded notable success, providing structured learning opportunities for emerging and current managers. The programme focused on core managerial competencies such as people management, communication, leadership ethics, and operational planning, thereby contributing to the development of a sustainable leadership pipeline within the institution.

Furthermore, Onboarding and Orientation programmes were conducted to support newly appointed employees in integrating smoothly into the University environment. These sessions provided essential information on institutional policies, systems, organisational culture, and role expectations, thereby improving employee readiness and productivity.

In terms of technical skills development, training in Report Writing and Microsoft Excel was also delivered. These programmes were designed to enhance employees' administrative and analytical capabilities, enabling them to produce high-quality reports, manage data effectively, and improve overall operational efficiency.

Overall, these training and development initiatives were well received and achieved their intended outcomes, as evidenced by positive participant feedback, improved performance competencies, and increased staff engagement. They continue to play a critical role in supporting institutional transformation, operational excellence, and workforce development.

16.4. Transforming Learning and Teaching Practices and approaches

Overview

The professional development of academic staff remained a strategic priority in advancing educational transformation at the University. In response to the changing higher education environment, characterised by digital transformation, evolving student needs, artificial intelligence, and the growing demand for responsive and inclusive pedagogies, the University continued to strengthen initiatives aimed at transforming learning and teaching practices, curriculum delivery, and academic support.

Academic development initiatives focused on strengthening the pedagogical, digital, and scholarly capabilities of academics to support innovative, student-centred, and technology-enhanced learning environments. These interventions contributed to the institutional objective of improving student success, curriculum responsiveness, and the overall quality of the learning experience.

- **Repositioning the Learning and Teaching Development Centre**

During the reporting period, the Teaching and Learning Development Centre was renamed the Learning and Teaching Development Centre. The renaming reflects the institution's strategic intention to strengthen its focus on learning-centred pedagogies and student-centred educational practices.

This repositioning aligns with the University's broader educational transformation agenda, which seeks to promote inclusive, responsive, and student-focused learning environments. The renaming further signals a shift towards approaches that foreground student engagement, participation, success, and active learning within both physical and digitally enhanced teaching spaces.

Through this repositioning, the Learning and Teaching Development Centre continues to play a strategic role in supporting academics in the transformation of learning and teaching practices, curriculum innovation, digital capability development, and the advancement of scholarship in higher education.

- **Academic Induction and Transformation of Teaching Practice**

Academic induction continued to play a significant role in supporting the transformation of teaching practice among newly appointed academics. In 2025, 20 newly appointed academics participated in a structured induction programme comprising six developmental workshops conducted between May and October 2025, culminating in the submission of individual e-portfolios in December 2025.

The programme focused on strengthening reflective teaching practice, assessment design, student engagement, and the effective integration of digital technologies into learning and teaching. This developmental approach supported academics in transitioning into the higher education environment while promoting innovative and responsive pedagogical practices.

- **Focus Conference and Teaching with Technology Summit**

The University continued to strengthen educational transformation and scholarly engagement through the hosting of the annual Focus Conference and the 6th annual Teaching with Technology Summit 2025. These institutional flagship platforms created opportunities for academics, researchers, digital innovators, and higher education practitioners to engage on emerging trends and challenges shaping the future of higher education.

The Focus Conference advanced dialogue on issues relating to innovation, digital equity, curriculum transformation, decolonisation, multilingualism, student success, and socially responsive learning and teaching practices. The conference promoted critical reflection on the role of universities in responding to societal challenges while advancing globally relevant and contextually responsive educational practices.

The Teaching with Technology Summit, hosted under the theme "Reimagining Education in the Age of AI", focused on the integration of artificial intelligence in higher education learning, teaching, assessment, and institutional strategy. Discussions during the summit highlighted the importance of ethical AI literacy, digital fluency, and institutional readiness in responding to rapidly evolving educational technologies.

Both platforms further provided opportunities for academics to engage with innovative digital tools, technology-enhanced pedagogies, and emerging approaches to curriculum and assessment design. These engagements contributed towards strengthening the digital and pedagogical capabilities of academic staff while promoting future-oriented and student-centred learning and teaching practices.

In strengthening institutional scholarship and knowledge dissemination, proceedings from the Focus Conference were published to showcase innovative practices and emerging research in learning and teaching. Further to this, selected scholarly contributions were prepared for publication in a special issue focusing on learning, teaching, and educational transformation in higher education. These initiatives contributed to increasing academic visibility, strengthening scholarly engagement, and promoting sector-wide knowledge sharing.

- **Strengthening Innovative and Digitally Enhanced Teaching**

The University continued to advance digitally enhanced learning and teaching through targeted staff development interventions. Assessment workshops were facilitated for the Departments of Chemical Engineering and Accounting and Law, while a teaching development workshop was conducted for the Department of Information and Communication Technologies.

These interventions aimed to strengthen transformative teaching approaches, improve alignment between learning outcomes and assessment practices, and support the integration of blended and technology-enhanced learning methodologies within disciplinary contexts.

- **Responsible and Ethical Use of Artificial Intelligence**

In advancing institutional readiness for the integration of emerging technologies, the University developed and approved the Guidelines and Position Paper on the Responsible and Ethical Use of Artificial Intelligence (AI). The development of these institutional instruments formed part of the University's broader educational transformation agenda aimed at strengthening ethical, inclusive, and contextually responsive approaches to digital innovation in higher education.

The guidelines and position paper provide an institutional framework for the responsible integration of artificial intelligence within learning and teaching, assessment, research, and administrative practices. The framework further promotes ethical AI literacy, academic integrity, responsible innovation, and the protection of institutional and student interests within rapidly evolving digital environments.
The approval of these instruments positioned the University to proactively respond to emerging opportunities and challenges associated with artificial intelligence while supporting academics and students in engaging critically and responsibly with AI-enabled technologies.

- **Curriculum Transformation and Responsiveness**

Curriculum transformation remained a key component of educational transformation initiatives during the reporting period. Curriculum development workshops were facilitated for the Departments of Chemistry, Mathematical Sciences, and Human Resources Management.

Additional support was provided to departments developing new academic programmes, including qualifications in Agriculture and Environmental Health. This support included feedback on curriculum documentation and collaborative engagements with programme development teams.
These initiatives contributed to strengthening curriculum responsiveness to societal needs, industry expectations, and emerging knowledge domains while promoting relevance, inclusivity, and graduate preparedness.

- **Advancing Scholarly and Reflective Teaching Practice**

The University continued to strengthen the Scholarship of Teaching and Learning as part of building a culture of reflective and research-informed teaching practice. During 2025, two writing retreats targeting emerging and established researchers were facilitated.

The retreats created dedicated spaces for scholarly engagement, collaborative reflection, and academic writing, contributing to the development of evidence-based teaching practices and the advancement of pedagogical scholarship within the institution.

- **Policy Development and Institutional Transformation**

Institutional transformation in learning and teaching was further strengthened through the review and development of the Learning and Teaching Policy. A task team comprising representatives from faculties and academic support units was convened to lead this process, culminating in Senate approval of the policy in November 2025.

The policy development process contributed to strengthening institutional alignment in learning and teaching practices while promoting shared ownership of educational transformation across the University.

Prof Rushiella Songca
Interim Vice-Chancellor & Principal

Date: 31 July 2026

Signed by:
Mosidi Makgae
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Dr Mosidi Makgae
Chairperson of Council

Date: 31 July 2026

PART C: ANNUAL FINANCIAL REVIEW

PART C: ANNUAL FINANCIAL REVIEW

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

MUT is committed to sound financial governance in accordance with King IV principles, to ensure that the resource allocation and utilisation, and performance management, are handled in a manner which supports the institution's strategic objectives. The issues of sustainability are also considered from time to time.

The process of rebuilding of the SCM Unit has started, and the appointment of permanent Director and Deputy Director of Procurement will go a long way towards ensuring that the Unit is stabilised as soon as possible. The finalisation of the review of the organisational structure will also contribute to towards making the Unit more responsive to the needs of the university community.

Achieving financial sustainability remains a priority. The University continued to strengthen revenue management, expenditure control, student-debt collection, financial reserves and the implementation of funded infrastructure projects.

Irregular and unauthorised expenditure

Irregular and un-authorised expenditure of R199 million (2024:R384 million) was incurred during 2025. The bulk of the irregular and unauthorised expenditure occurred in the areas of maintenance, infrastructure and student housing. The initial identification of the these transactions has taken place, they have been reviewed by the Internal Audit, and those which will require forensic investigation have been identified.

Fruitless and wasteful expenditure

Fruitless and wasteful expenditure of R13 million was incurred, during the 2025 financial period.

17.1. Budgeting Process

The budget supports the implementation of plans aimed at achieving the objectives of MUT's Annual Performance Plan.

Based on the work done by the Budget Committee within the Finance Unit, the Executive Management Committee (EMC) recommended the budget to Finance and Investment Committee, which in turn recommended it to the Council for approval.

The budgeting process followed the usual process of inviting the various units to submit their budget request, and the allocation recommended to the EMC after taking the statutory costs, any agreements reached between the labour formations and management, projects of strategic importance, etc.

The 2025 budget was approved by the Administrator at its December 2024 meeting.

The 2025 budget was adjusted during the year after the confirmation of the block grant. The block grant was more than the initially budget by R47million. The initial budget approved was R498,6 million and the confirmed block grant was R546,1 million. The adjustment budget was subsequently approved at the June 2025 Council meeting.

17.2. Financial Aid

The Financial Aid Office continues to play a pivotal role in supporting MUT Strategic Goal 5: creating an enabling support environment and strengthening the financial sustainability of the University. Most MUT students rely on financial aid, with a substantial proportion of tuition and accommodation fees funded by NSFAS. A smaller proportion is supported through bursaries and scholarships from independent funders, while the balance comprises privately funded students.

The following graph illustrates the funding category per number of students for the 2025 academic year:

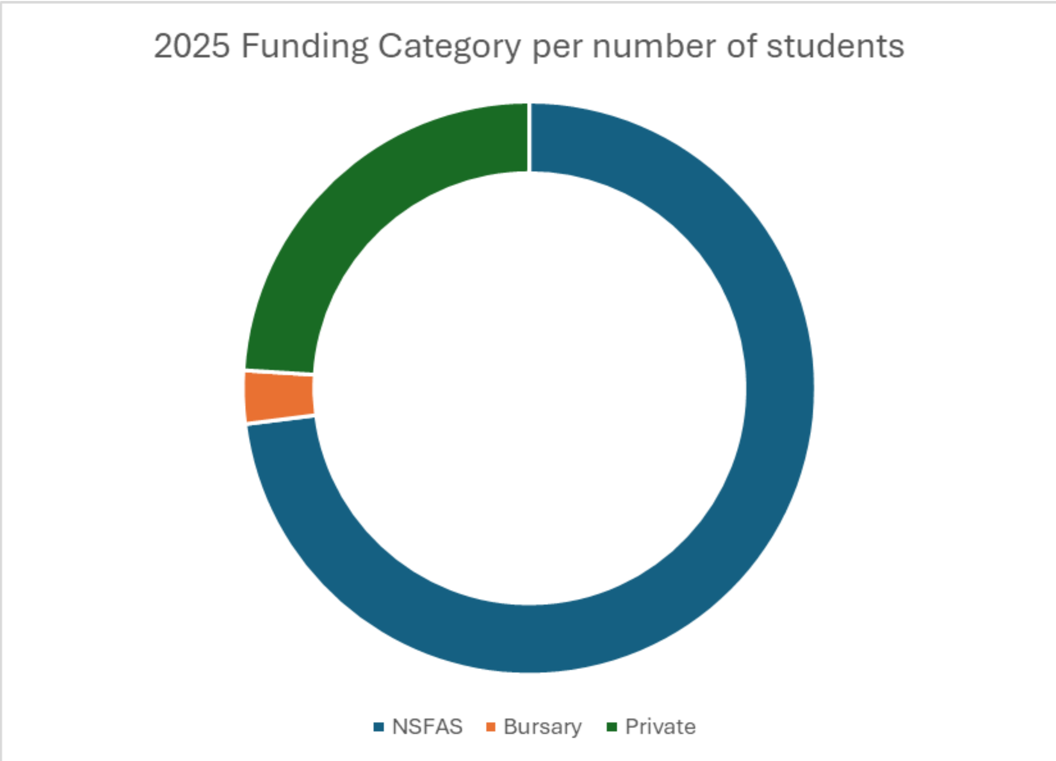

Figure 10: 2025 student funding by category.

a. NSFAS

The National Student Financial Aid Scheme (NSFAS) remains the major funder of the majority of our students. The number of NSFAS-funded students as of 31 December 2025 was 10942 (2024:10635) representing an increase of 2.8%. 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 2025 was R949-million, (2024:925-million).

Like many other institutions, MUT has experienced the phenomenon of students owing the university, despite the fact that many of them were funded by NSFAS.

The NSFAS Close Out Process for the period 2017 to 2025 is now completed.

b. 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.

At the end of 2025 MUT bursaries and scholarships amounted to R21-million (2024: R23- million) and funded 463 students (2024:421) students, this translates to a decrease of 8.6% in funds received.

The Financial Aid Office performed an administrative function in respect of bursaries and scholarships, and although it does not actively sources bursaries and scholarships for students, it does respond to funding proposals from potential funders, example being some of the Historic Debt funding received recently that is presented in the next paragraph.

a. Historical Debt Funding

- **Moses Kotane Institute**

In 2023 Moses Kotane Institute together with the Manufacturing Engineering and Related Services Sector Education and Training Authority (MERSETA) made a commitment to fund former engineering students who have graduated but have outstanding debts and could not access their certificates. The amount committed was R30million, the university managed to identify eight hundred and fifty-two (852) graduates who were approved by the funder, and from that R30million committed, MUT has already received more than R12.5million as part payment.

- **ABSA Historic Debt Funding**

The ABSA Bank has once again come on board with generous funding to assist our graduates who still carry outstanding debts and could not get their certificates. In October 2025 ABSA partnered with MUT to provide funding to our students who have graduated in Science, Technology, Engineering and Mathematics (STEM) related fields of study. One of the requirements was that the annual household income of candidates should not be more that R700 000 (seven hundred thousand rand). The FEENIX online platform was used to advertise this funding, and the response was very good. Two thousand six hundred and twenty-nine (2629) students were identified and notified of the funding opportunity. During the year under review, MUT received just over R5m.

- **BANKSETA Graduate Funding**

Towards the end of 2025, MUT received an offer from the Banking Sector Education & Training Authority (BANKSETA) to fund graduates in bank-related qualifications. The BANKSETA committed just over R5m, and the Financial Aid Office identified 605 students. Approval of the first batch of graduates was received on 24 March 2026.

The table below illustrates progress made with Historical Debt funding explained above:

Sponsor Name	Qualification	# of Students	Committed	Received	Outstanding
Moses Kotane Institute	Engineering	852	R30 000 000	R12 357 302	R17 642 698
ABSA/Feenix	Engineering and Accounting	109		R5 160 690	
Bankseta	Accounting and Information Technology	170	R5 285 856	R5 285 856	
Fasset	Accounting	12		R208 500	

17.3. Financial Highlights: Income and Expenditure

a. Income

The Statement of Profit and Loss and Other Comprehensive Income distinguish between Council-Controlled funds, earmarked funds, and student and staff accommodation.

Total income increased from R1.377 billion in 2024 to R1.536 billion in 2025, representing an increase of R159 million (11.5%).

Council-Controlled income increased from to R862 million in 2024 to R993 million in 2025, an increase of R131 million (15.2%).

Government subsidies and grants increased from R539 million in 2024 to R629 million in 2025, representing an increase of R90 million (16.7%).

Tuition and other fee income increased from R329 million in 2024 to R362 million in 2025, an increase of R33 million (10.0%). The tuition fee increment for the 2025 year was 4,7% (2024: 4,5%), which was in accordance with the fee compact issued by the Minister of Higher Education, Science and Technology.

Income from student residence fees increased from R454 million in 2024 to R484 million in 2025, which represents an increase of R30 million (7%). The increment in University residence fees was 6,7% (2024

6,5%) which was in accordance with the fee compact issued by the Minister of Higher Education, Science and Technology. The residence fee for external residences was kept at the maximum NSFAS capping applicable to student accommodation.

Third stream income include rebates received of R1,785 million (2024: R352k) and accounting adjustments such as gains on fair valuation of investments of R1,205 million (R392K), gains from verification of R3,917 million (2024: R1,035 million).

b. Expenditure

The total expenditure for the 2025 year amounted to R1.439 billion, which is an increase of R175 million (13.8%) on the 2024 amount of R1.265 billion.

Council-Controlled unrestricted expenditure amounted to R939 million in 2025 compared to R860 million in 2024, which is an increase of R79 million (9%).

Personnel costs amounted to R550 million compared with R544 million in 2024, an increase of R6 million, or approximately 1%. The approved salary increment for 2025 was 4%.

c. Other Operating Expenses

Other operating expenses amounted to R770 million and included travel, conferences and workshops, cleaning, security, assessment rates and municipal charges.

d. 2025 Budget

Due to the challenges faced, the Administrator approved the 2025 budget which reflected a deficit of R5,4million. The block grant letter came out with a higher allocation to MUT. The Council subsequently approved an adjustment budget with a surplus of R24m.

e. Surplus/Deficit

The University reported a surplus of approximately R96 million in 2025, compared with approximately R112 million in 2024. The surplus therefore decreased by approximately R16 million; it should not be described as a significant improvement. The result must be read together with the growth in income, liquidity, restricted grant balances, cash flows and the expenditure required to deliver the University's academic and infrastructure commitments.

The R96 million surplus is the audited result reported in the Statement of Profit or Loss and Other Comprehensive Income. The rounded income and expenditure amounts presented above are summary figures and should not be used independently to recalculate the audited surplus.

Link to institutional performance: The positive surplus, improved liquidity and higher own-cash balance supported continuity of teaching, student services, staffing, research and institutional operations. However, the 59% Capex expenditure result, the low collection rate on student debt, the unfavourable debt ratio and the Council-controlled unrestricted reserve ratio show that financial stability did not translate uniformly into planned infrastructure implementation or unrestricted investment capacity. Financial performance therefore supported institutional stability, while these constraints continued to limit strategic execution.

The University also has a relatively low tuition-fee base compared with similar institutions. Contributing factors include the DHET fee compact, which limits annual fee increases, and NSFAS funding policies and decisions.

17.4. Statement of Financial Position

a. Non-current Assets

Property, Plant and Equipment (PPE) increased by 4% from R1,466 billion in 2024 to R1,521 billion in 2025. The main reasons for the increase are addition to various infrastructure-related projects, funded from DHET infrastructure grants.

During the year under review, MUT engaged an external provider to conduct a full physical verification of moveable assets. The asset verification exercise conducted during the year found a number of assets which had not been recorded in the fixed asset register. They were valuated, a process which resulted in the increase in PPE of R3,9m in the AFS. The exercise also revealed that there were many items of office equipment, which were either very old, or no longer used. These were impaired and removed from our Fixed Asset Register.

b. Current Assets

Current assets increased from R1.637 billion in 2024 to R1.892 billion in 2025, an increase of approximately R255 million or 15.6%. Cash and cash equivalents increased from R1,342 billion to R1,557 billion, a movement of approximately R215 million. The cash balance includes approximately R1 billion relating to restricted DHET grants and therefore cannot be interpreted as wholly available for general institutional use.

The net student receivables increased from R277 million in 2024 year to R287 million in 2025.

Privately funded student debt still remains a major challenge for the University. MUT has handed over the collection of student debt to a panel of service providers. There was a significant volume of accounts handed over, with a total handover value of more than R 680 million as at year end 2025. These service providers have made steady but slow progress in the collection of such debt. 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 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.

c. Non-current Liabilities

Non-current liabilities increased from R1.450 billion in 2024 to R1.673 billion in 2025, an increase of approximately R223 million or 15.4%. The increase was mainly attributable to the approximately R180 million increase in restricted grants. Non-current liabilities include two unsecured ABSA loans amounting to approximately R40 million (2024: R50 million), bearing fixed interest rates of 11.06% and 13.04% and repayable in June and December. The final repayment dates are 23 June 2029 and 23 December 2030. The loans funded construction of a student residence completed in 2018.

There was an increase in restricted grants from R782 million in 2024 to R962 million in 2025 mainly due to increased infrastructure funding from DHET. These grants are for specific projects, and the University is precluded from utilizing any of these grant monies for any other purpose.

d. Current Liabilities

Current liabilities increased by 3% from R341 million in 2024 to R353 million in 2025.

e. Solvency and Liquidity

The balance sheet reflects a technically solvent position as the University's total assets exceed its total liabilities by R1,408 billion (2024: R1,330 billion). This includes a revaluation reserve of R723 million (2024: R723 million). Liquidity is also positive with current assets exceeding current liabilities by R1,539 billion (2024: R1,295 billion). The University's own cash balance after deducting earmarked grants is R548 million (2024: R508 million) as at 31 December 2025.

The following table reflects key financial indicators and ratios for 2025, with comparative data for the years 2022 – 2025.

Table 27 : Financial Indicators and Ratios (2023 – 2025)

Key indicators	2023	2024	2025
Personnel cost to unrestricted Income	64%	63%	55%
Personnel cost as a % of total expend.	36%	43%	38%
Subsidy as a % of income	35%	35%	37%
Tuition and residences as % of income	60%	56%	55%
Other Income as a % of Income	4%	3,93%	3,95%
Current Ratio	5	5	5
Cash Ratio	2	2	2,5
Total debtors as a % of fees	98%	97%	94%
Provision for bad doubtful as a % of debt	71%	66%	66%
(Decrease)/Increase in debtors (R000)	139 276	8 674	35 060

As the case has been in the past, 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 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.

f. Contingencies

Litigation is in progress against the University by a property-owning company demanding a damages payment of R 28 million in respect of a legacy legal student accommodation/lease dispute. Correspondence on this claim was received on 19 June 2026. The university is presently considering this matter and has appointed external legal counsel in this regard.

g. Going Concern

The financial statements have been prepared on a going-concern basis, which Council and Management consider appropriate. The assessment is supported by a 12-month cash-flow forecast from the date of the audit report and assumes continued payment of the block grant and NSFAS funding commitments.

- Government funding remains ongoing and is supported by the funding allocations contained in the Ministerial Statement.
- At least 75% of tuition and accommodation fee income is funded through NSFAS, which continues to make payments in line with its funding commitments.
- The NSFAS Close-Out Process for the period 2017 to 2025 was completed.

Management estimates, based on the 12-month cash-flow forecast, that MUT could absorb an overall delay of approximately six to eight months in government funding. A significant or prolonged reduction in government funding would require revision of the approved budget, reprioritisation of expenditure and, where appropriate, renegotiation of payment terms. Management considers that the University has sufficient resources to meet its liabilities as they fall due over the going-concern assessment period.

h. External Audit Opinion

The external auditor issued an unqualified opinion on the 2025 Annual Financial Statements.

Mr Bulelani Mahlangu
Chief Financial Officer

Date: 31 July 2026

Mr Lwazi Zondi
Chairperson of Finance and Investment Committee

Date: 31 July 2026

18. REPORT ON RISK AND AUDIT

18.1. Enterprise Risk Management

MUT continues to have a robust process in place for effective management of enterprise risk management. Enterprise-wide risk management is a continuous, proactive and systematic process, effected by MUT's personnel, applied in strategic planning and across the University, designed to identify potential events that may affect the University, and manage risks to be within its risk appetite, to provide reasonable assurance regarding the achievement of goals and objectives.

The Enterprise Risk Management (ERM) Framework and Methodology were developed and subsequently approved by the Council. To support effective implementation of ERM across the organization, an annual risk plan has been formulated and endorsed by Council through the ARC Committee. As ERM is a dynamic and continuously evolving process, this plan is reviewed and updated annually considering actions completed during the year, changes within the organizational environment, shifts in the risk profile, and emerging best practices in enterprise risk management.

During 2025, the University advanced its Enterprise Risk Management (ERM) programme, building on prior year 2024 initiatives to further strengthen organisational risk maturity and governance. The following key activities were undertaken:

a. Updates to Risk Registers

The Strategic Risk Register for FY25 was reviewed and updated to reflect changes in the internal and external operating environment.

The Fraud Risk Register for FY25 was updated, incorporating emerging fraud risks, control enhancements, and departmental risk insights.

b. Risk Maturity Advancement

Recommendations aimed at improving the University's risk management maturity level were refined, supporting continued progress toward a more integrated and proactive risk culture.

c. Strengthening Governance and Oversight

Risk Steering Committee was formally established, including the development and approval of its Terms of Reference.

Terms of Reference for the Risk Champion Forum were drafted to enhance cross-functional engagement in risk management.

Risk Champion appointment letters were updated to clarify roles, responsibilities, and reporting expectations.

d. Strategic Risk Assessment Facilitation

The Risk Management Department facilitated the strategic risk assessment process for the 2026 planning horizon, ensuring alignment with long-term institutional priorities and environmental trends.

e. Emerging Risk Framework Enhancement

An Emerging Risk Procedure was developed to strengthen early identification and response to new and evolving risks that could impact the University's strategic objectives.

The University continues to manage and monitor the 10 identified strategic risks for 2025, listed in the table 28 below.

Table 28: Top 10 Risks in 2025 and rated representation

	Risk Name		Risk Name
1	Poor institutional culture	6	Inability to remain financially sustainable
2	Failure to maintain academic quality and standards	7	Lack of fit-for-purpose infrastructure
3	Inability to form, maintain and implement collaborations nationally and internationally	8	Business Continuity
4	Non-alignment of skill set to achieve strategic imperatives	9	Non-compliance with applicable laws, regulations, and processes.
5	Lack of enterprise architecture capability	10	Underperforming in terms of DHET research norms

Risk No	Risk Names	Inherent Rating	Residual Rating
1	Poor Institutional Culture	25	20
2	Failure to maintain academic quality and standards	25	8,75
3	Inability to form, maintain and implement collaborations nationally and internationally	20	16
4	Non-alignment of skill set to achieve strategic imperatives	20	12
5	Lack of enterprise architecture capability	20	16
6	Inability to remain financially sustainable	20	16
7	Lack of fit-for-purpose infrastructure	20	12
8	Business Continuity	20	12
9	Non-compliance with applicable laws, regulations, and processes.	16	9,60
10	Underperforming in terms of DHET research norms	16	12,80

18.2. Fraud Risk Management

The Vice-Chancellor of MUT, through her delegation from Council to manage risk, including fraud risk, continues to ensure that the “no tolerance” approach is upheld. This is aligned to the risk appetite statement of MUT through active and prompt management of fraud and corruption risk. This was evidenced by some of the forensic investigations that involved senior management personnel. The Audit, Risk and Compliance Committee continued to play an oversight role in supporting the Council in ensuring swift and effective management of risk at all levels.

The University is determined to show transparency and accountability regarding any wrongdoing and is committed to implementing all necessary steps to ensure the university is protected from fraud and corruption.

The university has an independent hotline that manages the reporting of the cases to ensure full transparency and completeness. These reports are then sanitised to protect the whistleblowers and sent to MUT management to investigate. These investigation reports are further presented to the ARCC on a quarterly bases for oversight purposes. Progress on all the cases is also given to the ARCC on the investigations and outcomes.

The following were the critical achievements:

- Increased number of initiatives on fraud awareness were conducted during the 2025 financial year, including: Posters around campus, radio interviews, and online presentations
- Implementation of the Fraud and Corruption Policy and Whistleblower Policy, which was approved end of 2024
- During 2025, there were 28 reported cases investigated and complete (87%), and 4 cases reported that are in progress (constituting 13%). As at 31 March 2026, with 66% reports completed in the first quarter, 3 were closed due to insufficient information moving the total from 35 to 32.

MUT committees to create an enabling environment for the reporting and management of all cases of fraud and corruption within the University. In addition, an employee hotline is a confidential and often anonymous communication channel that allows employees to report issues, concerns, or misconduct within the institution. It is a critical tool for ensuring a safe and ethical workplace. Employee hotlines typically involve:

- **Confidentiality:** Ensuring that reports made through the hotline remain confidential.
- **Anonymity:** Providing an option for employees to report issues anonymously.
- **Accessibility:** Making the hotline easily accessible to all employees.
- **Responsiveness**: Ensuring timely and appropriate responses to reports

MUT has a hotline facility independently managed by Deloitte Tip-Off Anonymous (Pty) Ltd which encourages anonymity. The cases are then referred by MUT whistleblower officers named in the MUT policy to external forensic services. MUT does not have an internal division for forensics. The Risk and Audit Directorate coordinates the investigation process and hands over the reports to the Vice-Chancellor for further action if necessary.

18.3. Internal Audit

The Institute of Internal Auditors (IIA) defines internal auditing as an "An independent, objective assurance and advisory service designed to add-value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes."

The Internal Audit plan for the 2025 financial year was tabled and approved by the ARC Committee of Council. The overall theme for 2025 is to drive performance excellence through effective controls and partnering with management. The key focus of the plan is on the key risks as they relate to operational and financial deficiencies. The plan, whilst remaining risk-based, was flexible to respond to a dynamic MUT environment. Internal audit continued to build on an effective and efficient working relationship with management in our endeavour to deliver timeous and relevant quality to MUT.

Internal Audit is satisfied with the 92% achievement of completion of planned audits for the 2025 FY (12 completed out of 13 planned internal audit reviews). Management cooperation has been a key factor in ensuring that Internal Audit remains on track in achieving this status.

The Director Risk and Audit, as the custodian of the internal audit function, which reports regularly to the Audit, Risk and Compliance Committee of the Council in 2025. A three-year strategic rolling plan, including an annual operational risk-based plan, was developed, and approved for the 2025 financial year.

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 EMC and the ARCC.

Table 29 below shows the status of internal audit findings as at 31 December 2025.

Table 29: Status of Internal Audit Findings, 2025

Status	Teaching & Learning	Finance	HR	Student Affairs	Registar	DIPR	IT&N	Operations	Total
Not Resolved	0	18	0	0	14	0	11	9	52
Resolved	30	210	29	19	20	30	38	42	418
Partially Resolved/In progress	0	19	10	4	0	0	7	3	43
	30	247	39	23	34	30	56	54	513

Ms Zimasa Gwarube
Director: Internal Audit,
Risk and Compliance

Date: 31 July 2026

SYBoulton

Ms Seipati Boulton
Chair of ARCC

Date: 31 July 2026

19. REPORT ON COMPLIANCE

19.1. Compliance Overview

The University is committed to managing its compliance obligations in a proactive, on-going and positive manner. The Compliance Officer plays a pivotal role in making sure that the University has an effective risk management and compliance strategy that will enhance the identification, assessment, and effective treatment of the University's strategic, financial, operational, and compliance risks to protect and create value in support of the University's goals and objectives.

MUT is committed to ensuring that it complies with all applicable laws, regulations, and internal policies, as well as DHET Policy obligations (where applicable to the University environment).

The University has a rolling 3-year compliance plan that was approved by the Council. The implementation of the plan was monitored on a quarterly basis by both the Audit, Risk and Compliance Committee. The plan is implemented through the office of the Registrar. During the 3rd quarter of 2025 financial Council resolved that the Compliance function be moved to the Risk and Audit Directorate in line with good governance.

During the 2025 financial year, the compliance function worked on the review of the Compliance Framework and policy.

19.2. Monitoring Health and Safety

With continued emphasis on robust information technology (IT) governance, the IT Governance Framework has been formally presented and accepted. This has laid the groundwork for establishing formal IT governance structures, including the IT Steering Committee, among others. Additionally, with a key focus on Artificial Intelligence (AI), the IT&N Directorate has introduced an AI Policy and updated the IT Governance Framework to foster a strong AI culture.

In an effort to continuously enhance governance controls in an orthodox way, the Directorate has broadened its auditing approach by incorporating multiple types of audits, including an information security forensic assessment. This approach supports the appointment of an external Information Security partner to oversee the comprehensive Information Security environment, providing independent recommendations for implementing best-practice Information Security controls.

By executing the IT Strategy, which encompasses six main objectives and 31 key performance indicators, the Directorate has achieved a 100% performance ratio, with several other indicators exceeding the established thresholds. The IT&N project programme for this period confirms the implementation of a Business Intelligence and Document Management system, whereby all paper-based information is captured in an electronic format, hosted on the University's central secured data warehouse, on the Microsoft SharePoint platform.

19.3. Monitoring IT Governance

Despite facing several challenges, IT&N has ensured that MUT is adequately prepared to meet the demands of the Fourth Industrial Revolution, consistently supporting its Vision and Mission by fostering a robust teaching and learning environment. In alignment with guidance from the King V report, IT&N successfully conducted three internal audits and participated in the 2024 financial audit, resulting in the closure of 70% of identified findings. Significant projects were launched to address the associated risks and audit outcomes; however, some capital expenditure initiatives were deferred due to funding constraints, with priorities realigned towards digital transformation, artificial intelligence, and cybersecurity. A service provider was commissioned to deliver centralised security monitoring, incident detection, threat intelligence, vulnerability management, and compliance oversight. The approved IT governance framework and risk register now establish comprehensive structures, policies, and processes for IT strategic planning and risk management, with clear IT governance policy statements to govern the following activities:

- Integration of technology and information risks into MUT-wide risk management,
- Agreements to provide business resilience.
- Proactive monitoring of intelligence to identify and respond to incidents, including cyber-attacks and adverse social media events,
- Management of the performance of, and the risks pertaining to, third-party and outsourced service providers,
- The responsible disposal of obsolete technology and information,
- The assessment of value delivery to MUT through significant investments in technology and information, and projects,
- Ethical and responsible use of technology and information, with the inclusion of Artificial Intelligence.

Karen Lazenby

Dr Karen Lazenby
Registrar

Date: 31 July 2026

Signed by:
Mosidi Makgae
E3CB18255EF646A...

Dr Mosidi Makgae
Chairperson of Council

Date: 31 July 2026

ACKNOWLEDGEMENT

2025 Annual Performance Report — with gratitude

The development of the 2025 Annual Performance Report was a collaborative institutional effort coordinated by the Directorate of Institutional Planning and Research (DIPR). This page acknowledges, with appreciation, the individuals and structures whose contributions enabled the successful completion of the MUT 2025 APR.

APR WRITING TASK TEAM (APRWTT)

As approved by EMC in 2021, the APR Writing Task Team (APRWTT) was established to enable DIPR to coordinate compilation of the APR. The University records its sincere appreciation to the following esteemed members:

01. Dr Liile Lerato Lekena - Bayaga	11. Ms Julia Mabuya
02. Ms Ayanda Princess Nongogo	12. Mr Simelane
03. Dr Karen Lazenby	13. Mr Sipho Mgedezi
04. Dr JM Makua	14. Mr Kubone
05. Dr XV Ngubane	15. Mr Mahlangu
06. Mr Cebo Nyondo	16. Ms Zama Sishi
07. Mr Thabo Zwane	17. Ms Bathabile Wella
08. Mr Rakash Jugernath	18. Dr Gumede
09. Dr M Hlongwane	19. Ms Zimasa Gwarube
10. Ms Mbali Mkhize	20. Prof B. Nkonki-Mandleni

EDITORIAL COORDINATION & OVERSIGHT — DIPR

The University acknowledges the Directorate of Institutional Planning and Research (DIPR) for editorial coordination, consolidation and quality assurance of the 2025 Annual Performance Report.

CHIEF EDITOR
Dr Liile Lerato Lekena-Bayaga
Acting Senior Director: DIPR;
Director: Strategic Planning

MANAGING EDITOR
Ms Ayanda Princess Nongogo
Director: Management, Evaluation & Reporting

20. ANNEXURE A: 2025 ANNUAL FINANCIAL STATEMENTS AND AUDIT REPORT

The MUT’s audited 2025 Annual Financial Statements and the accompanying Independent Auditor's Report are presented in Annexure A to this Report.

Mangosuthu University of Technology
Consolidated Financial Statements
for the year ended 31 December 2025

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	Provision of Higher Education
Council	Dr M Makgae - Chairperson Ms C Mametja - Deputy Chairperson Prof R Songca - Interim Vice-Chancellor and Principal Dr D Xaba Dr K Ramsarghey Dr P Mazibuko Dr R Kimmie Mr K Quille Mr L Mthimkhulu Mr L Nzama Mr L Zondi Mr N Cele Miss M Luthuli Mr M Chonco Mr S Mbonambi Mr T Zwane Ms Z Cele Ms N Maharaj Professor K Zuma Mr S Mdlalose Dr T Mwelase Professor M Ramogale Professor S Ngubane Ms T Jimana
Registered office	511 Mangosuthu Highway Umlazi Durban KwaZulu-Natal 4031
Postal address	P.O Box 12363 Jacobs 4061

General Information

Auditor	SNG Grant Thornton Inc Chartered Accountant (SA) Registered Auditors
Level of assurance	These consolidated financial statements have been audited in compliance with the applicable requirements of the Higher Education Act (Act No. 101 of 1997, as amended).
Issued	31 July 2026

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These financial statements were prepared under the supervision of:

Mr Bulelani Mahlangu
CA (SA)

Council's statement of responsibility for the consolidated annual financial statements

Mangosuthu University of Technology Council is required in terms of the Higher Education Act No. 101 of 1997 (as amended) to maintain adequate accounting records and is responsible for the content and integrity of the consolidated financial statements and related financial information included in this report. It is Council's responsibility to ensure that the consolidated financial statements fairly present the state of affairs of the Mangosuthu University of Technology as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with IFRS Accounting Standards ® as issued by the International Accounting Standards Board (IASB). The external auditor is engaged to express an independent opinion on the consolidated financial statements.

The consolidated financial statements are prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Council acknowledge that it is ultimately responsible for the system of internal financial control established by the Mangosuthu University of Technology and place considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the university and all employees are required to maintain the highest ethical standards in ensuring the university’s business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the university is on identifying, assessing, managing, and monitoring all known forms of risk across the University. While operating risk cannot be fully eliminated, Mangosuthu University of Technology endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the consolidated financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Council have reviewed Mangosuthu University of Technology’s cash flow forecast and, in light of this review and the current financial position, they are satisfied that Mangosuthu University of Technology has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditor is responsible for independently auditing and reporting on Mangosuthu University of Technology's consolidated financial statements. The consolidated financial statements have been examined by the Mangosuthu University of Technology's external auditors and their report is presented on pages 5 to 15.

The consolidated financial statements set out on pages 16 to 62, which have been prepared on the going concern basis, were approved by the Council on 31 July 2026 and were signed by:

Approval of financial statements

Signed by:

Mosidi Makgae

Dr M Makgae - Chairperson of Council
E3CB18255FF646A...

Prof R Songca - Interim Vice-Chancellor and Principal

SNG Grant Thornton

Independent Auditor's Report to the Minister of Higher Education and Training and the Council of the Mangosuthu University of Technology

Report on the audit of the Consolidated Financial Statements

Opinion

1. We have audited the consolidated financial statements of Mangosuthu University of Technology and its subsidiary (the group) set out on pages 16 to 62, which comprise the consolidated statement of financial position as at 31 December 2025, consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in funds and reserves, and the consolidated statement of cash flows for the year then ended, as well as notes to the consolidated financial statements, including material accounting policy information.

2. In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of Mangosuthu University of Technology and its subsidiary as at 31 December 2025 and its consolidated financial performance and consolidated cash flows for the year then ended in accordance with the IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Higher Education Act of South Africa, 1997 (Act No.101 of 1997).

Basis for opinion

3. We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

4. We are independent of the group in accordance with the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)*.

5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

6. In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:

Final materiality

7. The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error, and they are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

8. Our determination of materiality is a matter of professional judgement and is affected by our perception and understanding of the financial information needs of intended users, which is the quantitative and qualitative factors that determine the level at which relevant decisions taken by users would be affected by a misstatement. These factors helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the consolidated financial statements as a whole.

9. Based on our professional judgement, we determined final materiality for the consolidated financial statements as follows:

Final materiality amount	R13.2 million
Basis for determining materiality	1% of total recurrent expenditure excluding Amortisation, Depreciation and Impairment, Expected credit loss-Student receivables and finance costs as presented in the consolidated statement of profit or loss and other comprehensive income.
Rationale for benchmark applied	A key judgement in determining materiality is the appropriate benchmark to select and our perception of the needs of stakeholders. We considered which benchmarks and key performance indicators have the greatest bearing on stakeholder decisions. We determined that total recurrent expenditure excluding Amortisation, Depreciation and Impairment, Expected credit loss-Student receivables and finance costs is an appropriate quantitative indicator of materiality as Mangosuthu University of Technology is a public university established in terms of the Higher Education Act. The University operates in a tertiary education industry reporting to the Department of Higher Education and Training. The Department of Higher Education and Training is the primary stakeholder, and its interest is on how the institution utilises the funds received. Therefore, the total recurrent expenditure excluding Amortisation, Depreciation and Impairment, Expected credit loss-Student receivables and finance costs of the University was determined to best reflect its economic activity and a key benchmark. The lower threshold of 1% applied was determined by considering the history of audit outcomes, our understanding of the University and in response to the elevated risk of material misstatement identified during the audit planning process. • In determining materiality, consideration was given to the heightened risk environment. • In addition, the prior year's audit resulted in a disclaimer of opinion, reflecting significant deficiencies in the availability of appropriate audit evidence and the underlying financial reporting processes.

Group audit scope

10. We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, considering the structure of the group and the accounting processes and controls.

11. Our audit was scoped by obtaining an understanding of the group and its environment, including common controls, and assessing the risks of material misstatement at the group level.

12. We considered the group’s legal structure and its financial reporting processes when identifying components for purposes of planning and performing audit procedures.

13. The group consists of the University and one dormant subsidiary, with the main component being the University. We conducted a full scope audit of the University due to its financial significance to the group. The subsidiary is dormant and is considered to be inconsequential to the group, individually. Other than procedures performed on property, plant and equipment which is the only asset of the subsidiary, no further audit procedures were performed at this component as it did not represent a source of potential material misstatement, for the group financial statements.

14. This, together with additional procedures performed at the Group level, including testing the consolidation process, intercompany eliminations and group wide analytical procedures, provided us with sufficient appropriate audit evidence regarding the financial information of the group to express an opinion on the consolidated financial statements.

Emphasis of matter

15. We draw attention to the matters below. Our opinion is not modified in respect of these matters.

Restatement of corresponding figures

16. As disclosed in note 31 to the consolidated financial statements, the corresponding figures for the Expected Credit Loss for 31 December 2024 were restated as a result of an error in the consolidated financial statements of the University at, and for the year ended 31 December 2024.

Material impairment – Trade and other receivables

17. As disclosed in note 6 to the consolidated financial statements, material losses of R25.07 million was incurred as a result of impairment of trade and other receivables.

Material impairment – Property, Plant and Equipment

18. As disclosed in note 2 to the consolidated financial statements, material impairments of R 14,7 million was recognised as a result of impairments to Property, plant and equipment.

Material loss on NSFAS Close out

19. As disclosed in note 19 to the consolidated financial statements, a material loss of R 15,4 million was recognised as a result of losses arising from the NSFAS Close out process.

Key audit matters

20. Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements for the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion, and we do not provide a separate opinion on these matters.

21. We have determined the matters described below to be the key audit matters to be communicated in our report.

22. In terms of the EAR Rule, we are required to also report the outcome of audit procedures or key observations with respect to the key audit matters, and these are included below:

<table>
<tr><th>Key audit matter</th><th>How the matter was addressed in the audit</th></tr>
<tr><th colspan="2">NSFAS Close Out (Trade and other receivables and trade and other payables)</th></tr>
<tr><td>
As disclosed in Note 6 to the consolidated financial statements, the University and the National Student Financial Aid Scheme (NSFAS) undertook a "Close Out Process" (COP) for the 2017 to 2025 academic years.

At the 31 December 2024 reporting date, the reconciliation process for the 2017 to 2021 academic years had not been completed, which amongst others contributed to the disclaimer of opinion issued on the 2024 consolidated financial statements.

Towards the later part of the 2025 financial year, following the 2024 disclaimed audit opinion, management engaged with NSFAS to finalise the Close Out process. The process involved MUT engaging through a NSFAS appointed consultant whereby MUT's own age analysis for each of the respective periods to 31 December 2025 was compared to NSFAS data so as to arrive at various adjustments that were required to arrive at an agreed settlement amount.
The “Close Out” project was finalised in June 2026 where both parties reached settlement in terms of the quantum. On the 6 July 2026, NSFAS issued the University with a signed partial settlement letter advising of the outcome of the Close Out project for the respective years. The correspondence from NSFAS acknowledged that NSFAS’s net total exposure as at 31 December 2025, to the University is R 159,8 million after taking into consideration any overpayments amounting to R 55 million refer to note 13.

These were considered by the University, and the necessary adjustments were processed in the consolidated financial statements of the University as at 31 December 2025 to align to the NSFAS submissions received.

Based on the complexity and dynamic nature of the reconciliations, and the process involving extensive reconciliations of historical student funding data and required agreement between the University and NSFAS on the final balances, this has been considered as a Key Audit Matter. This required an increased extent of audit effort and judgement in the assessment of the settlement and reconciliation to underlying MUT information.
</td><td>
In responding to the key audit matter, our audit procedures included the following:

Obtaining an understanding of management's Close Out Process and evaluating the design and implementation of relevant controls over the reconciliation process. This process involved engagement with management and the NSFAS appointed consultant
Inspecting correspondence between the University and NSFAS in respect to certain principles applied
Assessing management's accounting treatment of the Close Out Process against the applicable financial reporting framework.
Reviewing the signed partial settlement letter received from NSFAS and agreeing the settled balance to the amounts recognised in the consolidated financial statements.
Recalculating the reconciled receivable and payable balances based on the settlement agreement and assessing the mathematical accuracy of management's calculations.
Evaluating whether the accounting entries recorded by management appropriately reflected the outcome of the settlement.
Assessing the adequacy and appropriateness of the presentation and disclosures included in the consolidated financial statements.

Based on the procedures performed above, the related NSFAS receivable and payable recognised and disclosed are appropriate in all material respects.
</td></tr>
</table>

<table>
<tr><th>Key audit matter</th><th>How the matter was addressed in the audit</th></tr>
<tr><th colspan="2">Assessment of Expected Credit Losses (ECLs) on Student receivables</th></tr>
<tr><td>The student debtor balance as at 31 December 2025 is R 849,5 million , with an assigned expected credit loss of R 562 million, as disclosed in note 6 to the consolidated financial statements

For trade receivables and student fees receivables, the University applies a simplified approach in calculating ECLs The calculation of the ECL allowance is based on a provision matrix, in line with IFRS 9: Financial Instruments, whereby student receivables are categorized into groups with similar credit risk characteristics and calculated loss rates are applied to each group. The loss rates are based on the University's historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Such grouping entails grouping receivables per shared risk (i.e. age of debt and type of debt).

Based on the material value of the ECL and high estimation uncertainty in determining the allowance, we considered the expected credit losses allowance to be a key audit matter.</td><td>In responding to the key audit matter, our audit procedures included the following:

• We held discussions with management to understand their ECL model and the specific inputs used and evaluated compliance with the requirements of IFRS 9.
• We assessed the accuracy of the age analysis for student debtors and trade receivables by inspecting student statements and recalculated the ageing category on a sample basis.
• We assessed the completeness and accuracy of the provision matrix and inputs used by management
• We assessed the reasonability of the assumptions made by management in determining the provision by performing a recalculation of the collection rates based on prior period collection history.
• We involved our internal actuarial experts with specialised skills and knowledge on expected credit loss calculations, who performed a review of the assumptions & methods used by management to calculate the ECL. Additionally, we performed a challenger review whereby we independently performed an assessment of the ECL and compared this to management's determined ECL.
• We assessed whether the credit risk management disclosures appropriately reflect and address the uncertainties which exist in determining in ECL.
• We assessed the appropriateness and completeness of the related disclosures in the consolidated financial statements.

Based on our procedures performed above, the calculation of the expected credit loss allowance is appropriate in all material respects</td></tr>
</table>

Responsibilities of the Council for the consolidated financial statements

23. The Council is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997) and for such internal control as the Council determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

24. In preparing the consolidated financial statements, the Council is responsible for assessing the group's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the Council either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

25. Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

26. A further description of our responsibilities for the audit of the consolidated financial statements is included in the annexure to this auditor's report. This description, which is located on page 14, forms part of our auditor's report.

Report on the audit of the annual performance report

27. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the material performance information against predetermined objectives for the selected performance indicators presented in the annual performance report. The Council is responsible for the preparation of the annual performance report.

28. We selected the following objectives presented in the annual performance report for the year ended 31 December 2025 for auditing. We selected objectives that measures the University's performance on its primary mandated functions and that are of significant national, community or public interest.

Objective	Page numbers	Purpose
Goal 1: Excellence in teaching and learning	38 to 41	This goal commits MUT to offer enriching educational experiences to enable student success and provide students with a university experience that develops the whole person - academically, socially, and personally.
Goal 2: Excellence in research, innovation and engagement	42	MUT is dedicated to the advancement of knowledge through research and discovery. Success in this endeavour is essential to provide the rich knowledge base, innovation, and workforce required to grow and sustain the quality of life for an increasingly diverse and rapidly changing global society.

29. We evaluated the reported performance information for the selected objectives against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the University's planning and delivery on its mandate and objectives.

30. We performed procedures to test whether:
    - the indicators used for planning and reporting on performance can be linked directly to the University's mandate and the achievement of its planned objectives.
    - all the indicators relevant for measuring the University's performance against its primary mandated and prioritised functions and planned objectives are included.
    - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that we can confirm the methods and processes to be used for measuring achievements.
    - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
    - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents.
    - the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable.
    - there is adequate supporting evidence for the achievements reported.

31. We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.

32. The material finding on the usefulness and reliability of the performance information of the selected objective is as follows:

    Goal 1: Excellence in teaching and learning
    KPI 7.2 Employability of graduates (tracer study)
    - The source information and method of calculation for achieving the planned indicator was not measurable and verifiable.

Other matters

33. We draw attention to the matters below:

Achievement of planned targets

34. The annual performance report includes information on reported achievements against planned targets and provides explanations for under achievements. This information should be considered in the context of the material findings on the reported performance information.

Report on compliance with legislation

35. In accordance with the PAA and the general notice issued in terms thereof, we must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The Council is responsible for the University's compliance with legislation.

36. We performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.

37. Through an established AGSA process, we selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the University, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

38. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Procurement and contract management

39. Some of the members of staff or employees did not in writing declare any business that may raise a conflict or a possible conflict of interest with the University before he or she was appointed or assumed office, in contravention of section 34(4)(a) of the Higher Education Act; and

40. Some of the members of staff did not notify the University of a conflict or possible conflict of interest before the University procured goods or services from such member of staff or an organisation within which such employee held an interest, in contravention of section 34(4)(b) of the Higher Education Act.

Annual financial statements

41. The financial statements submitted for auditing were not prepared in accordance with International Financial Reporting Standards, as required by reg 7(4)(b)(xii) of the regulations for reporting by public higher education institutions.

42. The financial statements submitted for auditing were not supported by complete accounting records, as required by section 41(1)(b)(ii) of the Higher Education Act.

43. Material misstatements of Trade and Other Payables, Property, Plant and Equipment, Trade and other Receivables and Other Operating Expenses, and material misstatements of disclosure items in Property, plant and Equipment and Financial risk management, identified by the auditors in the submitted financial statement were corrected, and/or supporting records were provided subsequently, resulting in the financial statements receiving an unqualified audit opinion.

Other information in the annual report

44. The Council is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the consolidated financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

45. Our opinion on the consolidated financial statements and our reports on the audit of the annual performance report and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion on it.

46. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements, and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

47. If based on the work we have performed, we conclude that there is a material misstatement in this other information, we are required to report that fact.

48. We have nothing to report in this regard.

Internal control deficiencies

49. We considered internal control relevant to our audit of the consolidated financial statements, annual performance report and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.

50. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the selected material indicators included in the annual performance report and material findings on compliance with legislation included in this report.

51. Management did not fully comply with the requirements of the financial reporting framework as the consolidated financial statements contained material misstatements that were subsequently corrected. The lack of reviews and monitoring of legislation resulted in material non-compliance.

52. Management did not conduct adequate reviews on the consolidated financial statements before submission for auditing to ensure that the consolidated financial statements are in line with applicable financial reporting standards which resulted in a significant number of audit adjustments.

53. Management did not implement proper record keeping to ensure that the information supporting certain achievements in the annual performance reports are maintained, resulting in material findings identified during the audit process.

54. Management did not ensure that there were adequate controls in place to ensure that the amounts included in the consolidated financial statements and related disclosure notes are supported by accurate, reconciled registers and supporting information, arising from ineffective review and reconciliation of supporting schedules to amounts and disclosures within the consolidated financial statements

Other reports

55. We draw attention to the following engagements conducted by various parties. These reports did not form part of our opinion on the consolidated financial statements or our findings on the reported performance information or compliance with legislation.

56. There were several investigations initiated during the period under review. These investigations relate to suspected fraud and misconduct. 28 investigations were completed during the year, and others are still in progress as at the date of this report. Management is in the process of implementing recommendations on the completed investigations.

57. Agreed-upon procedures engagements were performed by us or are in process of being performed for the Mangosuthu University of Technology during the period:

Engagement name	Period covered	Status	Issue Date
Infrastructure Efficiency grant (IEG)	01 Jan 2025 to 31 Dec 2025	Completed	27 February 2026
National Research Fund (NRF)	01 Jan 2025 to 31 Dec 2025	Completed	18 March 2026
Research Output Publications	01 Jan 2025 to 31 Dec 2025	Completed	07 March 2026
Nurturing Emerging Scholars Programme (NESP)	01 March 2025 to 30 April 2026	Completed	29 May 2026
Foundation Programme Grant	01 March 2025 to 30 April 2026	Completed	29 May 2026
New Generation of Academics Programme (NGAP)	01 March 2025 to 30 April 2026	Completed	29 May 2026
Clinical Training Grant	01 March 2025 to 30 April 2026	Completed	29 May 2026

University Capacity Development Grant (UCDG)	01 March 2025 to 30 April 2026	Completed	29 May 2026
University Capacity Development Grant Collaborative (UCDG-collab)	01 March 2025 to 30 April 2026	Completed	29 May 2026
Technology Stations in Chemicals (TSC)	01 March 2025 to 30 April 2026	Completed	14 June 2026
Higher Education Management Systems (HEMIS)	01 Jan 2025 to 31 Dec 2025	Completed	30 July 2026
Clinical Enrolment Grant (HEMIS)	01 Jan 2025 to 31 Dec 2025	Completed	30 July 2026
Supplementary Data (FD)	01 Jan 2025 to 31 Dec 2025	In Progress	To be issued

Audit tenure

58. In terms of the IRBA Rule published in Government Gazette No. 39475 dated 4 December 2015, we report that SizweNtsalubaGobodo Grant Thornton Inc. has been the auditor of Mangosuthu University of Technology (the group) for two years.

Disclosure of fee-related matters

59. In terms of the EAR Rule, we disclose the following fee-related matters:

Engagement	Fees
Audit fees	R 1 845 950
Non- Assurance audit fee	R 2 085 081

SizweNtsalubaGobodo Grant Thornton Inc.

SizweNtsalubaGobodo Grant Thornton Inc.
Suleman Lockhat
Director
Registered Auditor

31 July 2026

SizweNtsalubaGobodo Grant Thornton
Milkwood Office Park-East,
2 Milkwood Office Park,
La Lucia Ridge Office, 4051

Annexure to the auditor's report

The annexure includes the following:

- the auditor's responsibility for the audit
- the selected legislative requirements for compliance testing.

Auditor's responsibilities for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated financial statements and the procedures performed on reported performance information for selected objectives and on the University's compliance with selected requirements in key legislation.

Consolidated financial statements

In addition to our responsibility for the audit of the consolidated financial statements as described in this auditor's report, we also:

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group and university's internal control

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.

- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the consolidated financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the consolidated financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause a group to cease operating as a going concern

- evaluate the overall presentation, structure and content of the consolidated financial statements including the disclosures, and determine whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

Communication with those charged with governance

We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Council with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to have a bearing on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements for the current period and are therefore key audit matters. We describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Audit Act 25 of 2004 (PAA) Regulations for Reporting by Public Higher Education Institutions (RRPHEI) Higher Education Act 101 of 1997 (HE Act)	**Annual Financial statements** • PAA 14(2)(b) • RRPHEI 7(4)(b)(xii) • HE Act 41(1)(b)(ii)
Higher Education Act 101 of 1997	**Asset Management** • Section: 20(5); 40(3)(a)(i); 40(3)(a)(ii); 40(3)(a)(iii)
Prevention and Combating of Corrupt Activities Act 12 of 2004	**Consequence Management** Section 34(1)
Regulations for Reporting by Public Higher Education Institutions	**Strategic Planning** RRPHEI 4(1) RRPHEI 4(2) RRPHEI 5(1) RRPHEI 5(2)(a) RRPHEI 5(2)(d) RRPHEI 5(2)(g) RRPHEI 5(2)(m) RRPHEI 6(2) RRPHEI 6(2)(d) RRPHEI 6(3)

Consolidated Statement of Financial Position as at 31 December 2025

Figures in Rand Thousands	Note(s)	2025	2024 Restated*
Assets			
Non-Current Assets			
Property, plant and equipment	2	1,520,708	1,466,582
Right-of-use assets	3	3,196	-
Defined benefit plan assets	4	15,269	14,410
Intangible assets	5	3,790	4,186
		1,542,963	**1,485,178**
Current Assets			
Trade and other receivables	6	329,298	290,124
Investments at fair value	7	5,365	4,159
Cash and cash equivalents	8	1,557,134	1,342,784
		1,891,797	**1,637,067**
Total Assets		**3,434,760**	**3,122,245**
Equity and Liabilities			
Equity			
Reserves	9	723,518	723,518
Retained income		685,410	606,974
		1,408,928	**1,330,492**
Liabilities			
Non-Current Liabilities			
Defined benefit plan liabilities	4	55,014	38,126
Interest-bearing loans	10	40,038	49,750
Restricted grants	11	962,594	782,151
Deferred income	12	613,222	579,751
Lease liabilities	3	1,654	-
		1,672,522	**1,449,778**
Current Liabilities			
Lease liabilities	3	1,486	-
Interest-bearing loans	10	9,712	8,651
Restricted grants	11	46,754	52,655
Trade and other payables	13	253,901	241,060
Deferred income	12	16,936	13,711
Special restricted funds	14	24,521	25,898
		353,310	**341,975**
Total Liabilities		**2,025,832**	**1,791,753**
Total Equity and Liabilities		**3,434,760**	**3,122,245**

* See Note 31

Mangosuthu University of Technology
Consolidated Financial Statements for the year ended 31 December 2025

Consolidated Statement of profit/loss & other comprehensive income for the period ended 31 December 2025

Figures in Rand Thousands	Note(s)	Council-Controlled Unrestricted	Specifically funded restricted	2025 Sub-total	2025 Student and staff accommodation	2025 Total	2024 Restated*
TOTAL REVENUE		**993,279**	**58,042**	**1,051,321**	**484,408**	**1,535,729**	**1,376,567**
RECURRENT REVENUE		**993,279**	**58,042**	**1,051,321**	**484,408**	**1,535,729**	**1,376,567**
Government grants	15	570,923	58,042	628,965	-	628,965	539,458
Income from other activities	16	9,640	-	9,640	-	9,640	5,246
Tuition and other fee revenue	15	361,729	-	361,729	484,408	846,137	783,055
Investment income	17	50,987	-	50,987	-	50,987	48,808
TOTAL EXPENDITURE		**942,050**	**30,948**	**972,998**	**466,763**	**1,439,761**	**1,265,021**
RECURRENT EXPENDITURE		**938,856**	**30,948**	**969,804**	**466,763**	**1,436,567**	**1,263,880**
Staff costs - Academic professional	18	254,483	9,329	263,812	-	263,812	256,778
Staff costs - Non-academic professional	18	276,431	3,409	279,840	6,153	285,993	287,134
Amortisation	5	395	-	395	-	395	396
Depreciation and impairment	2	72,082	-	72,082	7,547	79,629	76,851
Expected credit loss provision/(reversal)- Student receivables	6	25,071	-	25,071	-	25,071	(32,699)
Other operating expenses	19	305,690	18,210	323,900	446,234	770,134	663,870
Finance costs	20	4,704	-	4,704	6,829	11,533	11,550
NON-RECURRENT EXPENDITURE		**3,194**	**-**	**3,194**	**-**	**3,194**	**1,141**
Loss on disposal of property, plant and equipment		3,194	-	3,194	-	3,194	1,141
Surplus for the year		**51,229**	**27,094**	**78,323**	**17,645**	**95,968**	**111,546**
Other comprehensive income: Items that will not be reclassified to profit or loss							
Other comprehensive income - actuarial (loss)	4	(17,532)	-	(17,532)	-	(17,532)	(3,549)
Other comprehensive income - revaluation gains	9	-	-	-	-	-	196,806
Total comprehensive income		**33,697**	**27,094**	**60,791**	**17,645**	**78,436**	**304,803**

* See Note 31

Consolidated Statement of Changes in Funds and Reserves

Figures in Rand Thousands	Revaluation reserve - non distributable	Retained income *	Total equity *
Balance at 01 January 2024	**526,712**	**498,977**	**1,025,689**
Restated surplus for the year *	-	111,546	111,546
Other comprehensive gain/(loss)	196,806	(3,549)	193,257
Restated total comprehensive income for the year *	**196,806**	**107,997**	**304,803**
Restated balance at 01 January 2025 *	**723,518**	**606,974**	**1,330,492**
Surplus for the year	-	95,968	95,968
Other comprehensive loss	-	(17,532)	(17,532)
Total comprehensive income for the year	**-**	**78,436**	**78,436**
Balance at 31 December 2025	**723,518**	**685,410**	**1,408,928**
Note(s)	9		

* See Note 31

Consolidated Statement of Cash Flows

Figures in Rand Thousands	Note(s)	2025	2024
Cash flows from operating activities			
Cash generated from operations *	21	259,243	109,798
Finance income		108,662	114,318
Finance costs		(4,705)	(3,741)
Net cash from operating activities		**363,200**	**220,375**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(131,400)	(154,438)
Proceeds from sale of laptops		-	404
Net cash from investing activities		**(131,400)**	**(154,034)**
Cash flows from financing activities			
Repayment of interest-bearing loans	10	(8,651)	(7,675)
Payment of interest-on-interest bearing loans	10	(6,828)	(7,810)
Repayment of capital of lease liabilities		(1,971)	-
Net cash from financing activities		**(17,450)**	**(15,485)**
Total cash movement for the year		**214,350**	**50,856**
Cash at the beginning of the year		1,342,784	1,291,928
Total cash at end of the year	8	**1,557,134**	**1,342,784**

* See Note 31

Accounting Policies

1. Material accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below.

1.1 Reporting entity

Mangosuthu University of Technology is an educational institution domiciled in the Republic of South Africa and is governed by the Higher Education Act (Act no. 101 of 1997, as amended). The consolidated financial statements as at and for the year ended 31 December 2025, comprises of the University and its subsidiary, First Ready Development 143 NPC collectively referred to as ‘the University’. The address of the University’s registered office is 511 Mangosuthu Highway, Umlazi, 4031, South Africa.

Where reference is made to the financial statements in the accounting policies, it should be interpreted as referring to the consolidated financial statements where the context requires, unless otherwise noted.

1.2 Basis of preparation

The consolidated financial statements have been prepared on the going concern basis in accordance, and in compliance with, IFRS Accounting Standards and IFRIC Interpretations issued and effective at the time of preparing these consolidated financial statements and the regulations for the annual reporting by the Higher Education Institutions and in the manner required by the Higher Education Act (Act 101 of 1997) of South Africa, as amended.

The consolidated financial statements have been prepared on the historic cost convention on an accrual basis, except for Investments at fair value which are measured at fair value through profit or loss and land and buildings which are measured at revalued amount in the accounting policies which follow and incorporate the principal accounting policies set out below. They are presented in Rands, which is the university's functional currency and rounded to the nearest thousand.

1.3 Significant judgements, assumptions and sources of estimation uncertainty

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires management from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income, and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Critical judgements in applying accounting policies

The critical judgements made by management in applying accounting policies, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements is, outlined as follows:

Entity in which Mangosuthu University of Technology does not hold equity instruments but has control over

The Mangosuthu University of Technology has concluded that it has control over First Ready Development 143 NPC even though it does not hold equity shares in the company. This is because the company was formed by the Executive management and Council of the University. The directorship of the Company is 100% represented by individuals related to the University. Furthermore, since the formation of the company, Mangosuthu University of Technology has been the only party to exercise all rights over the company and the ability to influence the returns of the company.

Accounting Policies

1.3 Significant judgements, assumptions and sources of estimation uncertainty (continued)

Key sources of estimation uncertainty

Impairment of financial assets

The impairment allowance for financial assets is based on assumptions regarding the risk of default and expected loss rates. The Mangosuthu University of Technology uses judgement in making these assumptions and selecting the inputs for the impairment calculation, based on the Mangosuthu University of Technology's history, existing market conditions as well as forward looking estimates at the end of each reporting period. For details of the key assumptions and inputs used, refer to the individual notes addressing financial assets.

Information about assumptions and estimation uncertainties in respect of expected credit losses is disclosed in note 6.

Fair value estimation

Several assets and liabilities of the Mangosuthu University of Technology are either measured at fair value or disclosure is made of their fair values.

Information about the specific techniques and inputs of the various assets and liabilities is disclosed in note 7 (investments at fair value) and note 2 (property, plant and equipment).

Impairment of property, plant and equipment

Mangosuthu University of Technology reviews and evaluates the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determines the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs. Refer to note 2.

Useful lives of property, plant and equipment

Management assesses the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period. The useful lives of motor vehicles, furniture and computer equipment are determined based on Mangosuthu University of Technology replacement policies for various assets. Individual assets within these classes, which have a significant carrying amount, are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge. Refer to note 1.4.

Defined benefit assets and liabilities

Mangosuthu University of Technology makes certain estimates and assumptions about future obligations when determining employee benefits liabilities. Refer to note 4 for additional disclosures on key actuarial assumptions.

1.4 Property, plant and equipment

Property, plant and equipment are tangible assets which the Mangosuthu University of Technology holds for its own use or for rental to others and which are expected to be used for more than one year.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the Mangosuthu University of Technology, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost. Cost includes all the expenditure which is directly attributable to the acquisition or construction of the asset.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the university and the cost can be measured reliably. Day-to-day servicing costs are included in profit or loss in the year in which they are incurred.

Accounting Policies

1.4 Property, plant and equipment (continued)

Subsequent to initial recognition, property, plant and equipment is measured at cost less accumulated depreciation and any accumulated impairment losses, except for land and buildings which are stated at revalued amounts. The revalued amount is the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

Revaluations are made with sufficient regularity such that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting year. A formal revaluation is carried out every 5 years by an independent and professional valuer.

When an item of property, plant and equipment is revalued, the gross carrying amount is adjusted consistently with the revaluation of the carrying amount. The accumulated depreciation at that date is adjusted to equal the difference between the gross carrying amount and the carrying amount after taking into account accumulated impairment losses.

The revaluation reserve related to a specific item of property, plant and equipment is transferred directly to retained income when the asset is derecognised.

Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the University. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognised.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Useful life
Buildings	Straight line	50 - 60 years
Land improvements	Straight line	35 years
General equipment	Straight line	10 - 16 years
Furniture and fittings	Straight line	10 - 16 years
Motor vehicles	Straight line	5 - 9 years
Computer equipment	Straight line	3 - 5 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

General equipment consists mainly of air-conditioners, training equipment, security system, kitchen equipment, electronic equipment and beds for hostels.

1.5 Financial instruments

Broadly, the classification possibilities, which are adopted by the Mangosuthu University of Technology, as applicable, are as follows:

Financial assets:
- Amortised cost
- Fair value through profit or loss

Financial liabilities:
- Amortised cost.

Note 26 Financial risk management presents the financial instruments held by the Mangosuthu University of Technology based on their specific classifications.

The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the university are presented below:

1.5 Financial instruments (continued)

Trade and other receivables

Classification

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 6).

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the Mangosuthu University of Technology's business model is to collect the contractual cash flows on trade and other receivables.

Recognition and measurement

Trade and other receivables are recognised when the Mangosuthu University of Technology becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Impairment

The Mangosuthu University of Technology recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

The Mangosuthu University of Technology measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

Measurement and recognition of expected credit losses

The Mangosuthu University of Technology makes use of a provision matrix as a practical expedient to the determination of expected credit losses on trade receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors and general economic conditions.

The student base is somewhat diverse with significantly different loss patterns for different students with different types of funding. The Mangosuthu University of Technology aggregates students who share similar credit risk characteristics for purposes of determining the credit loss allowance. Details of the provision matrix, per grouping, are presented in note 6.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account.

Write off policy

The Mangosuthu University of Technology writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery. Receivables written off may still be subject to enforcement activities under the Mangosuthu University of Technology recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

The definition of default includes intances where there is objective evidence that the University will not be able to collect amounts due according to the original terms of receivables based on a review of all outstanding amounts at the year end.

Significant financial difficulties of the debtor or class of debtors and default or delinquency in payments are considered indicators that the receivable is impaired.

Accounting Policies

1.5 Financial instruments (continued)

Investments in equity instruments

Classification

Investments in equity instruments are presented in note 7. They are classified as mandatory at fair value through profit or loss.

Recognition and measurement

Investments in equity instruments are recognised when the Mangosuthu University of Technology becomes a party to the contractual provisions of the instrument. The investments are measured, at initial recognition, at fair value. All transactions costs are expensed when recognised in the statement of profit or loss.

Investments in equity instruments are subsequently measured at fair value with changes in fair value recognised in profit or loss.

Trade and other payables

Classification

Trade and other payables (note 13), excluding VAT, payroll accruals and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

For financial liabilities, transaction costs are deducted from the fair value at initial recognition.

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 20).

Trade and other payables expose the Mangosuthu University of Technology to liquidity risk and possibly to interest rate risk. Refer to note 26 for details of risk exposure and management thereof.

Financial liabilities

Classification

Financial liabilities comprise of trade and other payables and interest-bearing borrowings.

Recognition and measurement

Financial liabilities are recognised when the Mangosuthu University of Technology becomes a party to the contractual provisions of the instrument. They are measured, at initial recognition at fair value less transaction costs. Subsequent to initial recognition they are measured at amortised costs.

Interest paid on financial liabilities is included in finance costs (note 20).

Accounting Policies

1.5 Financial instruments (continued)

Cash and cash equivalents

Cash and cash equivalents include bank accounts and short-term investments with maturities of less than 90 days which are subject to an insignificant risk of changes in values. The cash is held at South African major banks. Cash and cash equivalents are stated at amortised costs.

Deposits with original maturities of 30 to 90 days are classified as short-term deposits.

1.6 Leases

The Mangosuthu University of Technology assesses whether a contract is, or contains a lease, at the inception of the contract.

In order to assess whether a contract is, or contains a lease, management determines whether the asset under consideration is "identified", which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the Mangosuthu University of Technology has the right to substantially all the economic benefits from the use of the asset as well as the right to direct the use of the asset.

Mangosuthu University of Technology as a lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Mangosuthu University of Technology is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the Mangosuthu University of Technology recognises the lease payments as an expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

1.7 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed retirement benefit schemes are dealt with as defined contribution plans where the Mangosuthu University of Technology’s obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

Defined benefit plans

For defined benefit plans the cost of providing the benefits is determined using the projected unit credit method.

Actuarial valuations are conducted on an annual basis by independent actuaries separately for each plan.

Past service costs are recognised immediately to the extent that the benefits are already vested and are otherwise amortised on a straight-line basis over the average period until the amended benefits become vested.

1.7 Employee benefits (continued)

The liability in respect of defined benefit pension plans is the present value of the defined benefit obligation at the reporting date less the fair value of plan assets, together with adjustments for actuarial gains/losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries. Full retrospective application with limited exceptions is applied. Defined benefit plans (“DB Plans”), full deficit – or surplus are recognised on the statement of financial position.

Actuarial gains and losses are recognised in the year in which they arise, in other comprehensive income.

Gains or losses on the curtailment or settlement of a defined benefit plan are recognised when the Mangosuthu University of Technology is demonstrably committed to curtailment or settlement.

When it is virtually certain that another party will reimburse some or all of the expenditure required to settle a defined benefit obligation, the right to reimbursement is recognised as a separate asset. The asset is measured at fair value. In all other respects, the asset is treated in the same way as planned assets. In profit or loss, the expense relating to a defined benefit plan is presented as the net of the amount recognised for reimbursement.

The amount recognised in the statement of financial position represents the present value of the defined benefit obligation as adjusted for unrecognised actuarial gains and losses and unrecognised past service costs and reduces by the fair value of plan assets.

Any asset is limited to unrecognised actuarial losses and past service costs, plus the present value of available refunds and reduction in future contributions to the plan.

1.8 Provisions and contingencies

Provisions are recognised when the University has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating surplus.

1.9 Intangible assets

An intangible asset is recognised when:
- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

Intangible assets are initially recognised at cost.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight-line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at every period-end.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result, the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

Accounting Policies

1.9 Intangible assets (continued)

Item	**Useful life**
Computer software - purchased	3 -5 years
Oracle database - purchased	Indefinite

1.10 Government grants

Government grants are recognised when there is reasonable assurance that:

- the Mangosuthu University of Technology will comply with the conditions attaching to them; and
- the grants will be received.

A government grant that becomes receivable as compensation for expenses or surplus already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Government grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income during the construction of the asset and are recognised in profit and loss on a systematic basis over the life of the asset.

The University recognises income outside the scope of IFRS 15 which is accounted for under IAS 20 Government Grants reported as income from state appropriations - subsidies and grants. State appropriations and grants are received either for general (block grant) or specific purposes (earmarked grant).

General purpose grants:

State appropriations and grants for general purposes are recognised as income in the financial year to which the subsidy relates provided there are no conditions. These typically take form of state appropriations or grants that becomes receivable as compensation for expenses already incurred or for the purpose of providing immediate financial support to the University.

Specific purpose grants:

State appropriations and grants that are conditional and received in advance of the conditions being met is recognised as restricted grants. State appropriations relating to capital assets are included in non-current liabilities as deferred income and are released to surplus and deficit on a straight-line basis over the expected useful lives of the related assets.

The portion of the grants that will be released to surplus and deficit during the next twelve months is included in current liabilities as current deferred income. The University adopts the income approach whereby the grant is not credited to the carrying amount of the capital asset.

Appropriations and grants from government that is intended to compensate future operating expenditure is released to surplus or deficit over the period necessary to match the income with the operating expenditure that the is intended

1.11 Revenue from contracts with counter parties

The Mangosuthu University of Technology recognises revenue from the following major sources:

- Student fees - tuition
- Student fees - accommodation
- Examination fees
- Student levies
- Sale of products (Technology Station in Chemicals and Agricultural department)
- Venue hire income from the rental of certain University halls, lecture venues and other spaces

Revenue is measured based on the consideration specified in a contract with a student and excludes amounts collected on behalf of third parties. The University recognises revenue over the service period to its students, which is either a semester or a full year.

The payment terms granted to students for tuition and accommodation fees are either full upfront payment or in monthly installments over the academic period of which the student is registered.

Revenue is recognised when the services are rendered to the student for the period which is a semester or financial year.

Revenue recognised at point in time

Revenue from contracts with counter parties (continued)

Examination fees - MUT satisfies performance obligation when student has written a supplementary examination.

Revenue recognised over time

Student tuition fees - MUT satisfies performance when the student starts attending lectures for the academic year.

Student fees accommodation - MUT satisfies performance when the student takes occupation for accommodation.

Student levies - MUT satisfies performance when the student registers for academic year.

1.12 Income from other activities

The University recognises income from other activities from the following major sources:

Donations from various private and corporate organisations.

Income is measured based on the consideration to which the University expects to be entitled from a counterparty. The University recognises revenue when it transfers control of a product or service to a counterparty.

Venue hire income

The University leases on an ad-hoc basis sections of its halls, lecture venues and other spaces to various organisations and private entities.

Income from the rental of venues is recognised when the service is rendered.

Donations

The University receives donations from various private and corporate donors during thr course of the year.

Income from donations is recognised when the funds are deposited into the University bank account.

Sale of products

The University sells chemicals, soaps and detergents produced by the TSC and sells livestock produced by the Agricultural department to the local community. Income from such sales is recognised when control of the goods has been transferred when the buyer pays and collects for the goods.

These goods are sold for cash, and no credit terms are granted.

Investment income

Investment income comprises of interest income on funds invested in financial institutions.

Investment income is recognised to the extent that it is probable that economic benefits will flow to the University and the amount of investment income can be reliably measured. Investment income is stated at the fair value of the consideration received or receivable. Interest income is recognised in profit or loss using the effective interest rate method

1.13 Reserve categories

The statement of comprehensive income is prepared on a segmented reporting basis in the manner required by the Minister of Higher Education and Training in terms of section 41 of the Higher Education Act (Act No. 101 of 1997 as amended). Income shown as Council controlled relates to reserves over which Council has legal control and discretionary control. Income shown as specifically funded restricted relates to reserves generated in terms of legally enforceable requirements by the donor or grantor. Income shown as student and staff accommodation relates to revenue generated from student accommodation fees. Management continuously reviews the classification of the various reserves and periodically reclassifies them, where deemed appropriate, for changes in the circumstances and conditions relating to them.

The statement of changes in equity is grouped according to the same criteria as the statement of comprehensive income and includes a revaluation reserve. Reserves for the revaluation of property, plant and equipment are transferred to the revaluation reserve, which thereafter represents the total reserves from the revaluation of items of property, plant and equipment.

Accounting Policies

1.14 Consolidation

Basis of consolidation

The consolidated annual financial statements incorporate the consolidated financial statements of the university and its subsidiary. Subsidiaries are entities (including structured entities) which are controlled by the University.

The University has control of an entity when it is exposed to or has rights to variable returns from involvement with the entity and it has the ability to affect those returns through the use of power over the entity.

The results of the subsidiary are included in the consolidated annual financial statements from the effective date of acquisition to the effective date of disposal.

Adjustments are made when necessary to the consolidated financial statements of subsidiaries to bring their accounting policies in line with those of the University.

All inter-company transactions, balances, and unrealised gains on transactions between group companies are eliminated in full through consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Notes to the consolidated financial Statements

Figures in Rand Thousands

2. Property, plant and equipment

	2025			2024		
	Cost or revaluation	**Accumulated depreciation**	**Carrying value**	**Cost or revaluation**	**Accumulated depreciation**	**Carrying value**
Land	47,322	-	47,322	47,322	-	47,322
Buildings	1,282,355	(32,048)	1,250,307	1,220,742	(607)	1,220,135
Furniture and fittings	51,476	(31,724)	19,752	34,981	(23,856)	11,125
Motor vehicles	12,524	(7,483)	5,041	12,118	(5,851)	6,267
General equipment	152,310	(80,154)	72,156	134,833	(69,603)	65,230
Computer equipment	109,282	(76,149)	33,133	96,893	(55,760)	41,133
Land improvements	96,243	(3,246)	92,997	75,370	-	75,370
Total	**1,751,512**	**(230,804)**	**1,520,708**	**1,622,259**	**(155,677)**	**1,466,582**

Figures in Rand Thousands

2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2025

	Land	Buildings	Furniture and fittings	Motor vehicles	General equipment	Computer equipment	Land improvements	Total
Opening balance								
Cost or revaluation	47,322	1,220,742	34,981	12,118	134,833	96,893	75,370	1,622,259
Accumulated depreciation and impairment	-	(607)	(23,856)	(5,851)	(69,603)	(55,760)	-	(155,677)
Net book value at 01 January 2025	**47,322**	**1,220,135**	**11,125**	**6,267**	**65,230**	**41,133**	**75,370**	**1,466,582**
Additions	-	-	5,507	406	18,809	12,475	635	37,832
Additions - from WIP	-	6,300	-	-	9,006	-	24,436	39,742
Work in Progress	-	93,569	-	-	-	-	-	93,569
Additions through verification exercise	-	-	442	-	3,239	236	-	3,917
Reclassifications	-	1,490	7,578	-	(8,008)	413	(1,473)	-
Disposals and scrapping - cost	-	-	(1,676)	-	(1,130)	(515)	(2,744)	(6,065)
Disposals and scrapping - accumulated depreciation	-	-	1,440	-	756	354	38	2,588
Transfers from capital work in progress	-	(39,743)	-	-	-	-	-	(39,743)
Depreciation	-	(31,444)	(2,935)	(1,632)	(9,406)	(14,347)	(3,265)	(63,029)
Impairment loss	-	-	(1,729)	-	(6,340)	(6,616)	-	(14,685)
Net book value at 31 December 2025	**47,322**	**1,250,307**	**19,752**	**5,041**	**72,156**	**33,133**	**92,997**	**1,520,708**
Made up as follows:								
Cost or revaluation	47,322	1,282,355	51,476	12,524	152,310	109,282	96,243	1,751,512
Accumulated depreciation and impairment	-	(32,048)	(31,724)	(7,483)	(80,154)	(76,149)	(3,246)	(230,804)
	47,322	**1,250,307**	**19,752**	**5,041**	**72,156**	**33,133**	**92,997**	**1,520,708**

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2024

	Land	Buildings	Furniture and fittings	Motor vehicles	General equipment	Computer equipment	Land improvements	Total
Opening balance								
Cost or revaluation	41,208	1,138,219	33,468	11,915	102,943	84,889	24,716	1,437,358
Accumulated depreciation and impairment	-	(98,368)	(23,084)	(8,144)	(64,613)	(47,385)	(2,889)	(244,483)
Net book value at 01 January 2024	**41,208**	**1,039,851**	**10,384**	**3,771**	**38,330**	**37,504**	**21,827**	**1,192,875**
Additions	-	56,749	2,813	4,116	34,946	15,923	28,833	143,380
Work in progress	-	98,787	-	-	-	-	-	98,787
Additions through verification exercise	-	-	121	-	538	376	-	1,035
Disposals and scrapping - cost	-	-	(1,423)	(3,913)	(3,592)	(4,294)	-	(13,222)
Disposals and scrapping - accumulated depreciation and impairment	-	-	1,107	3,717	3,075	3,891	-	11,790
Revaluation surplus	6,114	165,084	-	-	-	-	25,607	196,805
Transfers from capital work in progress	-	(88,017)	-	-	-	-	-	(88,017)
Depreciation	-	(52,319)	(1,777)	(1,424)	(7,650)	(12,193)	(897)	(76,260)
Impairment loss	-	-	(100)	-	(417)	(74)	-	(591)
Net book value at 31 December 2024	**47,322**	**1,220,135**	**11,125**	**6,267**	**65,230**	**41,133**	**75,370**	**1,466,582**
Made up as follows:								
Cost or revaluation	47,322	1,220,742	34,981	12,118	134,833	96,893	75,370	1,622,259
Accumulated depreciation and impairment	-	(607)	(23,856)	(5,851)	(69,603)	(55,760)	-	(155,677)
	47,322	**1,220,135**	**11,125**	**6,267**	**65,230**	**41,133**	**75,370**	**1,466,582**

Property, plant and equipment encumbered as security

No property, plant and equipment have been pledged as security.

Figures in Rand Thousands

2. Property, plant and equipment (continued)

Change in estimate

The University regularly reassesses the useful lives and residual values of items of University at the end of each reporting period, in line with the accounting policy and IAS 16 Property, plant and equipment. These assessments are based on historic analysis, benchmarking, and the latest available and reliable information.

The change in estimate relates primarily to a reassessment of the remaining useful lives of buildings. Based on management's review of the assets' condition, maintenance history, refurbishment activities and engineering assessments of expected operational life, the average remaining useful life of buildings was revised from 33 years to 36 years. The assessment resulted in a decrease in depreciation expense for 2025 by R27 million (2024: Nil). The effect of the change in the depreciation expense on future periods has not been determined, as the University has deemed it impracticable to estimate.

Revaluations of immovable property

Formal revaluations are performed every 5 years by a professional and independent external valuer. The last revaluation was performed at the end of 2024. This valuation was performed by Umhlaba Geomatics Inc, independent valuers who are members of the South African Institute of Valuers. The next revaluation will be performed in 2029 in line with the revaluation policy. Refer to note 9

The revaluation surplus which resulted from the valuation performed as at 31 December 2024 was credited to other comprehensive income and is reflected within ‘Revaluation Reserve’ on the consolidated statement of changes in funds and reserves.

The method of valuation adopted is the Depreciated Replacement Cost Approach (DRC), applying straight-line depreciation to the improvements, to which is added the market value of the land, as if vacant. This is due to the subject property falling into a sub-sector of specialized, public educational property which are not readily bought and sold on the open market and thus has no reliable comparable sales. This figure is then depreciated according to the age and condition of the asset, subject to any further functional and economic obsolescence, with due regard to asset optimization. The New Replacement Cost elements used in these values are based on the average building costs provided by Africa Cost Guide: Property & Construction 2023/24.

The following table analyses the non-financial assets carried at fair value less subsequent depreciation and impairment losses, by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1);

- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2);

- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

	Level 2	Level 3
Land	47,322	-
Buildings and land improvements	-	1,342,669
	47,322	**1,342,669**

The recoverable amount is determined based on fair value less cost to sell.

Physical verification of movable assets

During the year under review, MUT engaged Dynamic Dashing Solutions (PTY) LTD to conduct a full physical verification of movable assets. Impairment indicators were identified during the verification exercise relating to some Computer Equipment, Office Equipment and Training Equipment. In this regard assets that were deemed to be poor or in a very poor condition were further tested for impairment. These assets were tested for impairment by comparing the carrying amount to its recoverable amount. As a result, an impairment charge of R794 000 (2024: R591 000) was recorded in profit or loss for the year.

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

2. Property, plant and equipment (continued)

During the annual physical verification of assets conducted on in 2025, certain assets with a carrying amount of R13 890 000 could not be located. Management performed an investigation to determine the existence of these assets; however, sufficient evidence supporting their continued existence could not be obtained. As a result, management concluded that these assets were impaired and recognised an impairment loss of R13 890 000 in the Statement of Financial Performance for the current financial year.

The verification exercise also revealed that a number of assets have been found in the University, but these assets were not recorded in the fixed asset register. These assets were inspected; fair values determined and have been recorded as asset gains in the current financial year. The financial impact of this gain is R3 917 000. (2024: R1 035 000). Refer below for fair value measurement methodology.
The fair value of newly identified assets was determined using the Depreciated Replacement Costs (DRC) method. This method involves determining the costs of the new assets of the same type and adjusting the cost to take into account the condition and to reflect the remaining useful life of the actual asset on hand.
The formular to calculate the DRC is: DRC = CRC x RUL/EUL
CRC = current replacement cost
RUL = remaining useful life
EUL = Expected useful life
The CRC is the equivalent of the price of a new or similar asset.

Impairment of non-financial assets

During the annual verification of movable assets, assets in a poor or very poor condition were identified. These assets were submitted and tested for impairment thus giving rise to the impairment loss.

The University has adopted the depreciated replacement cost approach (DRC) for determining impairment of assets in service.

The Current Replacement Cost (CRC) is the equivalent of the price of a new or similar asset on the date of testing. Replacement costs were obtained from various sources including quotations and prices obtained from other institutions and the Internet.

The Depreciated replacement Cost (DRC) is equal to CRC x RUL/EUL. The remaining useful life (RUL) of an asset was determined based on the condition assessment performed during the physical verification. The expected useful life (EUL) is based on MUT's policy and practice.

Condition = Poor (factor of 30.5%)

Condition = Very poor (factor of 10.5%)

Depreciation and impairment

	2025	2024
Depreciation on owned property, plant and equipment	63,029	76,260
Impairment loss	14,685	591

Work in progress of R157 000 000 (2024: R103 428 000) is included in cost of buildings.

3. Leases

The University leases photocopying machines. The lease charges for photocopying machines are based on a fixed fee per machine. The average remaining lease term is two years. Lease escalations are stipulated in the lease contracts.

The University has therefore recognised the Right of Use asset and corresponding Lease Liability in accordance to IFRS16

Right-of-use assets

	2025	2024
General equipment	3,196	-

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

3. Leases (continued)

Other disclosures

Interest expense on lease liabilities	497	-

Right-of-use assets reconciliation

Details		
Recognised during the year	5,111	-
Depreciation	(1,915)	-
	3,196	**-**

Lease liabilities

The maturity analysis of lease liabilities is as follows:

Within one year	1,642	-
Two to five years	1,846	-
	3,488	-
Less finance charges component	(348)	-
	3,140	**-**
Non-current liabilities	1,654	-
Current liabilities	1,486	-
	3,140	**-**

The discount rate used for the purposes of determining the present value is 10.5%.

Lease liability reconciliation

Details		
Recognised during the year	5,111	-
Interest capitalised	497	-
Lease payments	(2,468)	-
	3,140	**-**

4. Net defined benefit

Carrying value

Present value of the defined benefit obligation-partially or wholly funded	(39,745)	(23,716)
Non-current assets - National Tertiary Retirement Fund (NTRF) Asset	15,269	14,410
Non-current liabilities - Post Retirement Medical Aid Obligation	(55,014)	(38,126)

Net actuarial (loss)/gain recognised in other comprehensive income

Pension fund asset	(336)	(1,518)
Medical aid obligation	(17,196)	(2,031)
	(17,532)	**(3,549)**

4. Net defined benefit (continued)

NTRF Retirement Fund

The NTRF is a defined contribution fund established with effect from 30 November 1994. The rules of the Fund allow for guaranteed minimum retirement benefits in respect of members who previously belonged to either the Associated Institutions Pension Funds (“AIPF”) or the Temporary Employees Pension Fund (“TEPF”). This benefit forms a defined benefit underpin within the Fund.

A summary of the guaranteed minimum post-employment retirement benefits is given below. Full details are contained in the registered Rules of the Fund.

Normal retirement age

A member may retire at age 60, but may remain until age 65, if a service agreement has been entered into between the member and the employer.

Final pensionable salary

The highest average of a member’s pensionable salary over any 24 consecutive months.

Gratuity

Previous members of the Associated Institutions Pension Fund, the Government Services Pension Fund or the Authorities Services Pension Fund are entitled to a gratuity of 7.25% of Final Pensionable Salary for each year of pensionable service.

The Fund is subject to the provisions of the Pension Funds Act 24 of 1956 the (”Act”) and amendments.

1) Section 14B (4) of the Act prescribes minimum pension increases for pensioners. Pensions in payments should be increased by the greater of the increase to be granted in terms of the Fund’s pension increase policy and the lower of: Inflation-related increases since commencement of the pension; and increases that can be afforded with reference to what has been termed the “notional pensioner accumulation amount".

2) Members of the Fund are entitled to minimum benefits as per the Pensions Fund Second Amendment Act, 2001, as set out in Section 14A of the Act. This minimum benefit is defined in Section 14B (2)(a) of the Act as the fair value equivalent of the present value of the member’s accrued deferred pension calculated at a prescribed rate of discount.

Subject to the provisions of the Act and of the Rules of the Fund, the sole responsibility for the management of the Fund shall be vested in the Trustees.

Exposure to risks
- Inflation: The risk that future CPI inflation is higher than expected and uncontrolled.
- Investment returns: The risk that future investment returns are lower than expected. This would possibly result in the member shares being insufficient to cover the minimum retirement benefit due, thus increasing the top-up required.
- Longevity: The risk that pensioners live longer than expected and thus their pension benefit is payable for longer than expected.
- Open-ended, long-term liability: The risk that the liability may be volatile in the future and uncertain.
- Future changes in legislation: The risk that changes to legislation with respect to the post-employment liability may increase the liability for the University.
- Future changes in the tax environment: The risk that changes in the tax legislation governing employee benefits may increase the liability for the University.
- Administration: Administration of this liability poses a burden to the University.

It was assumed that early ill-health retirement would occur at 40% (2024:40%) of the pre-retirement mortality rates. An expected retirement age of 60 but may remain till 65 (2024:63) was assumed and is based on the average age of retirement. It was assumed that 95% (2024:95%) of the members would be married at retirement with a spouse 4 years younger than the husband.

The University’s obligation towards the NTRF pension fund was actuarially calculated as at 31 December 2025 by Alexander Forbes Financial Services.

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

4. Net defined benefit (continued)

Statement of financial position		
Present value of funded obligations	(2,220)	(2,203)
Fair value of plan assets	17,489	16,613
	15,269	**14,410**

Fair value of planned assets		
Opening balance	16,613	16,459
Interest income on assets	1,437	1,427
Actuarial gain	367	626
Benefits paid	(928)	(1,899)
	17,489	**16,613**

Actual return on plan assets	1,804	2,053

The actual return on plan assets is calculated using the market value of assets both opening and closing as well as cash flows from the assets.

The net actuarial gain on the fair value of planned assets arose as a result of the actual returns on the assets being higher than the calculated interest income on assets.

Unrecognised actuarial gains/(losses)		
Opening balance	-	-
Amortisation	336	1,518
New (losses)/gain	(336)	(1,518)
	-	**-**

Present value of funded obligation		
Opening balance	2,203	1,810
Current service costs	80	63
Interest cost	162	85
Actuarial loss	703	2,144
Benefits paid	(928)	(1,899)
	2,220	**2,203**

Per statement of comprehensive income		
Profit or loss		
Current service cost (included in staff costs - note 18)	80	63
Net interest cost:		
- Interest earned (note 17)	(1,275)	(1,342)
Amount recognised in profit and loss	**(1,195)**	**(1,279)**

Other comprehensive income		
Actuarial loss	703	2,144

Cumulative amount recognised in other comprehensive income	(21,970)	(22,673)

Factors contributed to net actuarial gains		
The following factors contributed to the net actuarial gain:		
Change in economic assumptions	404	375

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024
4. Net defined benefit (continued)		
Experience: Member share increases	(216)	(237)
Experience: Salary increases	(47)	(272)
Experience: Data and model changes	-	752
Experience: Demographic experience	562	1,526
	703	**2,144**

Reconciliation of Statement of financial position

	2025	2024
Opening value	14,410	14,649
Amount recognised in profit and loss (note 17)	1,195	1,279
Amount recognised in other comprehensive income	(336)	(1,518)
	15,269	**14,410**

The paragraph 65 limit in terms of IAS 19 (Employee Benefits) ensures the asset to be recognised in the University's statement of financial position is subject to a maximum of the present value of any economic benefits available to the University in the form of refunds or reductions. The paragraph 65 limit is not applicable for the year under review and the prior year, accordingly there is no unrecognised surplus paragraph 65 limit is not applicable.

The defined benefit plan exposes the University to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk. The economic assumptions used in this valuation are based on market information as at 31 December 2025. The market information and rates fluctuate daily therefore the assumptions in 2025 may differ from the assumptions used in 2024.

Significant valuation assumption

	2025	2024
Discount rate	7.2%	8.9%
Salary increase rate	3.4%	4.5%
Inflation rate	2.4%	3.5%
Pension allowance rate	1.32%	2.74%

Discount rate

The rate used to discount post-employment benefit obligations should be determined by reference to market yields at the reporting date on high quality corporate bonds. In countries where there is no deep market in such bonds, the market yields (at the reporting date) on government bonds should be used. In our opinion, there is no deep market in corporate bonds in South Africa and as such we have set our recommended assumption with reference to the Nominal Bond Curve, as compiled by the Johannesburg Stock Exchange of South Africa and obtained from Inet Bridge, at the duration of the liabilities of 3 years. This converts into an effective yield of 7,20% (2024: 8,90%) as at 31 December 2025. In terms of the accounting standards historical yields are less important and we consequently consider it appropriate to use the discount rate of 7,20% per annum.

Inflation rate

While not used explicitly in the valuation, we have assumed the underlying future rate of consumer price inflation (CPI) to be 2,40% (2024: 3,50%) per annum. This assumption is in line with the SA Government's Monetary Policy target of 3% to 6% per annum. This assumption has been based on the relationship between the current Nominal and Real Bond Curves, as compiled by the Johannesburg Stock Exchange of South Africa. The real bond yield was rounded to the nearest 0.1% as in the case of the discount rate. We calculated our inflation assumption as the difference between the discount rate and the real bond yield and adjusted for an inflation risk premium which we assumed to be 0.5%. The yield on a conventional bond is assumed to equal inflation plus the real yield on an index-linked bond plus an inflation risk premium. There is a premium to compensate the conventional bondholder for the uncertainty regarding future inflation. If inflation is higher than expected, their real yield will be lower than expected. The index-linked bondholder does not require such a premium as their yield is protected against higher-than-expected inflation.

Pension increase rate

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

4. Net defined benefit (continued)

Within the context of the Board's (Pension Fund Board) objective to grant annual pension increases to the extent that the Fund earns an investment return in excess of 6.0% per annum over the long term, as well as the Pensioner Portfolio's objective to out-perform the consumer price index (CPI) by 4.5% per annum over the long term and on recommendation of the Fund's Actuary, the Fund's pension increase policy prescribes that the Fund's purpose is to provide pensions payable in terms of the Fund's Rules, including pension increases which, subject to affordability, are targeted to be between 50% and 60% of the Consumer Price Index (CPI) over the long term. The Financial Sector Conduct Authority in recent years has reiterated that pension increases should be set in line with a targeted percentage of CPI. As a result, we have assumed a target of 55% of CPI. This implies a pension increase rate of 1,32% per annum.

Fund membership

The active members covered by the fund is 22 (2024: 28)

The sensitivity analysis below was performed on the key valuation assumptions.

Sensitivity information:

	2025	2024
1% increase in discount rate		
Decrease in defined benefit obligation	(1,769)	(1,824)
1% decrease in discount rate		
Decrease in defined benefit obligation	(5,028)	(3,047)
1% decrease in inflation rate		
Decrease in defined benefit obligation	(1,834)	(2,716)
1% increase in inflation rate		
Decrease in defined benefit obligation	(3,654)	(1,888)

Post Retirement Medical Aid Fund Benefit

Post-retirement Medical Aid benefit (PRMA) is post-retirement health-care benefit which includes subsidisation of medical aid premiums to employees and retirees and to their registered dependents. The University offers employees and retirees the opportunity to belong to one of several medical schemes.

The Projected Unit Credit method has been used to value the liabilities. This post-retirement benefit obligation exposes the University to actuarial risks, such as longevity risk, currency, interest rate risk and market (investment) risk.

The University's obligation towards the PRMA obligation was actuarially calculated as at 31 December 2025 by Simeka Consultants and Actuaries (Pty) Ltd. This obligation is fully funded by the University.

The University has not legally ring-fenced any assets to fund this liability and there are therefore no "Plan Assets".

Maturity profile

The obligation does not have a defined maturity; the liability ceases when the last member entitled to the health care benefit passes away. This date is unknown. The weighted average lifetime of the remaining members which was 17.8 years (2024: 10.4 years) was used for the current valuation. This is the calculated estimate of the average future remaining lifetime of the membership weighted by the level of subsidy.

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

4. Net defined benefit (continued)

Five-year projections.

The projected value of the accrued liability for the five years following the valuation date are as follows:
31 Dec 2026: Accrued liability R57 121, Service costs R1 100, Interest cost R4 773 and Benefit payment R3 760
31 Dec 2027: Accrued liability R59 234, Service costs R1 196, Interest cost R4 944 and Benefit payment R4 031
31 Dec 2028: Accrued liability R61 343, Service costs R1 300, Interest cost R5 114 and Benefit payment R4 321
31 Dec 2029: Accrued liability R63 436, Service costs R1 413, Interest cost R5 281 and Benefit payment R4 632
31 Dec 2030: Accrued liability R65 498

	2025	2024
Statement of financial position		
Present value of unfunded obligations	55,014	38,126

	2025	2024
Benefits paid		
Benefits paid	(4,001)	(3,680)

	2025	2024
Movement in present value of obligation		
Opening balance	38,126	36,034
Interest cost	3,693	3,741
Actuarial loss/(gain) arising from financial assumptions	17,196	2,031
Benefits paid	(4,001)	(3,680)
Closing balance	**55,014**	**38,126**

	2025	2024
Amounts included in profit or loss		
Interest cost (note 20)	3,693	3,741

	2025	2024
Other comprehensive income: Actuarial losses		
Opening balance:	(60,665)	(58,634)
Amount recognised during the year	(17,196)	(2,031)
	(77,861)	**(60,665)**

	2025	2024
Actuarial loss		
Change in subsidy - eligible in-service members reinstated	19,777	-
Change in actuarial assumptions	3,614	(865)
Actual health care cost inflation compared with expected	(5,194)	2,700
Change in demographic profile of the membership	(1,001)	196
	17,196	**2,031**

	2025	2024
Reconciliation of statement of financial position		
Opening value	38,126	36,034
Employee contribution	(4,001)	(3,680)
Amount recognised in profit or loss	3,693	3,741
Amount recognised in other comprehensive income	17,196	2,031
	55,014	**38,126**

	2025	2024
Key valuation assumptions		
Discount rate	8.64%	10.22%
Mortality rate (PA (90)) mortality tables for males and females with age reduction of 2 years	(2)	(2)

Figures in Rand Thousands	2025	2024

4. Net defined benefit (continued)

Sensitivity information: 2025

	2025	2024
1% increase in discount rate		
Decrease in defined benefit obligation (effect in % terms)	(10)	(6)
Decrease in annual expense (service cost plus interest cost) (effect in % terms)	(3)	3
1% decrease in discount rate		
Increase in defined benefit obligation (effect in % terms)	12	7
Increase in annual expense (service cost plus interest cost) (effect in % terms)	4	(4)
Medical mortality rate rated down by 1 year PA 90-3		
Increase in defined benefit obligation (effect in % terms)	4	4
Increase in annual expense (service cost plus interest cost) (effect in % terms)	4	4
Medical mortality rate rated up by 1 year PA 90+3		
Decrease in defined benefit obligation (effect in % terms)	(4)	(4)
Decrease in annual expense (service cost plus interest cost) (effect in % terms)	(4)	(4)

5. Intangible assets

	2025			2024		
	Cost	Accumulated amortisation	Carrying value	Cost	Accumulated amortisation	Carrying value
Computer software - definite	7,424	(6,982)	442	7,424	(6,586)	838
Computer software - indefinite	3,348	-	3,348	3,348	-	3,348
Total	**10,772**	**(6,982)**	**3,790**	**10,772**	**(6,586)**	**4,186**

Intangible assets consist of Integrated Tertiary Software (ITS) system and Oracle database. These are purchased software and not internally generated. The Oracle software has an indefinite useful life as it has a perpetual user license. The asset is not amortised but is tested annually for impairment,and whenever there is an indication that the asset may be impaired.

Reconciliation of intangible assets - 2025

	Opening balance	Amortisation	Total
Computer software	4,186	(396)	3,790

Reconciliation of intangible assets - 2024

	Opening balance	Amortisation	Total
Computer software	4,582	(396)	4,186

6. Trade and other receivables

	2025	2024
Financial instruments:		
Student receivables	849,539	814,479
Expected credit loss	(561,988)	(536,917)
Net student receivables	287,551	277,562
Sundry debtors	41,747	12,562
Total trade and other receivables	**329,298**	**290,124**

Figures in Rand Thousands 2025 2024

6. Trade and other receivables (continued)

Exposure to credit risk

Trade receivables inherently expose the university to credit risk, being the risk that the university will incur financial losses if students fail to make payments as they fall due.

The University has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. In recognising and measuring Expected Credit Losses for trade receivables under the simplified approach, MUT used a provision matrix for calculating lifetime expected credit losses. The provision matrix is based on MUT's historical default rates over the expected life of the trade receivables. The impairment provision is based on actual collections made in January and February each year prior to registration. The rates are applied to the ageing buckets in each category of debtors after setting off the amounts still to be allocated to the student debtors.

	2025	2025	2024	2024
Expected credit loss rate:	**Estimated gross carrying amount at default**	**Loss allowance (Lifetime expected credit loss)**	**Estimated gross carrying amount at default**	**Loss allowance (Lifetime expected credit loss)**
Categories of Debtors				
NSFAS - Current	148,729	(5,949)	4,922	(395)
NSFAS - 1 year past due	9,151	(366)	13,223	(529)
NSFAS - 2 years + past due	81,070	(2,283)	49,645	(10,075)
Privately Funded - Current	53,041	(39,007)	43,404	(37,686)
Privately Funded - 1 year past due	20,259	(12,901)	24,641	(24,148)
Privately Funded - 2 years + past due	526,377	(493,241)	668,677	(457,118)
Bursary/Sponsored - Current	5,811	(5,515)	5,190	(3,269)
Bursary/Sponsored - 1 year past due	2,119	(865)	1,403	(323)
Bursary/Sponsored - 2 years + past due	2,982	(1,861)	3,374	(3,374)
	849,539	**(561,988)**	**814,479**	**(536,917)**

University defines default as occurring when a student has an outstanding balance at the end of the semester, or at the year end for students registered annually. This definition was selected because it reflects the point at which receivables are considered unlikely to be recovered, aligns with the institution's operational cycle, and provides a clear and consistent basis for monitoring credit risk.

Reconciliation of loss allowances

The following table shows the movement in the loss allowance (lifetime expected credit losses) for trade and other receivables:

	2025	2024
Opening balance	**(536,917)**	**(569,616)**
Remeasurement of loss allowance	(25,071)	32,699
Closing balance	**(561,988)**	**(536,917)**

There were no debts written off during the year.

Figures in Rand Thousands

6. Trade and other receivables (continued)

The University and NSFAS embarked on a “Close -Out” process for the academic year 2017 to 2025. The Close Out Process (COP) was initiated after the change in funding guidelines from loan to bursary in 2017. The plan was that there would be an initial reconciliation between the universities and NSFAS for the period 2017 – 2021, and subsequent to that reconciliation would form part of the annual accounting process. For the purposes of the Dec 2024 financial year end, MUT had not completed even a single reconciliation pertaining to 2017 to 2021. During the later part of 2025 Management engaged with NSFAS to finalise the Close Out process as soon as possible. NSFAS allocated a consultant to assist MUT, and this resulted in the reconciliations being completed for all the years 2017 to 2025. The biggest risk factor attached to the COP process is that it is dynamic, and given its rules, NSFAS is entitled to its funding paid back where another funder had stepped in to pay (referred to as credits). The “Close-Out” project which was finalised in June 2026 and both parties reached settlement in terms of the quantum. On the 6 July 2026, NSFAS issued the University with a signed partial settlement letter advising of the outcome of the close out project for the respective years. The correspondence from NSFAS acknowledges that NSFAS’s net total exposure to the University is R 159 823 849 after taking into consideration any overpayments amounting to R55 million.. The source data was from MUT's own age analysis as at 31 December 2025 and the respective years, and same was compared to NSFAS independent data so as to arrive at various adjustments that were required to arrive at the net R159,8 million due to the University. These were considered by the University and the necessary adjustments were passed in the books of MUT as at 31 December 2025 to align to the NSFAS submissions received. This include the bucketing of the categories of the age analysis per the notes to the AFS. The adjustments translated to MUT re-allocating certain student debt between the Private and NSFAS buckets and additionally aligning to the liability owing to NSFAS, as recorded in the NSFAS Close out liability included under trade and other payables (refer to note 13). The counter increase in liability was recognized in the statement of profit and loss under other operating expenses equating to R 15,4 million.

The only remaining element giving rise to the partial settlement agreement relates to NSFAS conducting a further analysis of certain identified student debt which could translate to additional recoveries from NSFAS. NSFAS further indicated that more work is required in this regard with indication that the process will be completed by the end of July 2026.

7. Investments at fair value

Investments held by the Mangosuthu University of Technology which are measured at fair value:

	2025	2024
Mandatorily at fair value through profit or loss:		
Other equity instrument	5,365	4,159
Old Mutual Wealth Investment. This investment was made several years ago and can be drawn down at any time.		
	5,365	**4,159**

Fair value information

The following table presents financial assets and liabilities measured at fair value in the statement of financial position in accordance with the fair value hierarchy

This hierarchy groups financial assets and liabilities into 3 levels based on the significance of inputs used in measuring of the fair value of the assets and liabilities. The fair value hierarchy has the following levels.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The level within which the financial asset or liability is classified is determined based on the lowest level of significant input to the fair value measurement. The fair value hierarchy has not changed from the prior year

	Level 1	Total
Old Mutual Wealth Investment	5,365	5,365

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

8. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	3,335	2,762
Cash on term deposit	1,553,799	1,340,022
	1,557,134	**1,342,784**

Restricted cash

Included in cash and cash equivalents is R1 009 348 (2024: R834 806) that relates to restricted grants.

Cash on term deposits

Financial institution		
ABSA Bank limited	346,605	381,829
Nedbank	409,414	378,344
Investec	100,573	94,035
Africa Bank	215,099	485,814
FNB	194,831	-
Standard Bank	287,277	-
	1,553,799	**1,340,022**

MUT has the following facilities with ABSA bank

Credit Card R500 000, Fleet Card R300 000 ACB Mag- Tape debit R50 000.

The fair value of cash and cash equivalents approximate their carrying amounts as the nature of the balance is short-term and interest rates are market related.

9. Revaluation reserve

The revaluation reserve represents the accumulated gains on the revaluation of the University's fixed properties. Further details of the revaluation are provided under note 2.

Opening balance	723,518	526,712
Revaluation of immovable assets	-	196,806
	723,518	**723,518**

10. Interest-bearing loans

The loans and borrowings consist of two unsecured loans from ABSA.

Held at amortised cost		
Unsecured		
ABSA Bank Limited	49,750	58,401

Unsecured

Split between non-current and current portions

Non-current liabilities	40,038	49,750
Current liabilities	9,712	8,651
	49,750	**58,401**

Figures in Rand Thousands

10. Interest-bearing loans (continued)

An unsecured loan of R22 034 895 (2024: R26 950 300) from ABSA Bank Limited bearing a fixed interest rate of 11.06% and repayable in two installments of R3 881 641 per annum including interest and capital. The installments are due in June and December each year. The final date for repayment is 23 June 2029.

An unsecured loan of R27 715 480 (2024: 31 450 634) from ABSA Bank Limited bearing a fixed interest rate of 13.04% and repayable in two installments of R3 858 192 per annum including interest and capital. The installments are due in June and December each year. The final date for repayment is 23 December 2030.

The above loans were taken out to fund the construction of a student residence which was completed in 2018.

Interest-bearing loans 2025	Opening balance	Interest costs	Repayments	Closing balance
ABSA Loan 1	26,950	2,848	(7,763)	22,035
ABSA Loan 2	31,451	3,980	(7,716)	27,715
	58,401	**6,828**	**(15,479)**	**49,750**

Interest-bearing loans 2024	Opening balance	Interest costs	Repayments	Closing balance
ABSA Loan 1	31,355	3,358	(7,763)	26,950
ABSA Loan 2	34,720	4,447	(7,716)	31,451
	66,075	**7,805**	**(15,479)**	**58,401**

11. Restricted grants

Non - Current

2025	Opening balance	Grants received	Interest	Expenditure	Closing balance
SBDP Grant	237,982	137,944	16,778	(27,435)	365,269
Deferred maintenance	7,696	-	623	(1,900)	6,419
Alga biotech & equipment	267	-	-	(186)	81
Student centre/bridge	8,236	-	364	(2,731)	5,869
New student housing	84,426	-	5,991	(8,766)	81,651
FC2 Engineering labs	3,590	-	382	(3,207)	765
Infrastructure efficiency	297,671	63,731	24,831	(17,686)	368,547
University essential projects	10,361	-	764	-	11,125
Bulk infrastructure	28,247	-	1,950	(4,208)	25,989
Ithala infrastructure	44,253	-	6,133	(12,929)	37,457
Enduduzweni infrastructure	59,422	-	-	-	59,422
	782,151	**201,675**	**57,816**	**(79,048)**	**962,594**

The above grants have been received from DHET for specific projects. The University is precluded from utilising any of these grant monies for any other purpose other than the stated terms and conditions of the various grant letters.

2024	Opening balance	Grants received	Interest	Expenditure	Closing balance
SBDP Grant	340,333	50,918	25,183	(74,777)	341,657
Deferred maintenance	18,378	-	1,127	(11,809)	7,696
Alga biotech & equipment	247	-	20	-	267
Student centre/bridge	15,986	-	1,087	(8,837)	8,236
New student housing	80,141	-	6,672	(2,387)	84,426
FC2 Engineering	8,672	-	482	(5,564)	3,590
Infrastructure efficiency	305,545	-	24,676	(32,550)	297,671

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

11. Restricted grants (continued)

University essential projects	9,763	-	803	(205)	10,361
Bulk infrastructure	43,163	-	2,930	(17,846)	28,247
	822,228	**50,918**	**62,980**	**(153,975)**	**782,151**

Current

2025	Opening balance	Grants received	Interest	Expenditure	Closing balance
New generation of academics	28,386	-	1,746	(3,556)	26,576
Clinical training	7,666	1,649	555	(1,568)	8,302
UCDG Old cycle	2,414	2,407	-	(2,789)	2,032
UCDG New cycle	9,276	3,917	600	(11,029)	2,764
Science equipment	860	-	65	-	925
Refurbishment of lecture theatres	388	-	29	-	417
DHET NSFAS	132	-	-	-	132
Construction of social spaces	178	-	13	(172)	19
NSF Integration programme	3,355	1,980	251	-	5,586
	52,655	**9,953**	**3,259**	**(19,114)**	**46,753**

2024	Opening balance	Grants received	Interest	Expenditure	Closing balance
New generation of academics	28,303	1,307	2,326	(3,550)	28,386
Clinical training	7,711	1,338	633	(2,016)	7,666
UCDG Old cycle	7,086	-	-	(4,672)	2,414
UCDG New cycle	-	15,109	549	(6,382)	9,276
Science equipment	793	-	67	-	860
Refurbishment of lecture theatre	358	-	30	-	388
DHET NSFAS	132	-	-	-	132
Construction of social spaces	176	-	2	-	178
NSF Integration programme	3,296	-	265	(206)	3,355
	47,855	**17,754**	**3,872**	**(16,826)**	**52,655**

Analysis as follows

	2025	2024
Restricted grants - non-current	962,594	782,151
Restricted grants - current	46,754	52,655
	1,009,348	**834,806**

12. Deferred income

Deferred income relates to infrastructure projects and movable assets funded by restricted grants. When such expenditure is capitalised to work in progress, the corresponding deferred income is raised. When the asset is available for use, the grant is recognised on a systematic basis over the useful life of the asset.

	2025	2024
Opening balance	593,462	507,947
WIP	37,986	84,276
Other assets funded through grants	14,623	14,009
Income recognised (note 15)	(15,913)	(12,259)
Corrections to WIP and Deferred income	-	(511)
	630,158	**593,462**

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

12. Deferred income (continued)

Analysis as follows		
Deferred income - non-current	613,222	579,751
Deferred income - current	16,936	13,711
	630,158	**593,462**

13. Trade and other payables

Financial instruments:		
Trade accounts payables and other accruals	70,997	69,027
Other payables	1,700	-
Non-financial instruments:		
Credit balances in student debtors	48,505	81,733
Payroll accruals	38,324	49,360
NSFAS Close out liability	55,125	7,621
Deposits received	39,250	33,319
	253,901	**241,060**

Fair value of trade and other payables

The fair value of trade and other payables approximates their carrying amounts due to trade payable being short-term in nature.

14. Special restricted funds

Specifically restricted funds comprise various amounts received from Setas and other parastatal entities that are not yet expended at year end. Please refer to the accounting policy on Grants for the accounting treatment on this.

15. Revenue

Government grants

Government Subsidy	546,146	471,915
Council controlled government grants	546,146	471,915
Foundation grant	9,778	3,646
Programme funding	530	3,280
Realised deferred grant (note 12)	15,913	12,259
Specifically funded restricted grants	56,598	48,358
	628,965	**539,458**

Disaggregation of revenue from contracts with counter parties

The company disaggregates revenue from counter parties as follows:

Tuition and other fee revenue		
Tuition fees	354,438	321,981
Examination fee	242	224
Accommodation fees	484,408	453,968
SRC Levies	7,048	6,894
	846,136	**783,067**

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

15. Revenue (continued)

Timing of revenue recognition

At a point in time		
Examination Fee	242	224
Over time		
Tuition Fee	354,438	321,981
SRC Levies	7,048	6,894
Accommodation Fee	484,408	453,968
	845,894	**782,843**
Total revenue from contracts with customers	**846,136**	**783,067**

16. Income from other activities

Donations Received	-	85
Rebates	1,785	352
Student Cards	47	46
Library Fines	5	9
Short Courses Income	53	54
TSC Projects Income	29	133
Hire of Venue	353	791
Conference Income	288	300
Sundry Income	4	10
Gain on fair value: Investment	1,205	392
Internal Costs Recovery	1,930	1,771
Gains from Verification	3,917	1,035
Insurance Claims Receivables	28	268
Functions	(10)	-
Postal Income	4	-
	9,638	**5,246**

17. Investment income

Interest income		
Investments in financial assets:		
Bank and other cash	49,712	47,466
Interest - post-retirement fund obligations (note 4)	1,275	1,342
Total interest income	**50,987**	**48,808**

18. Staff costs

Employee costs		
Academic professionals	263,812	256,778
Non-academic professionals	285,993	287,134
	549,805	**543,912**
Average number of persons employed during the year		
Academic professionals	221	264
Non-academic professionals	350	314
	571	**578**

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

19. Other operating expenses

Auditor's remuneration		
External	5,858	2,457
Internal	7,128	4,476
Repairs and maintenance	34,028	26,956
Legal fees	4,090	1,654
Outsourced services		
Catering expenses	1,895	1,591
Cleaning, hygiene and sanitation	27,704	22,681
Grounds and gardens	5,379	5,222
Information technology and computer services	9,951	10,089
Security	59,907	33,702
Student Transport	57,617	57,049
Variable lease payments - Student residences	358,909	325,618
Rental of photocopy machines	34	3,986
Software licensing	13,916	11,317
Assessment rates & municipal charges	47,868	46,124
Community projects	1,161	465
Telephone expenses	2,024	2,443
Periodicals (subscriptions to online journals and other academic materials)	8,692	8,179
Insurance	4,309	3,819
Loss on NSFAS close out	15,377	-
Professional fees	13,235	7,497
Programme costs	9,124	7,476
Bank charges	2,196	1,285
Debt collection	2,157	2,498
Student related functions	6,964	8,923
Books and materials	1,244	648
Research and development costs	20,097	16,299
Membership fees	2,600	2,353
Training	5,887	6,015
Free study dependents	2,613	2,294
Functions	2,634	2,209
Council fees	2,324	-
Students' sports body	2,482	1,890
Teaching aids	2,828	1,556
Conferences and workshops	8,431	8,676
Printing costs	1,669	403
Stationery	999	1,026
Petrol and oil	1,792	2,491
Travel - local	2,952	9,452
Recruitment fees	1,209	1,572
Secretarial fees	1,179	52
Radio station expenses	705	682
Branding	3,586	1,542
Other operating expenses	5,380	9,203
	770,134	**663,870**

20. Finance costs

Lease liability	497	-
Interest - post-retirement medical aid obligation (note 4)	3,693	3,741
Other interest paid	514	4
Interest paid - interest bearing loans	6,829	7,805
Total finance costs	**11,533**	**11,550**

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

21. Cash generated from operations

Surplus for the year *	95,968	111,546
Adjustments for:		
Depreciation and amortisation	65,339	76,656
Losses on disposals and scrapping	3,479	1,441
Finance income	(50,987)	(48,808)
Finance costs	11,533	11,550
Impairment of PPE	14,685	591
Prior period gains on assets	(3,917)	(1,035)
Loss on NSFAS close out	15,377	-
Fair valuation of investment	(1,206)	(392)
Transfer of WIP and deferred income	52,609	97,774
Impairment provision - Student debtors *	25,079	(32,699)
Movement in post-retirement obligations	(228)	-
Deferred income recognised	(15,913)	(12,259)
Changes in working capital:		
Inventories	-	658
Trade and other receivables	(62,128)	(3,712)
Trade and other payables	(2,536)	17,382
Restricted grants	113,466	(102,133)
Special restricted funds	(1,377)	(6,762)
	259,243	**109,798**

* FY2024 has been restated. Refer to note 31.

Reconciliation of finance income

Income statement	50,987	48,808
Restricted grants	61,075	66,852
Net defined benefit	(1,275)	(1,342)
Accrued interest	(2,125)	-
	108,662	**114,318**

Purchase of property, plant and equipment

Additions	37,832	143,668
Work in progress	93,568	10,770
	131,400	**154,438**

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

22. Payment to Council and Administrators Committee for attendance of meetings

To whom paid

ME Makgae	165	-
S Mukhola	-	-
SP Mbonambi	124	-
N Dhevcharran	142	-
SP Mazibuko	119	-
LB Zondi	124	-
N Cele	122	-
FMD Xaba	105	-
N Maharaj	140	-
P Naidoo	117	-
K Zuma	122	-
TC Mametja	131	-
SE Ngubane	105	-
R Kimmie	136	-
K Quille	-	-
M Chonco	-	-
M Luthuli	-	-
K Ramsarghey	-	-
L Mthimkhulu	-	-
T Zwane	-	-
L Nzama	-	-
T Jimana	-	-
Z Cele	-	-
S Mdlalose	-	-
T Mwelase	-	-
Administrator team		
Prof LR van Staden - Administrator	293	3,373
MR Mokuele - Technical team member	223	2,549
PK Slack - Technical team member	195	2,250
Dr D Naidoo - Technical team member	195	2,255
	2,558	**10,427**

The Minister of Higher Education, Science and Innovation, Dr BE Nzimande dissolved the Council of MUT and appointed an Administrator to MUT effective 28 September 2022 as per Government Gazette No 44280, dated 10 October 2022. The Administrator was Prof LR van Staden. The Administrator appointed a technical team to assist him in carrying out his mandate. The Administrator had been appointed for a 24-month period from effective date. The Administrator's term was further extended by a period of three months which ended 10 January 2025.

Figures in Rand Thousands

23. Compensation paid to Senior Management and Administrative Staff

The following disclosure relates to the compensation paid to members of the Executive, Deans and other senior management of the University for the year ended 31 December 2025 as defined in the Statute of the University. Gross remuneration, for the purposes of the Higher Education Act, is based on the cost of employment to the University and comprises flexible remuneration packages, suitably annualised, where applicable and is inclusive of the employer's contributions to health and post-retirement benefits. All these benefits fall within the category of short-term employee benefits. Exceptional payments, if any, to Executive and senior management have been included in the annualised gross remuneration and are disclosed separately below where applicable.

* Included in other benefits as detailed below are the following: Post employment benefits - Pension, group life, medical aid housing allowance and cellphone allowance.

NAMES	Offices Held	2025 basic salary	2025 other benefits *	2024 basic salary	2024 other benefits *
Prof MN Sibiya	Vice-Chancellor & Principal	3,128	1,602	2,546	1,544
Prof M Ramogale	DVC: Teaching and Learning	2,166	1,005	2,095	1,247
Dr BA Ntshangase	Acting DVC: Resource and Planning	1,327	976	1,209	706
Dr CM Israel	Executive Director: Institutional Advancement	1,348	691	1,305	722
Dr VX Ngubane	Executive Director: Office of the Vice-Chancellor (appointed 01/08/2025)	1,237	582	-	-
D Brijlal	Snr Director: Human Resources and Development (resigned 31/05/2025)	508	427	1,204	664
MHL Kau	Interim Snr Director: Operations (End 31/01/2025)	145	2	1,720	43
F Madhi	Snr Director: Legal Services	1,498	782	1,450	798
Dr JM Makua	Snr Dir: TLDC	1,321	688	1,284	915
EMF Mkhize	Snr Director: MARCOMMS	1,242	696	1,238	725
BJ Mahlangu	Chief Financial Officer (appointed 01/08/2025)	622	344	-	-
Dr A Mienie	Acting DVC: RIE	1,245	562	-	-
Dr N Mosala-Bryant	Snr Director: Library	1,301	661	1,260	699
Dr K Lazenby	Registrar (appointed 01/09/2025)	630	281	-	-
Dr PP Masala	Registrar (resigned 31/03/2025)	369	375	1,458	787
Dr M de Swardt	Snr Director: ITN	1,498	624	1,449	800
Dr JF van Koller	Snr Director: DIPR	1,295	709	1,237	1,145
Dr B Msomi	Snr Director: Operations	1,134	573	-	-
R Delomoney	Chief Financial Officer (resigned 31/12/2024)	-	-	1,535	1,003
R Jugernath*	Director: Financial services (appointed 01/08/2024)	1,245	582	715	192
Dr RF Chidzonga	Acting Dean Engineering	1,162	532	-	-
Dr LT Kweyama	Dean of Students	1,244	634	1,209	706
Prof BF Bakare	Acting Dean Engineering (resigned 30/06/2025)	580	349	983	554
Prof M Coopoosamy	Acting Dean Natural Sciences (not part of EMC in FY 2025)	-	-	1,209	565
Prof AM Msomi	Dean Natural Sciences	1,331	797	1,209	679
Dr K Ramsarghey	Acting Dean Management Science	1,245	700	1,209	512
		28,821	**15,174**	**27,524**	**15,006**

Notes to the consolidated financial Statements

Figures in Rand Thousands	2025	2024

Exceptional payments

During the year ended 31 December 2025 and 31 December 2024, no exceptional payments in excess of R 249 999 were made to the members of the executive and senior management. Exceptional payments as defined for this purpose in terms of the Higher Education Act include special bonuses and exceptional amounts arising on the termination of employment with the University.

* Acting Chief Financial Officer from 01 December 2024 to 31 July 2025.

Total short-term benefits R39 395 000 (2024: R38 241 000),

Total post-employment benefits R4 600 000 (2024: R4 289 000)

24. Taxation

Income Taxation

Mangosuthu University of Technology is exempt from South African normal taxation in terms of Section 10(1) (cA)(i) of the Income Tax Act and therefore no provision has been made for taxation.

First Ready Development 143 NPC (FRD), a subsidiary of the University is an approved public benefit organisation registered by the Companies and Intellectual Property Commission. An application is currently in process to register FRD as a Public Benefit Organisation in terms of section 30 of the Income Tax Act with the South African Revenue Services (SARS). Section 30 of the Income Tax Act and more specifically section 10(1) (cN) of the Act states that any receipts and accruals are exempt from Income Tax. Notwithstanding the fact that FRD is still in the process of obtaining its Income Tax exemption status, FRD did not receive any receipts or accruals up to 31 December 2025 and there is no income tax liability. The Income Tax returns up to 28 February 2025 was efiled on the SARS efiling system, and FRD received Nil assessments up to the 2025 tax year.

Value Added Tax

The University is registered as a VAT vendor. Educational services are an exempt supply under section 12(h) of the VAT Act of 1991. Under current legislation, tuition fees, accommodation fees and some state funded research grants have no VAT implications.

First Ready Development 143 NPC is not registered for VAT as its primary asset is a building, and this building is defined under the VAT act as a dwelling for SARS purposes which is not vatable (refer to note 27 for further explanation).

Figures in Rand Thousands	2025	2024

25. Related parties

Relationships

Subsidiaries	First Ready Development 143 NPC - Refer to note 27
Shareholder with significant influence	Department of Higher Education and Training (DHET)
Directors of First Ready Development 143 NPC	Prof MN Sibiya, Mr R Jugernath and Mr Z Gqamane
Members of key management	Refer to note 22 and 23

Related party balances

	2025	2024
Loan accounts - Owing (to) by related parties		
Loan to First Ready Development 143 NPC	3,500	3,500
Amounts included in Trade receivable (Trade Payable) regarding related parties		
DHET Block grant	21,213	-
Restricted grants		
DHET Restricted grants	1,009,348	834,806
DHET Discount to students	39,755	39,755

Related party transactions

	2025	2024
Grants received		
DHET Block grant	546,146	471,915
DHET Restricted grants	211,628	68,672

All transactions were conducted on arms length basis.

26. Financial risk management

Categories of financial instruments

Categories of financial assets

2025

	Note(s)	Fair value through profit or loss - Mandatory	Amortised cost	Total
Investments at fair value	7	5,365	-	5,365
Trade and other receivables	6	-	329,298	329,298
Cash and cash equivalents	8	-	1,557,134	1,557,134
		5,365	**1,886,432**	**1,891,797**

2024

	Note(s)	Fair value through profit or loss - Mandatory	Amortised cost	Total
Investments at fair value	7	4,159	-	4,159
Trade and other receivables	6	-	290,124	290,124
Cash and cash equivalents	8	-	1,342,784	1,342,784
		4,159	**1,632,908**	**1,637,067**

Figures in Rand Thousands 2025 2024

26. Financial risk management (continued)

Categories of financial liabilities

2025

	Note(s)	Amortised cost	Leases	Total
Trade and other payables	13	70,997	-	70,997
Interest-bearing loans	10	49,750	-	49,750
Finance lease obligations	3	-	3,140	3,140
		120,747	**3,140**	**123,887**

2024

	Note(s)	Amortised cost	Total
Trade and other payables	13	69,027	69,027
Interest-bearing loans	10	58,401	58,401
		127,428	**127,428**

For current student debtors the carrying value of accounts receivable approximate its fair value due to their short term nature.

The carrying value of cash and cash equivalents approximate its fair value due its short term nature

The carrying value of accounts payable amount is an approximate of fair value due to its short term nature

The carrying amount approximate the fair values of interest-bearing loans on the assumption that the current rates on these borrowings remain market related.

Capital risk management

The University's objective in managing its capital is to safeguard its ability to continue as a going concern while maintaining sufficient financial flexibility to support its strategic objectives, teaching, research, community engagement activities, and infrastructure development.

The University's capital comprises accumulated reserves, restricted grants, and borrowings. Capital management is undertaken in accordance with the University's approved financial policies and governance framework.

The University manages its capital structure through, monitoring liquidity levels and cash flow requirements, maintaining adequate reserves to support operational sustainability and evaluating funding requirements for capital projects and infrastructure development.

26. Financial risk management (continued)

Financial risk management

Overview

The university is exposed to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk (interest rate risk and price risk).

The University's financial instruments consist primarily of deposits with registered Grade A commercial Banks, student accounts receivable and trade payables and interest bearing loans.

The University Council has overall responsibility for the establishment and oversight of the University's risk profile. Council has established an Audit, Risk and Compliance Committee (ARCC) to develop monitor and manage the University's risk management policies on its behalf and Executive management is responsible for implementing, managing and complying with selected risk management strategies.

All potential risks are identified, evaluated and managed as appropriate. Risk management policies, systems and procedures are reviewed regularly to reflect changes in market conditions, the higher education sector and in the University's operating environment. The Chairperson of the respective committee, the Vice-Chancellor and other members of Executive management report regularly to the Council on risk management activities and results. The University, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees, students and other stakeholders understand their roles and obligations.

The University's policies regarding insurance and risk cover are set and monitored by the ARCC. Likewise, decisions on the level of financial risk are taken by the ARCC and enforced by the University's Finance Division in terms of established limits by reference, in each case, to the particular transaction type, the monetary amounts and the counterparties involved. The University is exposed to market risk as it holds an investment in funds which are significantly affected by fluctuations in market conditions.

The University is exposed to changes in market prices through its investment in unit trust funds with Old Mutual. This investment was taken out in 1999 and is subject to fluctuations in the market prices of the units it is invested in. (Refer note 7)

Interest rate risk: The University is exposed to interest rate risk through the funds it has invested in call accounts with various financial institutions with interest rates linked to the repo rate.

There has been no change to the University exposure to market risks during the year of assessment or the manner in which these risks are managed and measured.

Credit risk

The University's potential concentrations of credit risk consist mainly of short-term cash, cash equivalent investments and trade and other receivables.

The University places cash and cash equivalents with reputable financial institutions. The maximum exposure approximates the carrying amount.

The University's credit risk exposure is represented primarily by the net aggregate balance of amounts receivable in respect of unpaid student fees and general trade receivables. Collateral measures include the withholding of the certificates and the refusal to allow students with outstanding balances to register in the ensuing academic year unless a debt payment plan has been committed to. Debt collection procedures are applied as diligently as circumstances permit in such a way as to minimise risk and related collection costs. As a general principle, no collateral is required for general trade debtors and other receivables. The University grants registration concessions to students at the discretion of Executive Management.

The University provides for expected credit losses in respect of student-related receivables (student fee debtors) and other trade receivables to the extent that these can be reliably and conservatively determined, having regard to the credit risk experience and payment history of the particular categories of debtors.

Notes to the consolidated financial Statements

26. Financial risk management (continued)

Liquidity risk

The University manages its liquidity risk by monitoring its daily cash flow to ensure that surpluses are optimally invested, and that adequate cash is available to meet its day-to-day operations in the short and medium terms, based on rolling cash flow projections and good working capital management. The University adopts a diversified investment strategy with specified major financial institutions, each of which is required to be accredited according to the University's Investment Policy and has no significant concentration of credit risk with any single counterparty.

The timing and cyclical nature of the University's cash inflows and outflows are such that liquidity problems are likely to occur in the first quarter of the year. The University has access to funds through its short-term deposits in the event that any unforeseen event occurs.

Market risk

Market risk is the risk that changes in market prices (such as foreign exchange rates, interest rates and equity prices) will affect the University's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within the acceptable parameters, while optimising the return:

a) **Interest rate risk**

The University's borrowings used to finance its operations are at fixed rates of interest. The level of borrowings and consequently, the debt servicing costs are closely monitored and controlled by the Finance Committee on behalf of Council, having regard to the prevailing and projected interest rates and the University's capacity to service such debt from future earnings.

The University's interest risk arises from financial assets / cash reserves bearing variable interest rates. The impact of a 1% increase / decrease in the interest rate with all other variables held constant on the profit / loss of the University, would be R6 million (2024: R 5 million) increase / decrease.

The University only has long term borrowings from ABSA as disclosed in note 10.

The interest rate on these loans is fixed and therefore not subject to fluctuations in interest rates. Therefore, no interest rate sensitivity is provided.

Credit risk

At the reporting date, the University has significant credit risk in respect of students who are self-funded.

The carrying amount of financial assets represent maximum credit exposure.

Credit losses

Refer to note 6 for the ageing of student receivables.

Liquidity risk - contractual cash flows

The following are the contractual undiscounted cash flows of the financial liabilities that are maturing over different periods, including interest payments and excluding the impact of netting agreements.

31 December 2025	Carrying amount R'000	Contractual cash flows R'000	6 months or less R'000	6 - 12 months R'000	>1 year R'000
Trade and other payables (note 13)	70,997	70,997	70,997	-	-
Interest bearing loans (note 10)	49,750	73,492	7,740	7,740	58,012
Capital commitments	-	18,150	18,150	-	-
	120,747	**162,639**	**96,887**	**7,740**	**58,012**

26. Financial risk management (continued)

31 December 2024	Carrying amount R'000	Contractual cash flows R'000	6 months or less R'000	6 - 12 months R'000	>1 year R'000
Trade and other payables	69,027	69,027	69,027	-	-
Interest bearing loans	58,401	81,232	7,740	7,740	65,752
Capital commitments	-	13,316	13,316	-	-
	127,428	**163,575**	**90,083**	**7,740**	**65,752**

Accounting classification and fair values

Fair value hierarchy

The table below analyses financial instruments measured at fair value, or items for which the disclosure of fair value is required, by valuation method. The different levels have been defined as follows:

2025	Level 1 R'000	Total
Investment at fair value	5,365	5,365
	5,365	**5,365**

2024	Level 1 R'000	Total
Investment at fair values	4,159	4,159
	4,159	**4,159**

The fair value of the financial assets is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date.

Fair value hierarchy levels 1 to 3 are based on the degree to which the fair value is observable:

1. Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

2. Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices), or indirectly (i.e. derived from prices).

3. Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Fair value sensitivity in respect of level 3 Property, Plant and Equipment.

The note details the methodology of the determined fair value of the assets are reflected in note 2.

Fair value sensitivity in respect of level 1 Investments at Fair Value.

The investment is held with Old Mutual and is invested in two funds namely Nedgroup Investment SA Equity fund R-class and Old Mutual Money Market.

Notes to the consolidated financial Statements

27. Interests in subsidiaries - First Ready Development 143 NPC

Included in Mangosuthu University of Technology’s Property, Plant and Equipment balance is the student residence known as the “Executive Hotel”. This property is owned by First Ready Development 143 NPC, a company specifically formed in 1998 by the then Council and management of MUT for the purpose of acquiring the property to be used as student residence for Mangosuthu University of Technology's students. The property was acquired in 1999 at a cost price of R3 500 000. The carrying value of this property as at 31 December 2025 is R28 810 000 (as per the latest valuation conducted as at 31 December 2024). The property was acquired to provide student accommodation to MUT students.

The property is accounted for in the consolidated financial records of MUT and all related revenues and expenditures (including capital expenditure) are also accounted for in the financial records of the University. In substance the company is controlled by Mangosuthu University of Technology. Mangosuthu University of Technology’s financial statements are reported as consolidated financial statements as a result of assets, liabilities, revenue and expenditure of this entity being included in the accounting records of Mangosuthu University of Technology and reported as such in the annual financial statements.

The student accommodation that is provided is primarily used for the purposes of a dwelling and therefore regarded as exempt from VAT.

First Ready Development is currently up to date with all its tax affairs and is tax compliant. The entity is in the process of making an application with the South African Revenue Services to obtain a tax exemption status.

28. Going concern

The going concern basis of accounting for the Mangosuthu University of Technology is adopted in consideration of the requirements set out in the IFRS Accounting Standards, which requires entities to adopt the going concern basis of accounting in the preparation of the financials. The financial statements have been prepared on a going concern basis and this is supported by both the University Council and Management on the basis that short-term forecast reflects a surplus, and on the basis that funding from government for 2027 is guaranteed. For those reasons Council is confident that MUT will be able to honour its short term obligations as they become due.

29. New Standards and Interpretations

29.1 Standards and amendments adopted in the current year.

Some accounting pronouncements which have become effective from 1 January 2025 and have therefore been adopted do not have a significant impact on the University's financial results or position.

- Lack of Exchangeability (Amendments to IAS 21)

An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations.

This standard did not have a material impact on the University.

29.2 Standards and interpretations not yet effective.

The university has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the university’s accounting periods beginning on or after January 1, 2026 or later periods:

Amendment to IFRS 9, “Financial Instruments” and IFRS 7, “Financial Instruments: Disclosures” - Classification and Measurement of Financial Instruments.

These amendments: - clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system; - clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion; - add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets; and- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

The effective date is for annual reporting periods beginning on or after 1 January 2026

Notes to the consolidated financial Statements

29. New Standards and Interpretations (continued)

IFRS 18, 'Presentation and Disclosure in Financial Statements'

The objective of IFRS 18 sets out requirements for the presentation and disclosure of information in general purpose financial statements (financial statements) to help ensure they provide relevant information that faithfully represents an entity's assets, liabilities, equity, income and expenses. IFRS 18 replaces IAS 1 'Presentation of Financial Statements' and focuses on updates to the statement of profit or loss with a focus on the structure of the statement of profit or loss; required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general. Many of the other existing principles in IAS 1 are retained, with limited changes. IFRS 18 will not impact the recognition or measurement of items in the financial statements, but it might change what an entity reports as its operating profit or loss.

The effective date is for annual reporting periods beginning on or after 1 January 2027.

Amendments to IFRS 9 and IFRS 7: Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7)

The amendments help companies better account for variable renewable energy purchases like wind and solar power

The effective date of the amendment is for years beginning on or after January 1, 2026.

Annual Improvements to IFRS Accounting Standards – Volume 11

These amendments, changes clarify language, resolve conflicts, and correct minor oversights across seven different accounting standards. The improvements are intended to make accounting rules clearer and easier to apply in practice

The effective date of the amendment is for years beginning on or after January 1, 2026

The above revised pronouncements and amendments are not expected to have a material impact, on the MUT with exception to IFRS18 which will have a potential material impact, of which management will be assessing on an ongoing basis.

30. Capital commitments

Approved and contracted commitments		
Commitments in respect of property, plant and equipment	18,150	13,316

31. Prior period adjustment

The following prior period error, relating to the 2024 reporting period, was corrected following a retrospective approach.

During the 2025 financial year, management performed the annual assessment of the Expected Credit Loss (ECL) and associated impairment loss on Student receivables.

In performing this assessment it was identified that following the finalisation of the 2024 ECL calculation taking into account the assessment of NSFAS related receivables, additional assumptions were erroneously considered in the 2024 calculation that resulted in an overstatement of the Impairment Loss on Student Receivables on the Income Statement and the Expected Loss Provision on the Balance Sheet by R 60,3m.

As the error is material, the comparative information has been retrospectively restated in accordance with IAS 8. The correction has resulted in a decrease in the ECL provision and a corresponding decrease in the ECL impairment expense recognised in the statement of financial performance. The correction of error had no impact on the periods prior to 01 January 2024.

31. Prior period adjustment (continued)

The impact of the prior period errors is as follows:	R'000 31 Dec 2024 (as previously reported)	R'000 Restatement adjustment	R'000 31 Dec 2024 (Re-stated)
Statement of Financial Position			
Current assets			
Trade and other receivables	229,765	60,359	290,124
Total current assets	1,576,708	60,359	1,637,067
Total assets	3,061,886	60,359	3,122,245
Equity			
Retained income	546,612	60,362	606,974
Total equity	1,270,130	60,362	1,330,492
Total equity and liabilities	3,061,886	60,359	3,122,245
Statement of profit/loss & other comprehensive income			
Total expenditure	1,325,383	(60,362)	1,265,021
Recurrent expenditure	1,324,242	(60,362)	1,263,880
Impairment loss - Students receivables	27,661	(60,360)	(32,699)
Surplus for the year	51,184	60,362	111,546
Statement on changes in equity			
Retained income			
Balance at 1 Jan 2024	498,977	-	498,977
Surplus for the year	51,184	60,362	111,546
Other comprehensive loss	(3,549)	-	(3,549)
Total retained income 31 Dec 2024	546,612	60,362	606,974
Total equity	1,270,130	60,362	1,330,492

Whist there was no impact on the Statement of Cash Flows, revisions were done on the cash generated from operations calculation. These revisions did not result in a change in the cash generated from operations amount.

32. Contingencies

Litigation is in progress against Mangosuthu University of Technology (MUT) from Thekwini Properties Proprietary Limited (Lonsdale), a property-owning company demanding a damages payment of R 28 million in respect of a legacy legal student accommodation/lease dispute. Correspondence on this claim was received on 19 June 2026. The university is presently considering this matter and has appointed external legal council.

33. Events after the reporting period

Certain Council Members resigned as follows:

Ms N Devcharran – 31 March 2026 and Professor P Naidoo -10 April 2026.

Urgent High Court Application made by The Mhulu Group Incorporated.

Post year end on 1 June 2026, a service provider, of the University brought at an Urgent High Court interdict for the re-instatement of their services following an immediate cancellation of their services in December 2025. The matter was heard on the 24 June 2026 and removed from the urgent court roll with the payment of costs by the Applicant to MUT. The service provider may still pursue a court matter against MUT on the opposed roll or a claim for damages.

Claims made by Thekwini Properties Proprietary Limited (Lonsdale):

As reported in note 32 above, post year end on the 19 June 2026, the University received a demand letter from Lonsdale demanding a damages payment of R28 million in respect of a legacy legal student accommodation/lease dispute.

Finalized close out NSFAS report

Subsequent to year end, NSFAS finalized the NSFAS close out report from 2017 to 2025 and arrived at a net amount due to the University amounting to R159 823 849. This was considered an adjusting event and the accounting records were adjusted to align to the NSFAS amounts due to the University. (Refer to note 6 for more details).

Notes to the consolidated financial Statements

33. Events after the reporting period (continued)

Other than the NSFAS Close out referred to above, the items noted are deemed to be non-adjusting subsequent events.