

ANNUAL REPORT

2022

JULY 2023

CONTENTS

LIST OF TABLES	6
LIST OF FIGURES	7
ABBREVIATIONS AND ACRONYMS	8
INTRODUCTION	11
PART A: PERFORMANCE ASSESSMENT REPORT	12
1. Performance against the DHET approved enrolment targets	12
2. Progress towards achievement of the strategic goals and objectives (2020-2025).....	13
PART B: REPORTS ON GOVERNANCE AND OPERATIONS	25
3. REPORT ON THE COUNCIL AND ADMINISTRATOR PERIODS.....	25
3.1. Governance challenges.....	25
3.2. Oversight of the academic enterprise and the operational environment	25
3.3. Performance against the principles of good governance.....	28
3.3.1. Ethical leadership and corporate citizenship.....	28
3.3.2. Governance of risk.....	28
3.3.3. Governing stakeholder relationships.....	29
3.4.3.1. Role played by the Non-profit sector	29
3.4.3.2. Role played by the media	29
3.4.3.3. Alumni engagement.....	30
3.4.3.4. Schools' engagement	31
3.3.4. Financial reporting and sustainability	31
3.3.5. Compliance with laws, codes, rules, and standards.....	31
3.4. Housekeeping and measures to improve good governance.....	32
3.5. Appointment of the Administrator	32
4. STATEMENT ON GOVERNANCE	34
5. COUNCIL AND COUNCIL COMMITTEES.....	34
5.1. Executive Committee of Council (Exco).....	36
5.2. Audit, Risk and Compliance Committee (ARCC).....	37
5.3. Finance and Investment Committee (FIC).....	38
5.4. Human Resources Committee (HRC)	39
5.5. Planning and Resources Committee (PRC)	40
5.6. Student Affairs Committee (SAC)	42
6. DECLARATION OF INTEREST BY COUNCIL MEMBERS	43
7. STATEMENT ON CONFLICT MANAGEMENT	44
8. STATEMENT ON COUNCIL CODE OF CONDUCT	44

9. ADMINISTRATOR'S STATEMENT ON SUSTAINABILITY	44
10. APPROVAL OF GOVERNANCE STATEMENT	45
11. SENATE REPORT TO THE ADMINISTRATOR.....	46
11.1. Senate's Function and Composition	46
11.2. Senate Meetings in 2022.....	47
11.2.1. February 24, 2022: First Ordinary Meeting.....	48
11.2.2. May 24, 2022: Second Ordinary Meeting	48
11.2.3. June 15, 2022: Special Meeting.....	49
11.2.4. August 25, 2022: Third Ordinary Meeting.....	49
11.2.5. November 22, 2022: Fourth Ordinary Meeting	49
11.3. Changes to the Academic Structure.....	49
11.3.1. Discontinuation of National Diploma qualifications	49
11.3.2. New Qualifications	50
11.4. Teaching and Learning.....	50
11.4.1. Completion of the 2022 Academic Year	50
11.4.2. The 2022 MUT Institutional Audit	50
11.4.3. Student Academic Support.....	50
11.4.4. Programme Development	50
11.4.5. Work Integrated Learning (WIL).....	51
11.4.6. Implementation of the E-Learning Strategy.....	51
11.4.7. Professional Development and Support of Academic staff	51
11.4.8. Teaching Awards.....	52
11.5. Research	53
11.5.1. Research Awards.....	56
11.5.2. Innovation.....	57
11.6. Community Engagement.....	57
11.6.1. Review of Community Engagement Policy	57
11.6.2. Finalisation of CE Implementation Strategy	58
11.6.3. Capacity-building initiatives for internal and external stakeholders.....	58
11.6.4. Community Engagement projects.....	58
11.6.5. Social Entrepreneurial Programme.....	59
11.6.6. Partnerships with local government and communities.....	59
11.7. Staff and Student Awards and Achievements in 2022.....	60
11.7.1. Staff and Student awards and achievements.....	60

11.7.2. Sporting achievements and awards	60
11.7.3. Student Governance activities and achievements.....	61
11.8. Composition and Size of the Student Body	62
12. REPORT OF THE INSTITUTIONAL FORUM.....	66
13. REPORT OF THE VICE-CHANCELLOR ON MANAGEMENT AND ADMINISTRATION.....	68
14. REPORT ON INTERNAL ADMINISTRATIVE AND OPERATIONAL STRUCTURES AND CONTROLS.....	70
15. REPORT ON TRANSFORMATION.....	71
15.1. Foundational Themes	71
15.1.1. Transformative leadership.....	71
15.2. Employment Equity	73
15.3. Staff development and capacity building	75
PART C: ANNUAL FINANCIAL REVIEW	77
16. REPORT OF THE CFO AND THE FINANCE AND INVESTMENT COMMITTEE	77
16.1. Budgeting process.....	79
16.2. Financial aid	79
16.2.1. NSFAS	79
16.2.2. Bursaries and scholarships	80
16.3. Financial highlights: Income and expenditure	81
16.3.1. Income.....	81
16.3.2. Expenditure.....	81
16.4. Other operating expenses.....	82
16.5. Surplus/deficit.....	82
16.6. Statement of financial position.....	82
16.6.1. Non-current assets	82
16.6.2. Current assets	82
16.6.3. Non-current liabilities	83
16.6.4. Current liabilities.....	83
16.6.5. Solvency and liquidity.....	83
17. REPORT ON ENTERPRISE RISK MANAGEMENT.....	85
17.1. Fraud Risk Management	86
18. REPORT OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE	88
18.1. Internal audit	88

18.1.1. Internal control systems.....	89
18.2. Risk Management	89
18.3. Compliance	90
18.3.1. Monitoring health and safety	90
18.3.2. Monitoring IT governance.....	91

LIST OF TABLES

Table 1: Performance against Ministerial approved targets in 2022	12
Table 2: Achievement against strategic goals and objectives	13
Table 3.1: Council resolutions in 2022	26
Table 3.2: Administrator resolutions in 2022	33
Table 4: Council composition and attendance	35
Table 5: Exco composition and attendance	36
Table 6: ARCC composition and attendance	38
Table 7: FIC composition and attendance	39
Table 8: HRC composition and attendance	40
Table 9: PRC composition and attendance	41
Table 10: SAC composition and attendance	43
Table 11: Senate meetings in 2022	47
Table 12: Research Journal Articles in 2022.....	53
Table 13: Research capacity-building workshops and seminars hosted by the Research Directorate	53
Table 14: NRF-rated researchers at MUT	54
Table 15: External Research Income Received during 2022.....	55
Table 16: Registered CE Projects by Strategic Focus Area.....	59
Table 17: IF composition and attendance.....	66
Table 18: University Employment Equity targets	74
Table 19: Workforce Profile by Occupational Level.....	75
Table 20: Financial indicators and ratios (2018-2022)	83
Table 21: Top 11 risks in 2022	85
Table 22: Status of Internal Audit findings, 2022	89

LIST OF FIGURES

Figure 1: Headcount enrolments, planned vs actual (2018-2022)	62
Figure 2: Headcounts by gender (2018-2022)	63
Figure 3: Headcounts by major field of study in 2022	63
Figure 4: Success rates, planned vs actual (2018-2022)	64
Figure 5: Graduation rates, planned vs actual (2018-2022).....	64
Figure 6: Student access to NSFAS funding (2018-2022)	65

ABBREVIATIONS AND ACRONYMS

AFS	Annual Financial Statements
ALLU	Academic Literacy and Language Unit
APC	Academic Planning Committee
APP	Annual Performance Plan
ARCC	Audit, Risk and Compliance Committee
BBBEE	Broad-Based Black Economic Empowerment
Capex	Capital expenditure
CE	Community Engagement
CEAD	Community Engagement and Development Directorate
CFO	Chief Financial Officer
CHE	Council on Higher Education
COEC	Community Engagement Committee
Covid-19	Coronavirus disease of 2019
CRM	Customer Relationship Management
DHET	Department of Higher Education & Training
DVC	Deputy Vice-Chancellor
ECSA	Engineering Council of South Africa
EE	Employment Equity
EAP	Economically Active Population
EMC	Executive Management Committee
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
Exco	Executive Committee of Council
IA	Internal Audit
FIC	Finance and Investment Committee
FMS	Faculty of Management Sciences
FNS	Faculty of Natural Sciences
FQAC	Faculty Quality Assurance Committee
FTE	Full Time Equivalent
GBV	Gender-based violence
HEMIS	Higher Education Management Information System
HEQC	Higher Education Quality Committee
HEQSF	Higher Education Qualifications Sub Framework
HR&D	Human Resource and Development
HRC	Human Resource Committee
IA	Internal Audit
ICT	Information and Communications Technology
IF	Institutional Forum
IFAWUE	Irregular, Fraudulent and Wasteful Unauthorised Expenditure
IFRS	International Financial Reporting Standards
IP	Intellectual Property
IQA	Institutional Quality Audit
IT	Information Technology

IT&N	Information Technology and Networks
ITS	Integrated Tertiary Software
KPI	Key Performance Indicator
KZN	KwaZulu-Natal
LMS	Learning Management System
MSEU	Mathematics and Science Education Unit
MUT	Mangosuthu University of Technology
NGAP	New Generation of Academics Programme
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NQF	National Qualifications Framework
NRF	National Research Foundation
NSFAS	National Student Financial Aid Scheme
Opex	Operating expenditure
PCT	Patent Cooperation Treaty
PDRF	Postdoctoral Research Fellow
PQM	Programme and Qualifications Mix
PRC	Planning and Resources Committee
QA	Quality Assurance
QAF	Quality Assurance Framework
QMD	Quality Management Directorate
RMC	Risk Management Committee
SA	South Africa
SAC	Student Affairs Committee
SAMP	Student Affairs Management Panel
SAMRC	South African Medical Research Council
SARS	South African Revenue Service
SBDP	Sibusiso Bengu Development Programme
SCM	Supply Chain Management
SER	Self-Evaluation Report
SET	Science, Engineering and Technology
SL	Service Learning
SLF	Service Learning Forum
SMS	Short Message Service
SO	Strategic Objective
SPSS	Statistical Package for the Social Sciences
SRC	Student Representative Council
STEM	Science, Technology, Engineering and Mathematics
TLDC	Teaching and Learning Development Centre
TSC	Technology Station in Chemicals
TVET	Technical Vocational Education and Training
UCDG	University Capacity Development Grant
UKZN	University of KwaZulu-Natal
UNIVEN	University of Venda
UWC	University of the Western Cape
USAf	Universities South Africa

VC	Vice-Chancellor
WIL	Work Integrated Learning

INTRODUCTION

This Annual Report comprises three parts and provides information on the core business of Mangosuthu University of Technology (MUT) in 2022. The first part reflects MUT's performance in 2022 against its predetermined objectives and targets. The second part reports on governance and operations, and the third part presents the University's annual financial review.

Part A: MUT Performance assessment report

This part of the report comprises two sections: Performance against the University's Student Enrolment Plan 2020-2025, as approved by the Department of Higher Education and Training (DHET) and progress toward achieving the pre-determined objectives and targets set out in the Annual Performance Plan (APP) for 2022.

Part B: Reports on governance and operations

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

Part C: Annual financial review

The third and final part presents an overview of MUT's finances in 2022. It addresses the salient features presented in the annual financial statements (AFS) for the period 1 January to 31 December 2022, and provides commentary on the financial highlights. This part comprises a report from the Chief Financial Officer (CFO) and Finance and Investment Committee (FIC), a report on risk assessment, and a report from the Audit, Risk and Compliance Committee (ARCC).

The 2022 Annual Report was approved by the University Administrator at a meeting on 24 July 2023.

PART A: PERFORMANCE ASSESSMENT REPORT

1. PERFORMANCE AGAINST THE DHET APPROVED ENROLMENT TARGETS

Table 1: Performance against Ministerial approved targets in 2022

INDICATORS	2021 Actuals (Audited 3 rd HEMIS submission)	2022 Approved Targets (Enrolment plan)	2022 Actuals (Audited 3 rd HEMIS submission)	2022 Percentage Achievement
HEADCOUNT TOTALS (Excludes Occasional)				
First-time entering undergraduates	2 718	3516	3435	98%
Foundation provisioning (1 st year intake)	390	484	500	103%
Total headcount enrolment	14 562	13 391	14 437	108%
Total undergraduate headcount enrolment	14 520	13 306	14 379	108%
Total postgraduate headcount enrolment	42	85	58	68%
ENROLMENTS BY MAJOR FIELD OF STUDY				
Science, Engineering, Technology	58%	59%	58%	98%
Business/management	34%	35%	34%	97%
Education	N/A	N/A	N/A	N/A
Other Humanities	8%	6%	9%	150%
GRADUATES IN CURRENT YEAR				
Graduates - undergraduate	2 934	2 904	2 991	103%
Graduates – postgraduate	21	56	97	173%
Graduation rate	20%	22%	21%	95%
Success rate	84%	81%	76%	94%
UNDERGRADUATE OUTPUT BY SCARCE SKILLS				
Engineering	744	864	778	90%
Life and physical sciences	73	52	62	119%
Human health	99	59	62	105%
Animal Science		74	13	18%
STAFF PROFILE				
Instructional/research professional staff	228	233	230	99%
% staff with doctoral degrees	22%	18%	26%	144%
% staff with masters degrees	54%	51%	54%	106%
Number of NGAP staff	15	16	14	87%
Ratio of FTE students to FTE instructional/research staff	42:1	31,7:1	45:1	145%
RESEARCH OUTPUT				
Total Research Output units	68,87	91	106,33	117%

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

Performance rating key:	1 Not achieved in 2022	2 Started but below target by more than 10%	3 Within 10% range of target	4 Exceeded expectations. More than 10% above target
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Table 2: Achievement against strategic goals and objectives

Goal 1: Excellence in teaching and learning						
Strategic Objectives	Key Performance Indicator (KPI)	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
SO 1.1 To increase student success	1. Student success rate	84%	81%	76%	3	
	2. Student graduation rate	20%	21,8%	21%	3	
	3. Throughput rate (in min+2) for the 3-year diploma programmes (NQF6) (2018 cohort reported in 2022)	53%	54%	55%	3	
SO 1.2 To improve graduate satisfaction with the quality of	4. Graduate satisfaction with the quality of teaching and learning	83,03%	91,8%	85%	3	

Goal 1: Excellence in teaching and learning						
Strategic Objectives	Key Performance Indicator (KPI)	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
teaching and learning						
SO 1.3 To increase the quality of graduates	5. Implementation of Approved E-learning Strategy	Strategy approved by all relevant bodies in the University	Piloted Strategy	Strategy was piloted	<u>3</u>	
	6. Percentage of graduating students with work-integrated learning (WIL) experience	44%	50%	46%	<u>3</u>	
	7. Employment of graduates (reported at graduation)	31,71%	30%	28,6%	<u>3</u>	
SO 1.4 To increase the number of programme offerings endorsed by professional	8. Number of approved academic programmes endorsed by professional bodies/associations	12	8	4	2	The Faculties of Engineering and Natural Sciences contributed two new endorsements each. There were no new qualifications in the Faculty of Management Sciences requiring professional body endorsement.

Goal 1: Excellence in teaching and learning						
Strategic Objectives	Key Performance Indicator (KPI)	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
bodies/ associations						
SO 1.5 To increase the ratio of post-diploma programme offerings	9. The ratio of HEQSF aligned qualifications at NQF levels 5-6 to NQF levels 7-10, listed on MUT's PQM.	51:49	55:45	51:49	3	

Goal 2: Excellence in research, innovation and engagement						
Objectives	Key Performance Indicator	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
SO 2.1 To increase research productivity	10. Number of accredited research output units	68.87	45*	106.33	4	
SO 2.2 To increase the commercialisation of Intellectual Property (IP), both protectable and unprotected	11. Number of protected IP (including trademarks)	7	7	7	3	

* This target does not coincide with the Enrolment Plan target of 91 reflected in Table 1 above (page 12). The higher target was reduced to 45 for the 2022 Annual Performance Plan (APP), as reflected here.

Goal 3: Excellence in community engagement						
Objectives	Key Performance Indicator	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	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 Community Engagement and Development Directorate (CEAD)	11	7	11	4	
	13. Number of public lectures offered annually	2	6	8	4	
	14. Number of student entrepreneurship projects	3	4	4	<u>3</u>	
	15. Number of capacity-building initiatives for internal and external stakeholders	6	6	14	4	

Goal 3: Excellence in community engagement						
Objectives	Key Performance Indicator	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
SO 3.2 To increase the number of partnerships with local government and communities	16. Number of partnerships with local government and communities	1	6	7	4	
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	5	4	1	2	There were not sufficient symposia or conferences aligned to community engagement projects.
	18. Number of MUT staff who represent the University in professional communities, bodies or associations	11	7	13	4	

Goal 4: Targeted national engagement and internationalisation						
Objectives	Key Performance Indicator	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
SO 4.1 To increase national visibility	19. Number of nation-building projects	6	7	16	4	
SO 4.2 To increase international visibility	20. Number of international staff and student exchange programmes	3	4	29	4	
	21. Percentage of international student enrolment as a proportion of total student enrolment	0,26%	0,5%	0,19%	2	The University's internationalisation efforts have not yet resulted in a turnaround in the proportion of international students, which has been declining in recent years. A lack of funding for international students may be a contributing factor.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
SO 5.1 To increase the popularity of the MUT brand	22. Nett promoter score among stakeholders (staff, students and alumni)	19% (Alumni), 61% (Staff), 47% (Students)	54%	90%	4	
SO 5.2 To improve student life and wellness	23. Student satisfaction with the quality of supporting infrastructure	60%	54%	Not achieved	1	In 2022 the focus was more on ensuring the increased impact of brand strategies rather than conducting the student survey. As a result of the brand strategies deployed, the number of applicants to MUT increased from 63,241 to 85,789.
SO 5.3 To improve the well-being and engagement of staff	24. Staff engagement index	Not achieved	44%	Not achieved	1	A service provider was not appointed. Council recruitment projects were the priority of Human Resources and Development until September 2022.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
SO 5.4 To improve operational efficiency and effectiveness	25. Reduction in the number of external audit findings	2	Not more than 8	8	<u>3</u>	
SO 5.5 To sustain and improve financial sustainability	26. Third stream income as a percentage of total income	1.2%	2,4%	2.5%	<u>3</u>	
	27. Efficiency ratio: Total expenditure as a percentage of total revenue	85.6%	95%	90%	<u>3</u>	
	28. Quick ratio: {Cash & Cash equivalents less Restricted Grants funds + Student debtors} to {Current Liabilities less Current portion of Restricted Grant funds}	2.25	1.6	2.94	4	

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
	29. Debt ratio: Total Liabilities less Deferred Income (to be amortised) as a % of Total Assets (Debt ratio)	47.8%	64%	40.8%	4	
SO 5.6 To maintain and improve infrastructure.	30. % of Capex projects awarded within approved procurement plan	65,52%	90%	22%	2	A total of 5 projects out of 23 planned for 2022 were awarded. It was discovered that the previous plan contained projects which did not match funding and a detailed reconciliation process was undertaken to reconcile projects against funding letters from the DHET. This led to a revised forecast of the initial Procurement Plan. A concerted effort has been placed on the delivery of infrastructure projects and this has led to improved spending.

Goal 5: To create an enabling support environment						
Objectives	Key Performance Indicator	2021 (Actual)	2022 (APP Target)	2022 (Actual)	Performance Rating in 2022	Reason for Underperformance (Provided for rating 2 and below)
	31. % expenditure of Capex projects awarded within the approved plan	63.2% (R151 363 829.83/ R239 410 446.86)	85%	63.4% (R125 773 570/ R198 491 932)	2	Some projects are awaiting top-up funding due to a budget shortfall. Other issues include poor contractor, performance, prolonged tender processes and non-responsive tenders.
	32. Maintain a ratio of Capex infrastructure maintenance allocation to the overall infrastructure budget	39,5%	36,4%	17.7% (R29 879 579/R168 612 354)	2	The impact of the revised forecast of the initial Procurement Plan had an effect on the financial performance of Capex projects.

In relation to the goals which the University set itself in the 2022 Annual Performance Plan, 24 of the 32 objectives were within 10% of the target or better. Key academic indicators include the student pass rate (or degree credit success rate) and the number of research publications produced.

The overall MUT pass rate in 2022 was 76%, against a target of 81%. In 2020, the first of the two Covid-19 years, the pass rate was 86%; and in 2021 it was 84%. In 2019, the latest year before Covid-19, the pass rate was 80%. The higher pass rates under Covid-19 are attributed to the University's change to continuous assessment for subjects other than exit-level subjects. In 2022, students had to adapt to the previous examination-based assessments.

Research publications amounting to 106,33 research publication units were produced in 2022, compared to a target of 28. The total of research publication units in 2021 was 68,87. MUT has increased its output of research publications significantly in recent years, from a low base.



Prof MM Ramogale
Acting Vice-Chancellor & Principal

26/07/2023

Date



Professor L van Staden
MUT Administrator

26/07/2023

Date

PART B: REPORTS ON GOVERNANCE AND OPERATIONS

3. REPORT ON THE COUNCIL AND ADMINISTRATOR PERIODS

3.1. Governance challenges

The major governance challenge faced by the University in the year under review was the dissolution of the Council in September 2022.

In August 2021, the Minister of Higher Education, Science and Innovation, Dr BE Nzimande, appointed Professor Anthony Staak as an Independent Assessor to investigate the affairs of MUT following allegations and counter-allegations between the University Council and the then Vice-Chancellor and Principal, Dr ED Malaza, who had been suspended by Council. Professor Staak submitted his report to the Minister in November 2021 and it was published in Government Gazette 46088 of 25 March 2022.

After correspondence between the Minister and the MUT Council in 2022, the Minister wrote to the Chairperson of Council, Ms S Mnyandu, on 28 September 2022 to inform her that he was appointing an Administrator to the University and that the Council was dissolved. He gave as his reasons the following:

- The Council has refused to accept responsibility for many of the problems attributed to its role by the Assessor in his report.
- There is major fruitless and wasteful expenditure that the University has accrued from the Council's reckless decisions regarding the former senior managers, including the former VC.
- The considerable harm done to the reputation of the University under the Council's watch.
- The [Council] has failed to hold the [former] Chairperson accountable for his role in the conflicts, and simply ignored the recommendation that the Chairperson should consider stepping down.

In what follows, a report is first provided on the nine months, January to September, in which the University Council was the highest decision-making body of the University. Subsequently, a report on the first three months of the Administrator's period, October to December, is provided.

3.2. Oversight of the academic enterprise and the operational environment

Important considerations and resolutions taken at Council meetings in 2022 (whether ordinary, special or emergency meetings) are listed in Table 3.1 below.

Table 3.1: Council resolutions in 2022

Major resolutions and considerations in 2022	
1.	Major Council stakeholder engagements
	<p>1.1. The Council considered the report on MUT of the Independent Assessor, Prof Anthony Staak, at an extraordinary meeting on 24 March 2022 and prepared a response to the Minister on the Assessor's findings and recommendations.</p> <p>1.2. Council's response to the Assessor's report was approved at the ordinary meeting of 7 April.</p> <p>1.3. Council received a report from the Acting Vice-Chancellor of protest action on campus on 23 June, apparently related to the non-payment of allowances by the National Student Financial Aid Scheme (NSFAS). University property was vandalised and damaged. Students responsible for the disruptions had been identified and suspended.</p> <p>1.4. Council noted a report of water challenges on campus, with low water pressure following the KZN floods.</p> <p>1.5. Council approved the response to a request from the Portfolio Committee on Higher Education, Science and Technology and approved the convening of a stakeholders' forum to engage on issues raised at the Portfolio Committee meeting held on 18 May 2022.</p> <p>1.6. Following a letter from the Minister, Dr BE Nzimande, on the report of the Independent Assessor, Council appointed a task team to draft a letter in reply and to discuss it with the Chairperson of Council, Mr M Morailane.</p> <p>1.7. Council accepted the resignation of Mr Morailane as chairperson.</p> <p>1.8. Council elected Ms S Mnyandu as chairperson.</p> <p>1.9. The Acting Vice-Chancellor informed Council that 24 students who were part of the torching of University infrastructure in June had been expelled.</p> <p>1.10. The Acting V-C informed Council that the Council on Higher Education (CHE) audit panel for the Institutional Audit would be on campus for three or four days in November.</p> <p>1.11. Council appointed Mr Sandile Donald Muziwenkosi Zungu as the new Chancellor of the University, for a four year period.</p>
2.	Major Council approvals
	<p>2.1. The Council approved the appointment of Nexia SAB&T as the University's external auditors for two years.</p> <p>2.2. Council approved the extensions of the contracts until 30 September 2022 of: The Acting Deputy Vice-Chancellor: Teaching and Learning, Dr JM Makua; the Acting Deputy Vice-Chancellor: Resources and Planning, Dr J van Koller; the Acting Registrar, Mr (now Dr) PP Masala. The contracts of Dr Makua and Dr van Koller were later extended to 31 December, Dr Masala having been appointed Registrar in May.</p> <p>2.3. Council approved the Employment Equity Plan for the period 1 January 2022 until 31 August 2023, or until the sectoral targets have been finalised and promulgated by Parliament.</p>

- 2.4. Council approved the start of the process to fill the vacant position of the Vice-Chancellor and Principal, to be advertised in May 2022.
 - 2.5. Council approved MUT's new staff structure, to be implemented in a phased approach over five years (2022-2026), subject to Council's approval of the new positions and MUT's ability to fund them.
 - 2.6. Council approved the revised Student Enrolment Plan for 2023-2025, for submission to the DHET.
 - 2.7. Council noted the Institutional Audit Self-evaluation Report, to be submitted to the CHE.
 - 2.8. Council approved the reviewed MUT Campus and Spatial Development Masterplan. The revised Infrastructure Plan for 2022 and the revised Maintenance Plan for 2022 were also approved.
 - 2.9. The MUT Sports Strategy was approved.
 - 2.10. The Council Statement on Governance and the pledge were approved.
 - 2.11. Council noted the Academic Delegations of Authority Framework.
 - 2.12. Council noted proposed interventions to deal with the challenges of unsuitable and non-compliant MUT student residence facilities.
 - 2.13. Council approved the 2021 Audited Annual Financial Statements and the 2021 Annual Report.
 - 2.14. Council approved the 2022 Mid-Year Report.
 - 2.15. Council approved the IT&N Strategic Plan for 2022-2024.
 - 2.16. Council approved the reviewed Policy on Policies, as well as the associated template and guide to writing University policies.
 - 2.17. Council approved the 2023 Governance Calendar.
3. **Major Council housekeeping decisions**
- 3.1. The Council resolved at a special meeting on 11 January 2022 to enter into negotiations with the suspended Vice-Chancellor Dr ED Malaza on a mutual separation agreement.
 - 3.2. Council welcomed three new Council-appointed members to the MUT Council in January: Advocate V Bhimma, Ms B Zulu, and Ms ZN Zulu. In June, it approved the appointment of Mr B Kraziya and Mr PL Buthulezi as Council appointees. In September, it approved the appointment of Ms L Tungamirai and Ms NS Mlaba as Council appointees.
 - 3.3. Council approved a revised salary increment mandate for the year ending 31 December 2022 up to a maximum of 4.89%.
 - 3.4. Council noted the settlement agreement with Dr Malaza. A settlement proposal for the suspended executives was approved.
 - 3.5. Council approved amended charters for the following committees: Finance and Investment; Planning and Resources; Human Resources; Student Affairs; Audit, Risk and Compliance; and the Executive Committee of Council.
 - 3.6. Council approved the following appointments on five-year performance based contracts:
 Prof MN Sibiya, Deputy Vice-Chancellor: Research, Innovation and Engagement; Dr PP Masala, Registrar; Dr C Israel, Executive Director: Institutional Advancement.

- 3.7. The following policies were approved: Plagiarism Policy; Student Assistants Policy.
- 3.8. Council approved the establishment of a Remunerations Committee of Council, its charter and composition.
- 3.9. Council approved the initiation of a process to fill a vacancy on Council created by the resignation of Mr M Morailane, the former Chairperson.

Source: Minutes of Council meetings

3.3. Performance against the principles of good governance

3.3.1. Ethical leadership and corporate citizenship

Ethical leadership and corporate citizenship form part of the backbone of the institution. Not only must public institutions have an informed sense of good corporate governance, they must also be embedded within their communities.

To foreground this view, the MUT leadership held a governance and leadership Lekgotla in July 2022 that made the following pronouncement: “Appropriate governance of the institution is critical for the successful delivery of the mandate of the University, being teaching and learning, research and community engagement and the supporting support services”. Furthermore, it was recognized that the values that will guide MUT and its relationships with stakeholders are

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

The appointment of the Administrator is intended to instil better mechanisms of ethical leadership where these were found to be lacking by the independent assessor. This will require concerted effort from all stakeholders within and outside MUT. The above values will be the basis upon which such work will be built.

3.3.2. Governance of risk

Council recognises the complexity of risks facing the University and through its Audit, Risk and Compliance Committee (ARCC) oversees the uncertainty, likelihood and effects of those risks. Council manages risks within the approved Enterprise Risk Management (ERM) framework 2020-2025. Processes are in place to identify, assess and manage significant risks as indicated in the risk register.

The Vice-Chancellor and executive management are responsible for identifying, assessing and mitigating against institutional risks. The University’s Risk Management Committee (RMC) uses a combined assurance model to enhance the management of

risks within the institution. Progress on the monitoring of risks and risk mitigation action items are reported to ARCC every quarter.

3.3.3. Governing stakeholder relationships

In line with the King III Code on stakeholder relationships, MUT has maintained a strong stakeholder relations programme that enables its stakeholders to become a resource to the University. There are many programmes which MUT undertakes to steward its stakeholders.

Some of the notable engagement programmes are:

3.4.3.1. Role played by the Non-profit sector

Gift of the Givers, a renowned NPO, continued its journey to support MUT with the following:

- Pantry for indigent students which was replenished every month. It is an ongoing project.
- Installation of a 450,000-litre water tank, which has reduced water challenges at MUT.
- Accredited training of 100 students and some community members on First Aid.
- Restoration of an Electrical Engineering Computer Laboratory after it was damaged in the floods.

Iqraa Trust, a non-profit humanitarian organisation is a long-time stakeholder of MUT which has touched various sectors of the institution. Its interventions included:

- Funding bursaries for three MUT students for a period of three years.
- Work-readiness training for final year students.
- Donation of reading and library materials for Umlazi primary schools.
- Sponsorship of teaching aids towards the MUT's Circle of Excellence Awards.

3.4.3.2. Role played by the media

The media became our partners and played a vital role in protecting the MUT brand. The University adopted a strategy of providing first-hand information to the media, through press briefings and the issuing press statements. Overall, a total of 48 media statements were issued. A media breakfast was hosted on campus providing an opportunity for various University divisions to share progress and achievements.

University engagements with its internal constituencies included a series of campaigns aimed at building an informed workforce and student body, as well as promoting collegiality among staff and students. Some of the campaigns included Breast Cancer Awareness; NSFAS Application Campaign; eleven Womanity Campaigns broadcast on MUT Radio; and Crowd-funding Awareness programmes.

These campaigns were driven through various media as follows:

MUT Radio.

Microsoft Teams

Facebook@MUT

Facebook@Schools

Instagram

Twitter@MUTSchools

Twitter@MUTCampus

Twitter@MUTAlumni

Weekly newsletter: Good News Friday (GNF)

Quarterly newsletters: Boundless and MUT Spirit

MUT Prospectus

MUT Alumni monthly newsletter – Alumni Gems

www.mut.ac.za

University Notices (email)

MUT Fact sheets

SMS

LinkedIn

Face-to-face visits

MUTStayOnComms

WhatsApp

Digital campaigns

3.4.3.3. Alumni engagement

Alumni are the longest-serving stakeholders of the University and are lifetime members of the University. They give testimony to a University which arose in a township to provide access to African students in 1979 when there was no technical training institution for them in KwaZulu-Natal. Various stakeholder stewardship programmes have been initiated to sustain the relationship between the University and alumni.

These were some of the engagement activities initiated in 2022:

- A Convocation chapter was launched in Zululand to build a network and community of like-minded alumni.
- Alumni guest lectures were hosted to profile alumni skills and talent, and to build a database of alumni subject experts.
- Alumni successes were profiled through the alumni monthly newsletter and the annual alumni magazine.
- Constant engagement and support were undertaken through various communication channels, including email, social media, MUT Radio, alumni visits, and alumni volunteer programmes.

- Alumni information management, using dedicated Customer Relationship Management (CRM) software to enhance the alumni database to keep alumni engaged and connected with the University and one another.

3.4.3.4. Schools' engagement

In its stakeholder engagement plan, MUT has identified building a strong relationship with schools (high schools and primary schools) as a priority. Being able to attract better performing learners to apply to study at MUT is essential to the sustainability of the University. Strategic relationships have been built between MUT and the National Department of Education, KZN Department of Education, Education Districts, Circuits, and schools.

Engagement with schools in 2022 included these initiatives:

- Conducting school visits.
- Attendance at Career Fairs and Exhibition.
- Hosting an MUT Open Day.
- Hosting bespoke student recruitment campaigns and opportunities.
- Radio interviews with high school principals.
- Advertorials – radio, print, and bespoke platforms.
- News stories on school projects and achievements.
- Mall activations.
- NSFAS application campaigns.
- Matric exam campaigns.

3.3.4. Financial reporting and sustainability

During 2022, Council has ensured that the University is a going concern and that it will remain a going concern in the near future. The uncertainties associated with the management of the Covid-19 pandemic have emphasised the importance of managing our cash reserves and monitoring the economic outlook in South Africa and its implications for the University. Fee collections remain a concern as the historical debt of MUT students continues to rise.

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

MUT strives to be fully compliant with all laws applicable to higher education. In particular, care was taken to ensure that the University complied with the Institutional Statute and relevant prescriptions of the Higher Education Act. The University complies with regulatory codes of good practice including BBBEE, DHET reporting regulations, and changes to labour regulations. In 2022, there were no judgements against the University to the effect that it contravened any of the Country's laws.

3.4. Housekeeping and measures to improve good governance

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

In the financial year under review, the University started to store governance documents in the cloud through specific teams on Microsoft Teams. The University plans to establish a single platform for a centralised information system that will store all of the University's documents and make them readily available. This system will be digitised and managed by a specialist in the relevant field. This will save time, reduce the likelihood of errors, and lessen the possibility reputational damage to the University.

The academic year is marked by a variety of events, including graduation and the meetings of Council and Senate and their subcommittees. The University is investigating the possibility of implementing an integrated meeting management tool for the University. The meeting management tool will enable MUT to inform the University community of all upcoming events and related documents, helping to prepare meeting agendas and to send invitations to participants online.

3.5. Appointment of the Administrator

The Administrator, Professor Lourens van Staden was appointed in terms of Government Notice 2608 of 10 October 2022, published in Government Gazette 47280. The specified duties of the Administrator are:

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

f) Review the senior appointments made in 2022 to ensure that the institutional statute and all applicable policies were strictly adhered to. Further to this, the Administrator must ensure that there are necessary employment probity assessments for new management recruits.

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

There was one formal meeting of the Administrator in the year under review, on 13 December 2022. Important considerations and resolutions taken at the meeting are listed in Table 3.2 below.

Table 4.2: Administrator resolutions in 2022

Major resolutions and considerations in 2022	
1.	Major Administrator decisions
1.1.	The University’s Annual Performance Plan (APP) for 2023 was considered and recommendations made for its amendment. It was decided to request an extension from the DHET until 31 January 2023 for submission of the APP.
1.2.	A salary increase for executive and senior management (levels P2-P4) of 4,5% for 2022, which had not been concluded by the Council, was approved.
1.3.	The Administrator received a report on progress concerning negotiations for the 2023 salary increase for levels P5-P16.
1.4.	The Administrator considered the 2023 Annual Infrastructure Plan and authorised the infrastructure budget for the first quarter of 2023.
1.5.	The Annual Procurement Plan was accepted, subject to submission of an updated plan in January 2023.
1.6.	The Administrator approved the Annual Information Technology and Networks Plan for 2023.
1.7.	An interim budget for the first quarter of 2023 was approved.

Source: Minutes of Administrator meeting



 Professor L van Staden
 MUT Administrator

26/07/2023

 Date

4. STATEMENT ON GOVERNANCE

MUT is committed to the highest levels of sound corporate governance and endorses the ethical leadership principles outlined in the King IV Report. The University is governed under the Higher Education Act and the Institutional Statute of MUT published under the Act. In the year under review, the different structures of the University tried to live up to this aspiration of good governance and accountability. However, the prevailing governance and leadership challenges at MUT led to the appointment of an Independent Assessor in 2021 then to the dissolution of Council in September 2022 and the appointment of the Administrator.

In December 2021, the University amended its institutional statute and better aligned it with the Higher Education Act. The University has also approved several policies that are aimed at good corporate governance and financial sustainability. The work of the Administrator takes place against the backdrop of the policies that are in existence that foster good governance. Where there are gaps in the policy framework the terms of reference of the Administrator allow for them to be filled.

The process of enhancing governance at MUT is underway. The Administrator and his team will build on the work of the Executive Management and the erstwhile Council, while introducing new and dynamic measures of good corporate governance and service excellence. It is imperative that the progress towards good governance be undertaken simultaneously with a keen eye on the primary function of the University – excellence in teaching, learning and research. This will require the strengthening of the organisational machinery, especially the filling of critical positions (academic and non-academic), an effective and harmonised learning environment for students, and leveraging strategic partnerships with external actors.

5. COUNCIL AND COUNCIL COMMITTEES

The Council of Mangosuthu University of Technology was established in terms of, and exercises its functions in accordance with, Section 27 of the Higher Education Act, Act 101 of 1997 (as amended), supplemented by the provisions of the MUT Statute (as gazetted on 10 December 2021, No. 45616).

Council comprised of 26 members as the time of its dissolution by the Minister, with effect from 28 September 2022. The majority were members appointed from outside the University.

The role of Council is to govern the University in accordance with its scope of authority and it is responsible for ensuring good management of the University. It is responsible, *inter alia*, for policy making; the monitoring and implementation of policies; the appointment of the Vice-Chancellor, Deputy Vice-Chancellors, Executive Directors and the Registrar; the establishment and disestablishment of faculties and academic departments; and the determination of fees. Council is accountable to the Minister of Higher Education, Science and Innovation (MUT Statute, Section 11).

The Vice-Chancellor and Principal is responsible for the day-to-day management and administration of the University. He or she is the chief executive and accounting officer of the University and its legal, administrative and academic head. The Vice-Chancellor is accountable to Council for the performance and execution of his or her duties and reports to Council (MUT Statute, Section 7.3).

In 2022, Council held three quarterly ordinary meetings before it was dissolved by the Minister with effect from 28 September 2022. It held three special meetings, one extraordinary meeting, and three emergency meeting, as well as a two-day planning lekgotla. Table 4 below provides details regarding the composition of Council, the number of members, and statistics regarding their attendance.

Table 5: Council composition and attendance

2022 Council Attendance															
Name	11 January (Special meeting)	24 March (Extraordinary meeting)	07 April (Ordinary meeting)	12 May (Special meeting)	04 June (Lekgotla day 1)	05 June (Lekgotla day 2)	23 June (Ordinary meeting)	07 July (Emergency meeting)	11 July (Emergency meeting)	14 July (Emergency meeting)	29 August (Special meeting)	22 September (Ordinary meeting)	28 September (Adjourned meeting)	%	
External Members															
Mr M. Morailane	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Adv. V. Bhinma	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Mr B. Kraziya								P	P	P	P	AP	A	67%	
Mr P. L. Buthelezi								P	P	P	P	P	AP	83%	
Mr S. Dlamini	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Mr O.M. Galane	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Dr B. Makhathini	P	P	P	P	P	P	P	P	P	P	P	AP	P	92%	
Mr S. Makhunga	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Dr Adv M. Makhura	P	P	P	P	P	P	P	AP	P	P	P	P	P	100%	
Ms L.L. Mbatha	P	AP	P	P	P	P	P	P	P	P	P	P	P	92%	
Mrs N.S. Mlaba	P	AP	P	P	AP	AP	P	P	P	P	P			73%	
Ms S. Mnyandu	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Mr S. Mthethwa	A	P	P	P	AP	AP	P	P	P	P	P	AP	P	69%	
Mr M. Msimang	P	P	P	P	P	P	P	AP	P	AP	P	P	AP	77%	
Mrs C. Nyama	P	P	AP	A	P	P	P	P	P	P	P	P	P	85%	
Mr T. Toni	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Mrs L. Tungamirai	P	P	P	P	AP	AP	P	P	P	P	P			82%	
Ms B. Zulu	P													100%	
Ms Z. N. Zulu	P	A	AP	P	P	P	P	P	P	P	P	P	P	85%	
Ms H.T. Zwane	A	P	P	P	P	P	P	P	P	P	P	P	P	92%	
Internal Members															
Professor M.M. Ramogale	AP	P	P	P	P	P	P	P	P	P	P	P	P	92%	
Dr J. van Koller	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Mr B.K Zwane	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Professor L.D Naidoo	P	AP	P	P	P	P	P	P	P	P	P	P	P	92%	
Mr G. Govender	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Dr J.M. Makua	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Mr B.S.D. Ntuli	P	P	P	P	P	P	P	P	P	P	P	P	P	100%	
Ms S. Ndamase													P	A	50%
Ms N. Nhlengethwa													A	A	0%
Ms M.N. Ndlovu		P	P	A	P	P	P							83%	
Mr S. Khumalo		P	P	A	P	P	A							67%	

Not a member
 P Present
 A Absent
 AP Apology

Council may establish Council Committees to perform any of its functions, but remains accountable for the performance and outcome of delegated functions (MUT Statute, Section 12). Council establishes by charter the following committees: An Executive Committee; an Audit, Risk and Compliance Committee; a Finance and Investment Committee; a Human Resources Committee; a Planning and Resources Committee; and any other committees that may be required to ensure that Council provides leadership and oversight on all matters (MUT Statute, Section 22.1). Council Committees comprised a majority of external members of Council and were chaired by an external member of Council with appropriate expertise.

Brief reports on the main deliberations of the Council Committees are provided below, including a report on each committee's composition and the attendance of meetings.

5.1. Executive Committee of Council (Exco)

The Executive Committee of Council (Exco) attended to the governance affairs of the University between ordinary meetings of Council and exercised all powers granted by Council within the ambit of the Higher Education Act. It served as the nominating committee of Council for additions to its membership and appointments to its committees. It also dealt with urgent matters, as well as those referred to it by Council or its standing committees. Table 5 below shows an analysis of attendance per meeting in 2022.

Table 6: Exco composition and attendance

2022 Executive Committee of Council Attendance					
Name	14 March (Ordinary meeting)	16 May (Special meeting)	06 June (Ordinary meeting)	12 September (Ordinary meeting)	%
Mr M. Morailane (Chairperson of Council)	P	P	P	P	100%
Mr O.M. Galane (Deputy Chairperson of Council)	P	P	P	P	100%
Mr T. Toni (PRC Chairperson)	P	P	P	P	100%
Mrs N. Mlaba (ARCC Chairperson)	P	P	P	P	100%
Ms T.H. Zwane (HRC Chairperson)	P	P	P	P	100%
Mr S. Dlamini (FIC Chairperson)	P	P	P	P	100%
Ms S. Mnyandu (SAC Chairperson)	P	P	P	P	100%
Professor M.M. Ramogale (Acting VC)	P	P	P	P	100%
Dr J. van Koller (Acting DVC: R&P)	P	P	P	P	100%
Dr J.M. Makua (Acting DVC: T&L)	P	P	P	AP	75%

P Present
A Absent
AP Apology

During 2022 the Exco of Council held three ordinary meetings, and one special meeting. It addressed a number of key issues as mandated by Council. These included:

- The Exco was informed by the Acting Vice-Chancellor that the election of the new Student Representative Council (SRC) had resulted in MUT's first female-led and predominantly female SRC.
- Exco was informed that the training of chairpersons of disciplinary hearings would be undertaken in the third quarter.
- Approval for the recruitment of the Vice-Chancellor was recommended to Council and guidelines for the appointment of the Vice-Chancellor were considered.
- A report on progress in the recruitment of executive management was forwarded to the Council for approval.
- A report on preparations for a second Council Lekgotla was referred to Council for noting.
- A report on the settlement agreement reached with the former Vice-Chancellor, Dr ED Malaza, was referred to Council for noting.
- A report on the appointment of the Chancellor was referred to Council for approval.
- The review of the Exco charter was forwarded to Council for approval.
- A presentation to be made to the Portfolio Committee on Higher Education, Science and Innovation was considered.

- A report on the establishment of the Remuneration Committee of Council was forwarded to Council for approval.
- A report on the appointment of Council appointees was referred to Council for approval.
- The Annual Report for 2021 was forwarded to Council for approval.
- A verbal report from the Student Affairs Committee on the condition of University residences was recommended to Council for noting.
- The Acting Vice-Chancellor announced the appointment of a new Deputy Vice-Chancellor for Research, Innovation and Engagement, Professor MN Sibiya.
- Exco was informed that 24 students were expelled for involvement in the torching of University infrastructure in June 2022.
- A report on the appointment of a Council appointee on Council to replace the former Chairperson, Mr M Morailane, was forwarded to Council for approval.
- A report on the Honorarium and Reimbursement Policy was forwarded to Council for approval.
- Reports on the extension of the appointments of the Acting Deputy Vice-Chancellor Teaching and Learning and the Acting Deputy Vice-Chancellor Resources and Planning were forwarded to Council for approval.

The Exco carried out its responsibilities as the nominating committee of Council for additions to its membership and appointments to its committees. It recommended to Council, *inter alia*:

- The appointment of Mrs N Mlaba as Chairperson of the Audit, Risk and Compliance Committee.
- The appointment of Mr S Makhunga as the Chairperson of the Student Affairs Committee.

5.2. Audit, Risk and Compliance Committee (ARCC)

The committee's primary task is to provide the Council with assurance on the application of principles and best practices associated with Council's accountability for all elements of corporate governance.

It facilitates effective working relationships between the Council, management and the external auditors. It reviews the financial statements and considers all factors and risks that may affect the integrity of the financial statements. It considers the need for summarised information and for engaging external auditors to provide assurance on the summarised results.

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

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

Table 7: ARCC composition and attendance

2022 Audit, Risk and Compliance Committee Attendance					
Name	25 February (Emergency meeting)	11 March (Ordinary meeting)	03 June (Ordinary meeting)	09 September (Ordinary meeting)	
Mrs N. Mlaba (Chairperson)	P	P	P	P	100%
Mr S. Mthethwa	P	P	P	P	100%
Mrs C. Nyama	P	P	P	P	100%
Ms B. Zulu	AP	AP			0%
Ms Z.N. Zulu	P	P	P	P	100%
Adv. V. Bhimma	P			AP	50%
Professor M. Ramogale	P	P	P	P	100%

 Not a member
 P Present
 A Absent
 AP Apology

In 2022, the committee held three ordinary meetings and one emergency meeting. It deliberated on the following matters, among others:

- The committee made a recommendation to Council for approval of the new external auditors.
- ARCC approved the updated Enterprise Risk Management (ERM) plan for forwarding to Council for noting, as well as the risk register, the audit log, progress reports on the implementation of the Internal Audit plan and the compliance plan, the report on Information and Communications Technology (ICT) governance, schedules of deviations or irregular expenditure, quarterly report on legal matters, performance report, and the policy development schedule.
- The Acting Vice-Chancellor announced that Turnaround Strategy consultants had been appointed to create a turnaround strategy for the University.

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

5.3. Finance and Investment Committee (FIC)

The primary function of the Finance and Investment Committee (FIC) is to ensure effective oversight of the Financial and Investment Strategy in support of the University's vision and mission, with a view to promoting the long-term financial sustainability of the institution.

The committee aims to ensure that the finance and investment policies, through Council approval, incorporate aspects of the financial value chain, are compliant with laws and regulations, and are aligned with local and international best practices. The allocation of financial resources should be in line with the University's Strategic Plan and relevant operational plan. The FIC also assesses whether reasonable measures are in place to ensure MUT assets are safeguarded and to effectively control all revenue.

Table 8: FIC composition and attendance

2022 Finance and Investment Committee Attendance					
Name	07 March (Ordinary meeting)	04 April (Special meeting)	30 May (Ordinary meeting)	05 September (Ordinary meeting)	%
Mr S. Dlamini	P	P	P	P	100%
Mrs C. Nyama	P	P	P	P	100%
Ms Z. Zulu	P	P	P	P	100%
Ms B. Zulu	AP				0%
Mr B.K. Zwane	P	AP	P	P	75%
Mr B. Kraziya				P	100%
Mr P.L. Buthelezi				P	100%
Professor M. Ramogale	P	P	P	P	100%

 Not a member
 P Present
 A Absent
 AP Apology

The FIC held three ordinary meetings and one special meeting in 2022. It deliberated on the following matters, among others:

- The committee forwarded the Receipting and Banking Cash Policy to Council for approval, as well as the Accounts Payable Policy.
- It forwarded the Financial Aid and Bursary Policy to Council for approval, noting that awards would be dependent on the availability of funds.
- The committee expressed its concern at the culture of non-payment of fees at MUT. It forwarded a report on student debt and NSFAS funding to Council for noting.
- Reports on irregular expenditure in 2020 and 2021 were forwarded to Council for condonation.
- The committee forwarded reports on management accounts, restricted funds, investments, procurement, and contract management to Council for noting.
- The charter of the committee was reviewed, but no changes were made.
- The committee forwarded a revised salary increase mandate for 2022 to Council for approval.
- The Acting Vice-Chancellor reported that a team from the DHET had visited MUT on 17 May 2022 and was satisfied with the University's progress with regard to infrastructure projects.
- The committee expressed its concern that expenditure for Council activities in the first quarter of 2022 was double the planned expenditure.
- The committee commended the Finance Department for good progress made in the development of policies.
- The committee commended Management for the 2021 financial statements and for receiving an unqualified audit opinion.
- The committee forwarded the Budget Policy, as amended, to Council for approval.

5.4. Human Resources Committee (HRC)

The main function of the Human Resources Committee (HRC) is to ensure effective oversight of the development and implementation of the Human Resource Strategy in support of the University's vision and mission, with a view to creating a conducive

environment for the attraction, development, and retention of high-performing individuals.

The committee ensures that human resource policies recommended to Council for approval are compliant with legislation, best practice and codes of good practice. It assesses recommendations on the organisational structure of the University and the conditions of service, remuneration, benefits, and privileges of staff. The HRC considers whether all reasonable measures are taken to ensure that MUT employs the right people and retains talent. It ensures MUT has mechanisms in place to reduce workplace conflict, labour instability, and avoidable litigation.

Table 8 below reflects the meetings held in 2022 and the attendance of members.

Table 9: HRC composition and attendance

2022 Human Resources Committee Attendance					
Name	09 March (Ordinary meeting)	26 April (Special meeting)	01 June (Ordinary meeting)	07 September (Ordinary meeting)	%
Ms H.T. Zwane	P	P	P	P	100%
Ms L. Noge-Tungamirai	P	P	P	P	100%
Dr B. Makhathini	P	P	P	P	100%
Mr S. Makunga	AP	P	P	P	75%
Professor L.D. Naidoo	P	P	P	P	100%
Professor M. Ramogale	P	P	P	P	100%

P Present
A Absent
AP Apology

The Human Resources Committee held three ordinary meetings and one special meeting in 2022. The following key matters were deliberated upon:

- The committee considered reports on labour relations, Human Resources and Development, employment equity, and policy development.
- It forwarded the Employment Equity Plan to Council for approval. A longer-term plan would be developed once approved sectoral targets were received.
- The 2020 *ad hominem* promotions of Academic Staff were forwarded to Council for approval.
- The HRC forwarded a report on the University’s position on evening classes and a report on fixed-term contracts to the Council for noting.
- It forwarded the MUT Proposed Staff Structure to Council for approval.
- The HRC forwarded the Recruitment and Selection Policy to Council for approval.
- It forwarded the Human Resources and Development Operational Plan to the Council for noting.
- Members of the committee expressed concern at the number of fixed-term contracts at the University.

5.5. Planning and Resources Committee (PRC)

The primary role of the Planning and Resources Committee (PRC) is to ensure that MUT plans for and develops appropriate facilities and infrastructure for the needs of the

various academic and support services departments, to enable them to fulfil their mandates.

The PRC ensures that MUT has appropriate planning and resources policies that are compliant with legislation and codes of good practice. It must also ensure that the University has an appropriate capital expenditure plan aligned to its longer-term infrastructure plan, as well as a sustainable maintenance and replacement plan.

The University’s Facilities and infrastructure-related systems and processes should provide for a safe and healthy working, studying, living, and recreational environment for staff, students, and visitors. The PRC must ensure that business continuity and incident response plans are maintained, in order to respond adequately to emergency situations involving loss or damage to University property, or injury to staff, students, or visitors.

The committee held three ordinary meetings and one special meeting during 2022. Table 9 below shows the attendance of meetings.

Table 10: PRC composition and attendance

2022 Planning and Resources Committee Attendance					
Name	08 March (Ordinary meeting)	31 May (Ordinary meeting)	23 August (Special meeting)	06 September (Ordinary meeting)	%
Mr T. Toni (Chairperson)	P	P	P	P	100%
Mr M. Msimang	P	P	P	P	100%
Mrs L. Tungamirai	P	P	P	P	100%
Adv V. Bhimma	P	P	P	P	100%
Mr B.S.D. Ntuli	P	A	A	P	50%
Professor M. Ramogale	P	P	P	P	100%

P Present
A Absent
AP Apology

During 2022 the PRC considered the following matters, among others:

- The committee considered quarterly reports on physical infrastructure, maintenance, security, occupational health and safety, and IT&N infrastructure and forwarded them to Council for noting.
- The Institutional Operational Plan was forwarded to Council for noting.
- The committee requested an *in loco* inspection of University infrastructure projects.
- The Vice-Chancellor reported that officials of the DHET visited the University to provide feedback on MUT applications for funding under the Sibusiso Bengu Development Programme (SBDP). The DHET encouraged the University to submit an application for the funding of boreholes to address water challenges on campus.
- The committee forwarded the reviewed MUT Campus Masterplan, the revised Infrastructure Plan, and the revised Maintenance Plan to Council for approval.

- The implementation plan of MUT's Internationalisation Strategy 2025 was referred back to Management, while the Donor Recognition and Stewardship Policy was held in abeyance.
- The annual Scorecard for 2021 was referred to Council for noting.
- The committee reviewed the 2021 Annual Report and forwarded it to Council for approval.
- The committee resolved that the University's Annual Report and the Annual Financial Statements should in future be considered in a joint meeting of ARCC, the FIC, and the PRC.
- The IT&N Strategic Plan 2022-2024 was forwarded to Council for approval.
- The committee recommended that in future there should be an Annual Maintenance Plan with quarterly progress reports. There should be a separate progress report on DHET-funded refurbishment projects.
- A report on the water supply challenges being experienced on campus was forwarded to Council for noting.

5.6. Student Affairs Committee (SAC)

The Student Affairs Committee (SAC) functions to provide effective and coordinated oversight of the development and implementation of MUT's student services strategy in support of its vision and mission, with a view to creating a conducive learning and living environment for students. Such an environment should enable the leadership abilities to students to flourish; their potential to become world-class graduates with competitive skills to be nurtured; and their ability to adapt to the rapidly evolving requirements of the information age to be developed. The significance of a sound value framework should be instilled in students and they should be encouraged to become well-rounded individuals.

The committee aims to ensure that student-related policies are of an appropriate standard, and that the allocation of financial resources is in line with the Strategic Plan and is relevant to the Student Affairs operational plan.

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

The committee held three ordinary meetings in 2022. The attendance is shown in Table 10 below.

Table 11: SAC composition and attendance

2022 Student Affairs Committee Attendance				
Name	10 March (Ordinary meeting)	02 June (Ordinary meeting)	08 September (Ordinary meeting)	%
Ms S. Mnyandu	P	P	P	100%
Ms L.L. Mbatha	P	P	P	100%
Dr B. Makhathini	P	P	P	100%
Mr S. Makunga	AP	AP	P	33%
Ms M.N. Ndlovu	P	P	A	67%
Professor M. Ramogale	P	P	P	100%

P Present
A Absent
AP Apology

In 2022, the Student Affairs Committee deliberated on the following matters:

- The committee considered quarterly reports on student housing and overall student wellness, and forwarded them to Council for noting.
- It forwarded the revised Student Counselling Policy to Council for approval.
- The committee noted the Student Affairs Operational Plan.
- The Acting Vice-Chancellor reported that the new SRC had been inaugurated, with Ms M Ndlovu as the President.
- A Task Team had been established to deal with student issues during registration.
- The committee commended Management on work done to deal with issues through the Student Affairs Management Panel (SAMP).
- The amended charter of the SAC was recommended to Council for approval.
- The committee forwarded the reviewed SRC Constitution and the reviewed SRC Election Policy to Council for approval.
- The Student Development Policy was forwarded to Council for approval.
- The MUT Sports Strategy was forwarded to Council for approval.
- A report on student satisfaction with the quality of campus life was forwarded to Council for noting.
- The committee received a report on planned initiatives relating to gender-based violence.

6. DECLARATION OF INTEREST BY COUNCIL MEMBERS

In terms of the Comprehensive Code of Conduct for Council members (Section 12), all members who exercise the functions of Council in terms of delegated authority must declare any conflict of interest. In 2022 Council members were required to declare any conflict of interest at each meeting (including sub-committee meetings) ahead of discussion of items on the meeting agenda and to recuse themselves from the discussion where conflicted. This is the case with the three members of the Administrator's team. All declarations are filed and kept by the office of the Registrar.

7. STATEMENT ON CONFLICT MANAGEMENT

Section 10 of the Comprehensive Code of Conduct for Council stipulates the dispute resolution mechanisms available to Council. With the appointment of the Administrator, this particular section is a nullity as there is no Council. The Administrator has taken over the role, powers, functions and duties of Council. All powers that vested in Council regarding dispute resolution are now vested in the Administrator.

8. STATEMENT ON COUNCIL CODE OF CONDUCT

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

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

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9. ADMINISTRATOR'S STATEMENT ON SUSTAINABILITY

The Administrator is acutely aware of the need to improve the financial position of the University in order to secure its long-term sustainability.

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

During 2022, MUT management continued to develop a Turnaround Strategy, primarily aimed at curbing costs and identifying new income streams.

10. APPROVAL OF GOVERNANCE STATEMENT

The Administrator approved the Statement on Governance at a meeting on 24 July 2023.



Professor L van Staden
MUT Administrator

26/07/2023

Date

11. SENATE REPORT TO THE ADMINISTRATOR

11.1. Senate's Function and Composition

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

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

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

11.2. Senate Meetings in 2022

During the course of 2022, Senate convened four ordinary meetings, five special meetings and two emergency meetings as shown in Table 11 below. The total membership of Senate was 55.

Table 12: Senate meetings in 2022

Meeting type	Date	Number of Senators in attendance
Emergency	04 February 2022	35
Emergency	09 February 2022	36
Ordinary	24 February 2022	42
Special	13 April 2022	40
Ordinary	24 May 2022	44
Special	26 May 2022	38
Special	15 June 2022	45
Special	02 August 2022	45
Ordinary	25 August 2022	42
Special	02 September 2022	37
Ordinary	22 November 2022	38

In its ordinary meetings, Senate considered reports from:

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

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

11.2.1. February 24, 2022: First Ordinary Meeting

- Senate reviewed the academic concessions granted to students in 2020 in the light of the Covid-19 pandemic and made the following changes:
 - a. All students were to be admitted to the examinations irrespective of the course mark attained. This was rescinded, and the course mark would apply;
 - b. Students are allowed to write the supplementary examination irrespective of the final mark attained. This was rescinded, and all students should obtain between 45%-49% to qualify for supplementary examinations;
 - c. All first-level subjects, second-level subjects and exit level and B Tech subjects as identified by each Faculty would be assessed through continuous assessment. This was rescinded;
 - d. All modules/subjects that were examinable before 2020 would revert to final assessment through the end of the year/semester examination; and
 - e. The implementation of rule G20 was waived. This was rescinded, and Rule G20 would apply.
 - f. Contact teaching at all levels could take place to the maximum of 50% of scheduled lectures, especially for large classes. Exemption from this was possible for small classes.
 - g. All Teaching and Learning should comply with applicable laws and regulations of the country relating to Covid-19 together with relevant University policies.
 - h. Laptops would be compulsory for all First-Time Entering Students.
 - i. The Acting Registrar to prepare a communique to the University community on the decisions taken by Senate.
- Senate approved the revised Faculty Quality Assurance Committee (FQAC) charter.
- It approved the MUT WIL Partner Excellence Awards Guidelines and the hosting of the biennial MUT WIL Partner Excellence Awards.

11.2.2. May 24, 2022: Second Ordinary Meeting

The Senate approved:

- Teaching Portfolio Guidelines
- Procedures for capturing and changing of assessment marks.
- Improvement Plan 2026 for the Department of Electrical Engineering.

11.2.3. June 15, 2022: Special Meeting

Senate was requested to approve the University's Self-Evaluation Report (SER), prepared as part of the CHE Institutional Quality Audit (IQA). The SER was to be submitted to the CHE prior to the Institutional Audit from 14 to 18 November 2022. The special meeting deliberated on the document and approved the SER for submission to CHE and recommended it for the approval of Council.

11.2.4. August 25, 2022: Third Ordinary Meeting

The Senior Director: Library Services submitted a proposal for Senate to adopt the amendments made under the Library section of the General Regulations Handbook. After deliberations, Senate approved the amendments made in the Handbook under the Library section.

11.2.5. November 22, 2022: Fourth Ordinary Meeting

The Faculty of Management Sciences proposed new qualifications for inclusion in its Programme and Qualifications Mix (PQM) to enhance relevancy and response to industry needs. The proposed new PQM for the Faculty of Management Sciences was presented and deliberated on and inputs were received from the Senate. Senate supported and approved the Faculty to proceed with the proposed new PQM.

The Faculty of Engineering presented amendments to the existing programmes in Construction Management & Quantity Surveying and proposed a name change from "Diploma in Building" to "Diploma in Construction Studies". The purpose of this amendment was to acquire accreditation status from the accrediting bodies and to meet the needs for sustainable teaching and learning outcomes of students. Senate approved the re-curriculation of the existing programmes and a change of name from "Diploma in Building" to "Diploma in Construction Management & Quantity Surveying".

The Faculty of Engineering also presented a proposal for a new Postgraduate Diploma in Chemical Engineering. Senate approved the proposed qualification.

The Director: Cooperative Education presented the reviewed policy on Industry Advisory Boards. Senate supported the proposal and recommended the policy for the approval of the Administrator.

11.3. Changes to the Academic Structure

11.3.1. Discontinuation of National Diploma qualifications

Subsequent to the approval of Senate to phase out all National Diploma qualifications across all faculties by December 2023, no registrations towards National Diploma qualifications will be permitted in January 2024.

Students who fail to complete their respective National Diploma qualifications by December 2023, will be migrated to Diploma qualifications and granted credits where necessary.

An extensive communication regarding the discontinuation of National Diploma qualifications was disseminated across all staff and students through notices in the university website, MUT social platforms and stated clearly in all faculty prospectuses.

11.3.2. New Qualifications

The following qualifications were introduced, for which students were registered for the first time in the 2022 academic year:

- Advanced Diploma in ICT (Application Development)
- Postgraduate Diploma in Marketing
- Advanced Diploma in Accounting

11.4. Teaching and Learning

11.4.1. Completion of the 2022 Academic Year

The administration of examinations took place in November and December to conclude the 2022 academic year. The Faculties prioritized providing students with adequate support to ensure their preparedness and success during the examinations.

11.4.2. The 2022 MUT Institutional Audit

As part of an institutional audit by the Council on Higher Education (CHE), the University received a visit from the audit panel of the CHE from 13-16 November 2022. The panel conducted interviews and also had the opportunity to tour our teaching and learning facilities

11.4.3. Student Academic Support

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

11.4.4. Programme Development

During the last quarter of 2022, Senate approved the Postgraduate Diploma in Chemical Engineering, which is awaiting endorsement from the Engineering Council of South Africa and approval from the CHE for PQM clearance. The Department of Electrical Engineering developed two Advanced Diplomas, in Power Engineering and in Process Instrumentation and Communication, which will be submitted for Senate approval in 2023.

The Department of Agriculture held a curriculum review and development engagement with industrial partners. The Department of Public Administration and Economics held a

curriculum development workshop and proposed new programmes, including Diplomas in Supply Chain Management, Economics, and Maritime Economics.

11.4.5. Work Integrated Learning (WIL)

In terms of work-integrated learning (WIL), the target for placing eligible students was exceeded by 8%. The contribution of WIL placements to the graduation rate is yet to be established. With regards to student employability, 85% of programmes with a WIL component have a formalised work-readiness training component, and 1,252 students completed the training in 2022. The Co-Operative Education Directorate has conceptualised the implementation of a virtual reality work readiness training programme which is anticipated to be functional from the second semester of 2023. The primary objective of this programme is to provide online work readiness training to students.

11.4.6. Implementation of the E-Learning Strategy

The approval of the eLearning Strategy required that the strategy be piloted. In 2022, 104 academics participated in capacity development workshops, and more than 60% of first-time students participated in digital literacy workshops. Various interventions were implemented to capacitate academics. These interventions included an Introduction to Blended Learning provided by Rhodes University, a Digital Teacher Essentials course, and a Learning Design retreat. In addition, the academics received training on Facilitating Online, which was offered by Emerge Africa.

11.4.7. Professional Development and Support of Academic staff

MUT's professional development initiatives were primarily focused on enhancing the capacity of academics in developing online learning materials, as mentioned above. However, the Teaching and Learning Development Centre (TLDC) conducted additional professional development workshops, including a series of workshops focused on promoting the Scholarship of Teaching and Learning through writing for publication. This effort culminated in a writing retreat that produced eight journal articles, which are currently under review by publishers. It is expected that some of these articles will be published in 2023.

The TLDC held its annual Teaching and Learning conference, the Focus Conference, which resulted in the production of a conference proceedings publication, *Proceedings of The Focus Conference* (TFC 2022, Volume 732) by Atlantis Press. Additionally, the TLDC organized the Vice Chancellor's Teaching Excellence Awards, which recognise and celebrate outstanding teaching achievements.

The following staff members completed their Doctoral studies in 2022:

- Dr Phumzile Masala, Registrar, obtained a PhD in communication from the Central University of Technology.
- Dr Thobeka Makhathini, PhD in Chemical Engineering from the University of Witwatersrand.
- Dr Bule Ngyangiwe, PhD qualification from the University of KwaZulu-Natal.
- Dr Bongekile Mvuyana, Head of the Department of Public Administration and Economics, obtained her PhD from the University of KwaZulu-Natal.
- Dr Thulile Duma, Human Resource Management, obtained her PhD from University of KwaZulu-Natal.
- Dr Thembi Kweyama, Dean of Students, obtained her PhD from the University of Zululand.
- Dr Azwi Mufamadi, Director: Public Relations and Brand Management at MarComms, obtained his PhD in Philosophy from Rhodes University.

11.4.8. Teaching Awards

Best Established Teacher Awards

Gold Award

Dr L Qwabe, Analytical Chemistry

Silver Award

Dr M Lecheko, Environmental Health

Dr BYC Mvuyana, Public Administration and Economics

Dr AT Jaiyeola, Civil Engineering and Surveying

Mr N Thembane, Biomedical Science

Bronze Award

Mr H Els, Agriculture

Mr K Mathe, Accounting and Law

Best Emerging Teacher Awards

Mr S Khuzwayo, Accounting and Law

Mr ZN Jaya, Biomedical Sciences

Teaching and Learning Advancement Awards

Mr E Selebi, Entrepreneurship Education

Ms NA Mthembu, Entrepreneurship Education

Mr PK Ramdeyal, Information and Communication

Dr PT Duma, Human Resource Management

11.5. Research

The University's total research output target for 2022 was 91 DHET units, including 28 research publication units. The 97.7471 publication units received for 2022 is significantly higher than the 72,467 units received during 2021 and also exceeds our annual target. As in 2021, articles published in predatory journals, although DHET accredited, are not included in the cumulative output for 2022. DHET units for book chapters and peer reviewed conference proceedings are difficult to estimate and they are reported on annually, after feedback is received from the DHET Research Output Committees.

Table 13: Research Journal Articles in 2022

Period	Admin	Engineering	Management Sciences	Natural Sciences	Total
Baseline: 2021	6.784	14.725	18.910	12.732	53.151
Q1 2022: Jan - Mar	0.1666	2.7499	1.3333	7.5278	11.7776
Q2 2022: Apr - Jun	0.1666	7.3299	2.5833	5.4357	15.5155
Q3 2022: Jul - Sep	3.4000	7.7262	14.5001	8.3000	33.9263
Q4 2022: Oct - Dec	0.3333	5.4460	19.2501	11.4983	36.5277
TOTAL: 2022	4.0665	23.2520	37.6668	32.7618	97.7471

Enhancing research skills is an important objective in the MUT strategy. To this end, several capacity building workshops and seminars were hosted by the Research Directorate, funded by the University Capacity Development Grant (UCDG) during 2022, as outlined in Table 13 below.

Table 14: Research capacity-building workshops and seminars hosted by the Research Directorate

Name of workshop/seminar	Presenter/s	Date
How to develop a predictive model from your data using machine learning algorithms	Dr Mc-Alain Mutombo (MUT)	21 – 25 February 2022
Introductory seminar to SPSS and NVivo sessions	Prof Urmilla Bob (UKZN)	28 February 2022
Overview on how to use SPSS	Dr S Munien (UKZN)	01 March 2022
Data Analysis using SPSS	Dr S Munien (UKZN)	02 - 03 March 2022
Overview of how to use NVivo	Dr A Okem (UKZN)	07 March 2022
Creating nodes/themes and coding as well as data analysis using NVivo	Dr A Okem (UKZN)	08 March 2023
The Supervision of Higher Degrees	Prof Sam Lubbe (MUT)	01 September 2022

Statistical Analysis	Prof Sam Lubbe (MUT)	02 September 2022
Research Productivity and Incentives	Ms L Sikhakhane (MUT)	26 September 2022
Research Centres and Institutes	Prof A Anandraj (MUT)	26 September 2022
Recognition of Researchers	Dr A Mienie (MUT)	26 September 2022
The Role of and Expectations from Retired Research Professors	Dr A Mienie (MUT)	26 September 2022
Integrating Community Engagement into Teaching and Learning and Research	Prof B Nkonki-Mandleni (MUT)	27 September 2022
Technology Station in Chemicals	Ms X Ngubane (MUT)	27 September 2022
Open Access Publishing	Dr N Mosala-Bryant (MUT)	27 September 2022
NRF Information Session for Emerging Researchers	Ms. Thandeka Mthethwa and Ms. Maphuti Madiga (NRF)	11 October 2022
The Academic Publishing Process	Prof Sam Lubbe (STADIO)	17 – 18 November 2022
Postdoctoral Research Fellowships – SARS Ruling and MUT Policy	Dr Anette Mienie (MUT)	25 November 2022
Procurement Procedures for Research	Mr Sfiso Qwabe (MUT)	25 November 2022
Publication Practices	Dr Anette Mienie (MUT)	25 November 2022
Postdoctoral Research Fellowships – the journey	Dr MA Jordaan (MUT)	25 November 2022

The National Research Foundation (NRF) rating system is a useful tool for benchmarking the quality of our researchers against the best in the world. The ratings are based on a researcher’s recent research outputs and impact as perceived by international peer reviewers. Table 14 below reflects the MUT researchers with NRF ratings in 2022.

Table 15: NRF-rated researchers at MUT

Name	Rating category	Period of Rating
Prof. TC Haupt	C1	2021 - 2023
Dr K Tumba	C2	2021-2026
Prof. BF Bakare	Y2	2019-2024
Dr M Lasich	Y2	2019-2024
Dr BP Numbi	Y2	2019-2024
Dr F Adejoro	Y2	2022 - 2027

Research Grants and Contracts play an important role in capacity development, national and international collaboration, and increased research productivity and output. The Research Directorate assists with raising awareness of opportunities, proposal writing,

and the evaluation and submission of proposals. Table 15 below shows the external research income received by MUT during 2022.

Table 16: External Research Income Received during 2022

Funder	Programme	Grant Holder	Amount (R)
NRF	SA Research Chairs	Prof T.C Haupt	R1 764 000,00
NRF	Competitive Funding for Rated Researchers	Dr A.T Kaniki	R 108 000,00
NRF	Research Development Grant for Rated Researchers	Prof B.F Bakare	R80 000,00
NRF	Travel Grant for Participating in SA-France Higher Education & Research	Prof BF Bakare	R50 000,00
NRF	Travel Grant for Participating in SA-France Higher Education & Research	Dr NJ Gumede	R50 000,00
NRF	Evaluating and Rating	Dr F.A Adejoro	R50 000,00
NRF	Thuthuka Grant (Post-PhD Track)	Dr L.Q Qwabe	R100 000,00
NRF	Thuthuka Grant (Rating Track)	Dr T Mutanda	R63 333,34
NRF	IRG-SA/Astria Joint Scientific and Technological Cooperation Programme	Dr T Mutanda	R112 596,72
NRF	Black Academic Advancement Programme	Mrs T.G Cele	R67 999,97
NRF	S & F NRF Freestanding Postdoctoral Fellowships	Dr N. Ngxongo	R250 000,00
NRF	S & F Research Development Grant for NGAP Scholars	Mr K.P. Shabangu	R30 000,00
NRF	Customised Interventions for Universities	Dr M.A Jordaan and Dr A Mienie	R38 764,00
NRF	Knowledge, Interchange and Collaboration Programme (KIC)	Dr NM Buthelezi	R45 000, 00
NRF	Knowledge, Interchange and Collaboration Programme (KIC)	Dr T Mutanda	R41 379,0 0
SAMRC	Self-Initiated Research Grant	Dr D Naidoo	R174 127,25
SAMRC	Early Investigators Programme	Ms N Mkhize	R184 000,00
SAMRC	Early Investigators Programme	Ms S Ndlovu	R184 000,00
SAMRC	Early Investigators Programme	Ms N Cibane	R230 000,00
SAMRC	Early Investigators Programme	Ms P Sikosana	R230 000,00
SAMRC	Early Investigators Programme	Ms R Pillay	R230 000,00
DHET /British Council/ Manchester Metropolitan University/ UJ	USDP11	Prof B.F Bakare	R270 000,00
Alexander von Humboldt	Equipment	Prof TC Davies EUR20 000, 00	R328 300,00
SARIMA	An award for the Research Administration Professional Registration (RAP) application fee	Dr Maryam Amra Jordaan	R 3 450,00
UCDG	Research Capacity Development	Mr S Qwabe and Dr A Mienie	R3 200 000,00

DHET	University Staff Development Programme (UCDP)	Ms ZN Jaya	R500 000, 00
DHET	University Staff Development Programme (UCDP)	Ms PQ Mthiyane	R500 000, 00
TOTAL			R8 884 950.20

11.5.1. Research Awards

MUT has been recognizing excellence in research since 2001. The University was not able to host an event during 2020 due to Covid-19 and a limited number of applications was received. The 2022 event, which marked the 20th Research Awards, recognised research excellence in 2021. The Research Awards Evening was hosted on 16 September 2022. The following awards were made:

Faculty of Engineering

Most Productive Researcher	Prof AT Kaniki
Runner-up to the Most Productive Researcher	Dr BP Numbi
Most Productive Novice Researcher	Dr JK Bwapwa

Faculty of Natural Sciences

Most Productive Researcher	Prof MR Coopoosamy
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Senate Prize (Researcher who published most papers during 2021)

Prof BF Bakare published 10 papers during 2021

Research Acknowledgements

External Funding Secured (More than R200,000 received)

Dr T Mutanda	NRF	R238,450
Prof A.T. Kaniki	NRF	R324,000
Mrs. T.C. Cele	NRF	R365,000
Prof A. Anandraj	EDTEA	R500,000

Most published Retired Research Professor

Prof E Mantzaris published 7 journal articles.

Most published Postdoctoral Research Fellows

Faculty of Engineering

Dr Akinlolu published 3 papers.

Faculty of Management Sciences

Dr Adewumi, Dr Mlambo and Dr Msosa each published 4 papers.

Faculty of Natural Sciences

Dr Abayomi published 9 articles.

11.5.2. Innovation

MUT is a research-informed university and, as such, its emphasis and resource allocation are not primarily on research and development. In turn, a small number of research and development initiatives result in protectable intellectual property, which results in a modest Intellectual Property portfolio.

MUT currently owns four South African patents, of which two were granted during 2022, as well as two trademarks. One disclosure for an organic herbicide was received. A provisional patent will be filed during 2023.

The successfully examined Patent Cooperation Treaty (PCT) applications have entered the national phase and were submitted to the United States Patent Office, European Patent Office, Canadian Patent Office and the Intellectual Property Office in China. Should the national phase be successful, MUT will have two additional patents granted in South Africa, the USA, China, Canada and the 38 countries who are members of the European Patent Office.

During the reporting period the two China national phase applications were granted. This is an exciting development as it is the first patents owned by MUT, protected outside of the South African borders.

11.6. Community Engagement

Through Community Engagement (CE), MUT extended university knowledge, resources and expertise to contribute towards the advancement of society while enriching its teaching and learning and research through its academic staff, support staff and students. The University interacted with communities in a variety of community engagement projects that are focused on food security; health and safety; environmental sustainability and resilience; science, technology, engineering and mathematics (STEM); entrepreneurship; and skills development.

The University has been actively involved in strategic partnerships with the local and broader community to enrich learning and research, prepare engaged citizens, and build capacity for internal and external stakeholders. The CE Policy has been reviewed to align the community engagement mandate with the mission statement of MUT, while the CE Implementation Strategy was developed to encourage the scholarship of engagement within the MUT campus, and with external stakeholders.

11.6.1. Review of Community Engagement Policy

The Senate approved the reviewed Community Engagement Policy on 24 May 2022 after extensive consultations with the Executive Management Committee, Community Engagement Committee (COEC), and the Faculty Boards. The review of the CE Policy has been aligned to the MUT's Strategic Plan 2020-2025 and incorporates the scholarship of community engagement. The approach to community engagement is described as a collaborative one through which knowledge is jointly discovered with communities, and in which there is reciprocal exchange of teaching and learning through

service-learning, thus presenting opportunities for the University to enhance its teaching, learning and research capabilities.

11.6.2. Finalisation of CE Implementation Strategy

The Directorate of Community Engagement and Development (CEAD), through consultations with internal and external stakeholders, developed and finalised the Community Engagement implementation strategy. The strategy was approved by the Senate on 24 May 2022. The purpose of the CE Strategy is to ensure that community engagement is “integrated into the strategic priorities and the core functions of teaching, learning and research” (HEQC, 2012).

11.6.3. Capacity-building initiatives for internal and external stakeholders

MUT has made a conscious decision to build capacity for internal stakeholders and external communities. The CEAD Directorate capacitated Grade 12 learners of a local school, Umlazi Commercial Technical High School, on career options. For internal stakeholders The CEAD Directorate conducted quarterly CE forum sessions to capacitate project leaders on CE matters. The Directorate also took part in the induction of new staff and student leadership on Community Engagement.

Based on the intersection model that MUT has adopted, the CEAD Directorate continued to support the Cooperative Education Directorate by capacitating academic staff to integrate CE into teaching, learning and research through attendance of weekly Service-Learning Forum (SLF) sessions with eThekweni municipality. The academic staff learned best practices on service-learning (SL). The MUT community was also capacitated to integrate CE into teaching, learning and research through its affiliation in the South African Higher Education Community Engagement Forum, which equipped academic staff on the scholarship of engagement.

11.6.4. Community Engagement projects

Registered Community Engagement projects were aligned to STEM, environmental sustainability and resilience, entrepreneurship and skills development. Eleven projects were active in 2022, listed in Table 16 below according to the strategic focus of the University with which they are associated.

Table 17: Registered CE Projects by Strategic Focus Area

Strategic Focus Area	Project Name
Food Security, Health and Safety	Food Security for Better Health
	Agricultural Support for Umlazi Community
	The Food Safety Training of the Ready-to-Eat Informal Traders in Umlazi
Environmental Sustainability and Resilience	Ecosystems Rehabilitation and Restoration
Skills development	Professional Development of Agricultural Sciences Educators
	Impilo Community Development
	Reading Project
	9/10 ^{ths} Matric Mentoring Project
	Vulamehlo Early Childhood Development Centre
STEM	Ministerial Special Project: Coding and Robotics
Entrepreneurship	Social Entrepreneurial Programme

11.6.5. Social Entrepreneurial Programme

In 2022 MUT continued to be part of the Social Entrepreneurial Programme for Higher Education Institutions in KZN, a programme led by the UKZN Graduate School of Business and Leadership and funded by the Provincial Department of Economic Development, Environment, Tourism and Agriculture. Social entrepreneurs operating ventures that make a positive social impact, while generating moderate returns for their sustainability, were selected and enrolled into the programme. These Champions, as they are called, were exposed to cutting-edge design thinking and innovative practices in social entrepreneurship for their personal development as well as the up-scaling of their social ventures.

11.6.6. Partnerships with local government and communities

In order to increase coverage of CE and leverage resources, MUT engages in a number of partnerships with local government and communities. Six partnerships were established and maintained in 2022, with Moses Kotane Institute, Vumengazi Traditional Council, eThekweni municipality, Ubhavu social outreach NPO, Impilo home NPO, and Ikamva Youth Organisation NGO.

For knowledge sharing, MUT continued to host Public lectures in 2022 which benefited the University community and external stakeholders.

11.7. Staff and Student Awards and Achievements in 2022

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

11.7.1. Staff and Student awards and achievements

- Mrs Mbali Mkhize received a Nexus 2022 International Thought Leader Award.
- Dr Paulette Naidoo, Student Counselling, was accepted into the USA/Helm Woman in Leadership programme.
- Ntombifuthi Mthembu MUT Entrepreneurship Coordinator, won a Wadhvani Foundation award.
- Dr Mogasuri Moodley, Director of Quality Assurance Management, was appointed by the CHE as an institutional panel member.
- Lindokuhle Zulu, a Management Sciences student, competed for the Junior Chamber International's Ten Outstanding Young Persons of South Africa awards.
- MUT graduate, Bright Hlongwane, promoted Youth Business at the Qatar Economic Forum.
- Miss Siphiwo Ngcobo a Quantitative Surveying graduate, was awarded the 2022 Vice-Chancellor's Award.
- Mr Sthenjwa Nene completed a Diploma in Information Communication and Technology at MUT - from security guard to IT graduate.
- Miss Silindile Shongwe received a South African Institute of Electrical Engineers Award for best design.
- Professor Marcus Ramogale, Acting Vice-Chancellor, presented a certificate to the new AmaZulu King Misuzulu kaZwelithini.
- MUT Director of Strategic Planning in DIPR, Ms Lerato Lekena, was elected as President of the Southern African Association for Institutional Research (SAAIR).

11.7.2. Sporting achievements and awards

- Mr Phelelani Khomo, MUT Soccer Coach, obtained a CAF C certificate in soccer coaching.
- MUT Basketball ace selected to go to China with the national team.
- MUT Boxers dominated USSA Games. Sandile Khumalo and Siyabonga Chili were nominated to represent SA in Turkey.

- The MUT Soccer team bagged the league Championship.
- MUT Hockey Coach, Mr Sanele Madida, excelled at the South African Masters interprovincial tournament held in Cape Town.
- MUT star athlete, Ms Mbali Mashaba took part in the annual USSA Games at Greenpoint, Cape Town.
- MUT Boxers dominate Elite Boxing Tournament. Sandile Khumalo, an Advanced Diploma in Accounting Student, Won Gold after winning 4 fights.
- MUT Sport Deputy Director, Siyabulela Mkhwalo, elected to Continental Sporting Board.

11.7.3. Student Governance activities and achievements

- SRC President, Ms Makaziwe Ndlovu, paves the way for women and other disadvantaged students.
- Acting Vice Chancellor gave new SRC Leadership advice during inauguration.
- Newly elected SRC President for 2023, Vusumuzi Mthethwa, identified four focus areas for his administration: policy work, campus work, internationalisation, and community work.

11.8. Composition and Size of the Student Body

Figure 1 below reflects the five-year trend in planned versus actual student headcount enrolments at MUT.

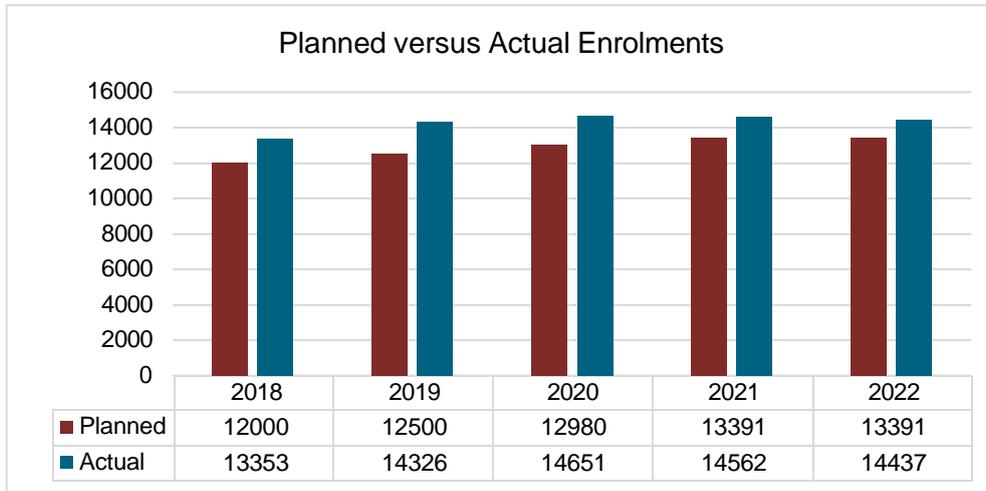


Figure 1: Headcount enrolments, planned vs actual (2018-2022)

Most students enrolled at MUT in 2022 are African, at 99.72% in 2022. Coloured students made up 0.14% of the student body, Indian students 0.12%, and White students 0.02%, representing about 0.3% together. This demographic trend has remained consistent over the last five years.

Figure 2 below shows the distribution of students in terms of gender. There has been a gradual increase in the proportion of female students in recent years. MUT achieved gender parity in 2020 and 2021. In 2022 female students comprised 51% of the student body.

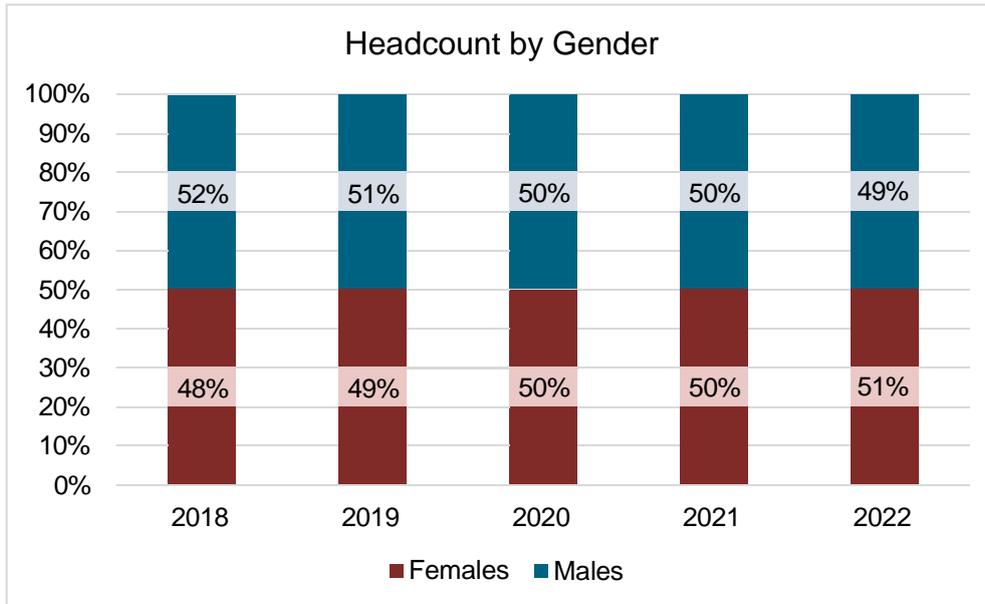


Figure 2: Headcounts by gender (2018-2022)

In 2022, the proportion of headcounts by major field of study were virtually unchanged from 2021. The proportion of enrolments in Science, Engineering and Technology (SET) was 57,6%. The proportion of students in Business/Management was 33,6% and 8,8% in Other Humanities (see Figure 3).

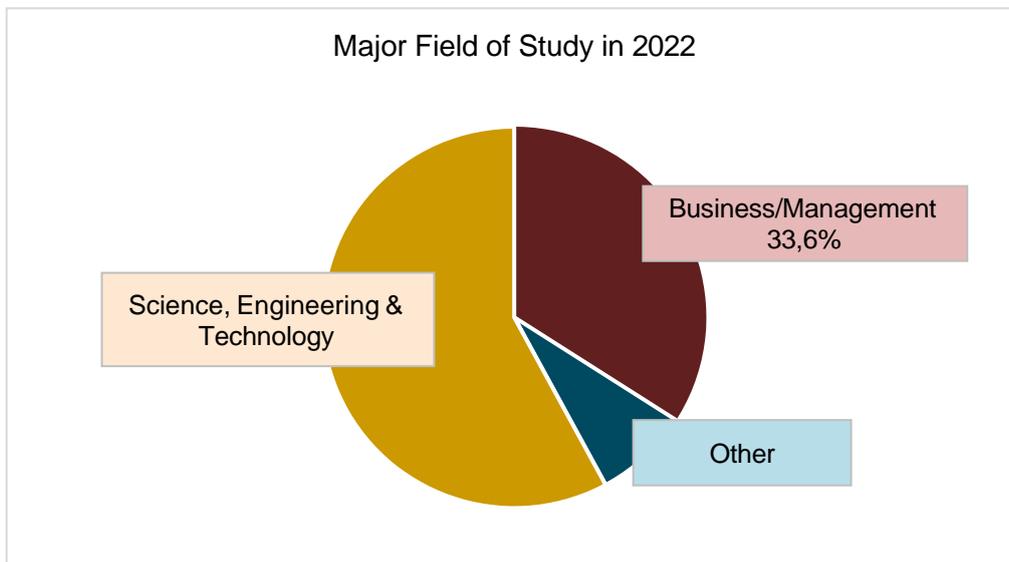


Figure 3: Headcounts by major field of study in 2022

The success rate reflects the proportion of subjects that students pass (expressed as credit values), compared to the subjects for which they were enrolled. Figure 4 shows the planned versus actual success rates at the University for the period 2018 to 2022.

The success rate decreased from 84% in 2021 to 76% in 2022. MUT’s success rate for 2022 fell short of the planned target by 5 percentage points.

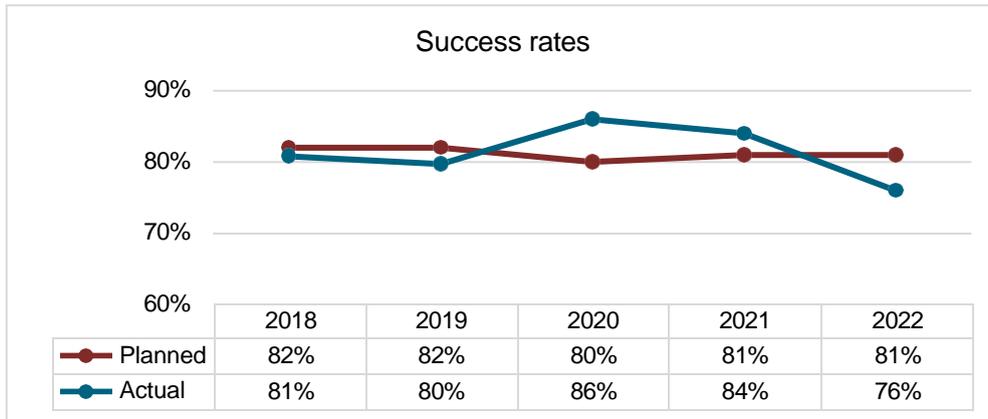


Figure 4: Success rates, planned vs actual (2018-2022)

The graduation rate (number of students who graduated divided by the total number of students enrolled in that year) stood at 21% in 2022 (Figure 5). This was one percentage point below the target.

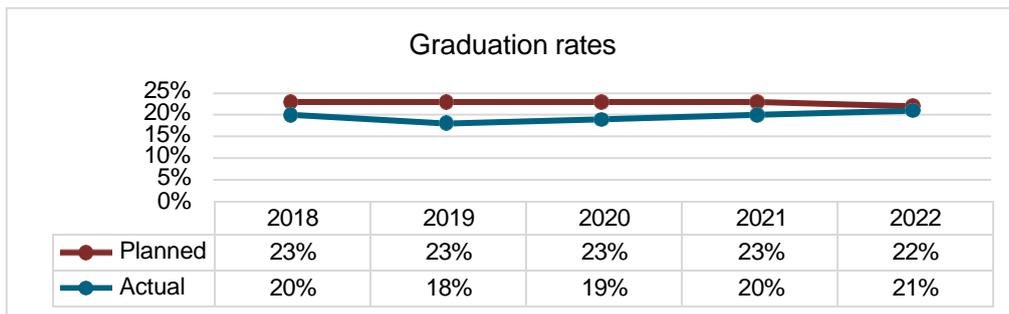


Figure 5: Graduation rates, planned vs actual (2018-2022)

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

For the 2018 cohort of first-time entering undergraduate students entering a Diploma qualification for the first time, 25,8% of students graduated in the minimum time (in 2020). A further 17,8% graduated in the minimum time +1 year (in 2021) and another 11,3% completed in the minimum time +2 years (in 2022). Overall, 55% of Diploma students who enrolled in 2018 graduated within five years of registration (min+2).

Dropout rates complement our understanding of student throughput rates. For the 2018 cohort of 3,339 new students enrolled in Diploma qualifications, 27% had dropped out by 2022. A further 18% of the students who registered for the first time in 2018 were still registered at the University in 2022.

NSFAS is the major source of student funding at MUT. Figure 6 below shows the five-year trend in the proportion of students who are funded by NSFAS. In 2022 the NSFAS grant was allocated to 72% of MUT’s student population of 14,437.

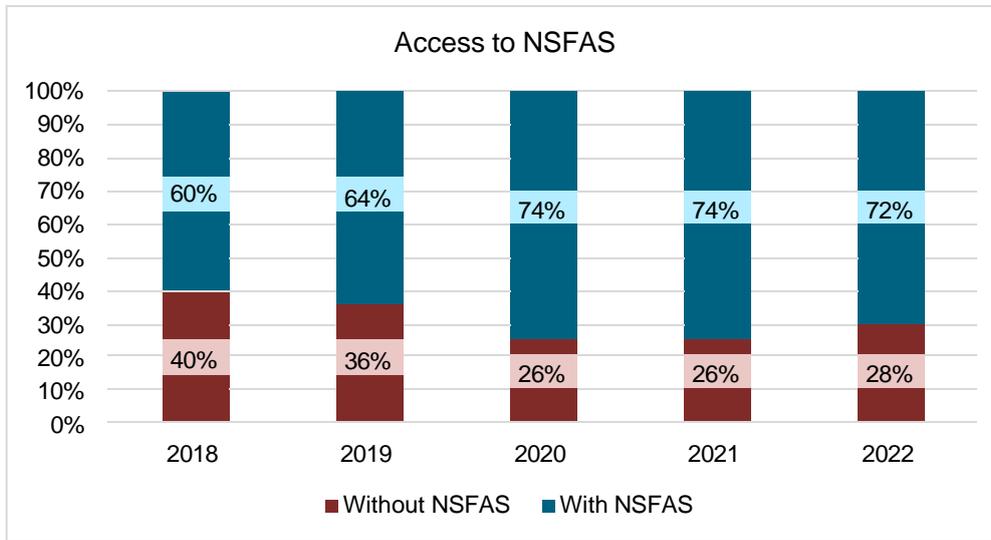


Figure 6: Student access to NSFAS funding (2018-2022)

For the first time in five years there was a slight decline in the proportion of MUT students receiving NSFAS funding, from 74% in 2021 to 72% in 2022. MUT draws a large number of students from historically disadvantaged communities where many parents are either unemployed or dependent on government social grants. Additional financial aid from the private sector is insufficient to meet current needs.

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

26/07/2023

Date

12. REPORT OF THE INSTITUTIONAL FORUM

The charter of the Institutional Forum (IF) states that its purpose is to promote the transformation agenda of the University by giving advice to Council. The MUT Statute outlines the role of the IF as an advisory body to Council on issues including, but not limited to, the following:

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

The IF performs such other functions as may be determined by the Council. Subject to the provisions of the Higher Education Act and the MUT Statute, the IF consists of representatives from Management, Council, Senate, Convocation, academic employees, administrative and support employees, representative employee organisations, students, and an expert on transformation.

The IF held four ordinary meetings in 2022, as well as four special meetings. The composition of the IF and attendance of the meetings is reflected in Table 17 below.

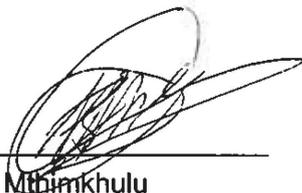
Table 18: IF composition and attendance

2022 Institutional Forum Attendance									
Membership	4 February (Special)	10 February (Special)	4 March (Ordinary)	16 May (Special)	27 May (Ordinary)	2 September (Ordinary)	20 September (Special)	25 November (Ordinary)	%
Mr L. Mthimkhulu, Chairperson	P	P	P	P	P	P	P	P	100%
Mr T. Hadebe	P	P	P	P	P	P	P	P	100%
Mr S. Mbonambi	P	P	P	P	P	P	P	P	100%
Mr S. Mthethwa	P	P	P	P	AP	P	P		86%
Mr M. Msimang	P	P	P	P	AP	P	P		86%
Mr L.P. Nzama	AP	A	P	A	A	P	P	P	50%
Dr B.Y.C Mvuyana	AP	P	P	P	P	P			83%
Mrs J. Baah	P	P	P	P	P	AP			83%
Prof. A. Msomi	P	P	P	A	P	P			83%
Ms L.T. Kweyama	AP	P	P	P	P	P		P	86%
Dr T.T. Poswa	P	P	P	P	P	P			100%
Mr T. Zwane	P	P	AP	A	P	A	P	P	63%
Mr N. Fuyane	P	P	A	P	P	A			67%
Mr A.Z.M. Kubone	P	P	P	P	P	P			100%
Dr J.M. Makua	P	AP	AP	P	P	P	A	P	63%
Dr C. Israel								P	100%
Mr G. Govender								P	100%
Ms M. Ndlovu, SRC			A	P	A				33%
Ms N. Hlengethwa, SRC						A	P		50%
Ms S. Ndamase, SRC							A		0%
Ms N. Ngondeni								P	100%
Mr S. Luthuli, SRC								P	100%

Not a member
 P Present
 A Absent
 AP Apology

During 2022, the IF deliberated on the following matters, among others, and provided advice to Council.

- It received reports on transformation matters, security measures, the implementation of the Employment Equity Plan, and the implementation of Broad-based Black Economic Empowerment (BBBEE).
- The Forum considered and expressed its view on the suitability of candidates for the executive positions of Deputy Director: Resources and Planning; the Registrar; and the Executive Director: Institutional Advancement.
- The IF considered and expressed its view on the suitability of candidates for the executive positions of Deputy Vice-Chancellor: Research, Innovation and Engagement
- The Forum recommended that the guidelines on senior appointments should be revisited with regard to consultation of the IF.
- The IF considered the guidelines for the appointment of the Vice-Chancellor and made recommendations.
- The Forum agreed to a request from the Parliamentary Portfolio Committee on Higher Education, Science, and Innovation to make a short presentation to a meeting of the Committee with MUT on 18 May 2022.
- The IF considered nominees for appointment as University Chancellor and made its recommendation.
- It considered a draft job description for the position of Vice-Chancellor and provided advice to the Council Election Committee.



Mr L Mthimkhulu
Chairperson of the Institutional Forum

26 July 2023

Date

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

The Executive Management and the Council of the University commenced the year with a decision to hold a Governance Lekgotla to address some of the recommendations provided by the Independent Assessor, Professor Anthony Staak, in his assessment report sent to DHET and shared with the University on the 15 November 2021.

Primarily, the purpose of the workshop was to develop a shared understanding of the elements of corporate versus co-operative governance as they relate to the functioning of a University, and thereby ameliorate tensions that arose from different views by members of Council and Executive Management as mentioned in the assessor's report.

In September of 2022, the University was informed that the Minister of Higher Education, Science and Innovation was dissolving the University Council with effect from 28 September 2022. Professor Lourens Van Staden was appointed as the Administrator of the University in accordance with section 49B of the Higher Education Act (Act 101 of 1997, as amended).

All functions and duties of Council were now undertaken by the Administrator. The Management however remained in place and continued to pursue the University's strategic objectives outlined in approved plans.

Executive appointments that were concluded in 2022 included the appointment of the Deputy Vice Chancellor, Research, Innovation and Engagement, the University Registrar and the Executive Director Institutional Advancement. These appointments are expected to go a long way in improving performance in the areas of research, governance and University partnerships.

The recruitment process for the appointment of a substantive Vice-Chancellor was held in abeyance as this appointment now fell within the purview of the University Administrator. Specific timelines were set for the conclusion of this process.

The lessening of the impact of the Covid-19 pandemic allowed for the resumption of face-to-face teaching in a more sustained manner during 2022. With the return to normal teaching and learning, the University's Senate reversed special dispensation resolutions that had been taken to accommodate restrictions placed on contact sessions under Covid.

The year in review marked the completion of two large infrastructure projects that commenced some years ago. The new Engineering building and the state of the art Student Centre are expected to enhance efficiencies both from an academic and a student social experience perspective.

University operations were constrained by an intermittent water supply following the floods in KwaZulu Natal in April 2022. Unreliable electricity supply as a result of Eskom load-shedding was another constraint. Contingency measures were put in place to mitigate the challenges caused by these external constraints.

The strengthening of University's community partnerships formed part of the plan of the newly-appointed Executive Director for Institutional Advancement and It is expected that this area will receive more attention in future.

The Turnaround Strategy, including the financial sustainability plan that was mentioned in last year's Annual Report, has gained traction during this reporting period. The momentum generated has resulted in University-wide buy-in and the final Turnaround Strategy is expected to serve for approval by the Administrator during the course of 2023.



Prof MM Ramogale
Acting Vice-Chancellor & Principal

26/07/2023

Date

14. REPORT ON INTERNAL ADMINISTRATIVE AND OPERATIONAL STRUCTURES AND CONTROLS

In 2022, MUT continued to maintain a system of internal control over financial reporting and the safeguarding of assets against the unauthorised acquisition, use or disposal of such assets. Such systems are designed to provide reasonable assurance to MUT and the Council regarding an operational environment that promotes the safeguarding of MUT's assets and the preparation and communication of reliable financial and other information.

The University relies on enterprise resource planning (ERP) software to manage its information resources, namely staff, student, space and financial data. Information management systems have been developed and implemented according to defined and documented standards, 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 assess 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 specialized software. The financial statements are prepared by the Budget and Reporting Accountant, with the assistance of the Director: Finance and under the supervision of the CFO. The draft annual financial statements are subject to an independent review by the Internal Audit, Risk & Compliance directorate. The statements were submitted to the Administrator's Working Group on Finance and Investment for approval.



Prof MM Ramogale
Acting Vice-Chancellor & Principal

26/07/2023

Date



Professor L van Staden
MUT Administrator

26/07/2023

Date

15. REPORT ON TRANSFORMATION

15.1. Foundational Themes

During this reporting period, MUT paid greater attention to weaving in some critical capabilities which it needs to develop for the success of its strategy. These capabilities are referred to in the University's Strategic Plan 2020-2025 as the foundational themes of leadership. They are:

- a. Transformative leadership
- b. Diversity and
- c. Globalisation.

These Foundational Themes of Leadership point to the skills and perspectives to inform the culture within MUT and guide MUT's role beyond the University. They are:

15.1.1. Transformative leadership

One of the skills that executive management sought to inculcate was critical thinking, analytical and reflective evaluation, and the ability to effect positive change.

In preparing for an Institutional Quality Audit (IQA) which was conducted at MUT by the Council on Higher Education, the Office of the Deputy Vice-Chancellor, Teaching & Learning, in conjunction with the Quality Management Directorate (QMD). This huge project provided an opportunity for the University community to engage with and develop a good understanding of its quality management system.

The outcomes of the IQA will be used for the improvement of the University's quality of provision and will feed into the new Quality Assurance Framework (QAF). One of the highlights of this project was getting various departments, decisions, and individuals, regardless of rank, working together to for the greater good of the University. A Self-Reflection document became the output of this process and has become huge support on referencing quality initiatives across the University. The Self-Reflection document was disseminated to every University stakeholder in order for them to start reflecting on how they could each make the University more effective and efficient. This self-reflection cut across

Another ground-breaking approach used by the University executive to inculcate critical thinking was a University-wide consultative programme on how the University could develop a Turn-around strategy that would see the University become more sustainable beyond 2050.

15.1.2. Promoting diversity

In promoting diversity, the University's Employment Equity Policy was approved, and the University straight away undertook a more intentional approach on equity. The EE statistics are outlined on this document.

There were several campaigns that were also undertaken to raise awareness of on Human Rights and GBV. The University had about 11 Womanity Podcasts on MUT Radio every Thursday in 2022.

15.1.3. Globalisation

MUT increased its visitors from a baseline of 102 690 475 web hits to 17 134 591 web hits for Quarter 4 - top pages - student portal, landing page, vacancies pages, how to apply to MUT, an increase of 16.69%.

MUT's profile was also elevated internationally with new collaborations and visits to MUT. The University was represented at strategic benchmarking visits that were organised by DHET in France and Finland. MUT signed an MoU with a University, ESAIP in France, and became a member of South Africa-Sweden Forum (SASUF). The dean of engineering also led a delegation to London South Bank University (UK) which was also funded through DHET.

In terms of engagements, the University hosted Africa Week which enabled MUT students to listen to recorded voices of Africa so that they could understand other cultures while academics attended online webinars in celebration of Africa Day. One of the webinars was covered by a well-known KZN TV station.

MUT's Africa Day firmed up its Internationalisation at Home strategy with online webinars on:

- Africanisation of the curriculum: Prof Nkoane, UFS-Microsoft Teams, MUT Radio, Podcast.
- The marginalised Indigenous Peoples of Africa - downtrodden or has the agenda changed? Dr Godson Gatsha, DVC: Student Services, Botswana Open Air University
- Infusing Africanness in the methodologies of instruction in teacher education programmes-Prof Jane Iloanya-Botho University, HoD, Education.
- Decolonised curriculum, Prof Marcus Ramogale, DVC Teaching & Learning
- Nutrition in Africa: Dr Xoli Mkhize, Senior Lecturer, MUT, Community Extension

The University also hosted an International Week where the the following people presented and participated during the I-Week and as such elevated brand MUT:

- DVC Research & Innovation (UKZN)
- eThekweni Municipality: Councilor Nyawose
- Head of Intergovernmental Relations, Mr Eric Apelgren.
- BrandSA which provided an in-depth perspective on how universities could use BrandSA resources to build equity as on their internationalization efforts.

- MUT University partners and friends to MUT:
 - Univen
 - Botswana Open Air University
 - University of Pretoria,
 - Appalachian State University (USA)
 - ENSIEE (France)
 - University of the Free State
 - UKZN
 - UWC
 - French embassy
 - NRF
 - USAf

Apart from these, there were various visits to MUT from France, UK, and Australia, participating in various conferences such as Focus Conference, Empowered Administrators Conference and others.

15.2. Employment Equity

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

The importance of transformation in terms of demographic is clear, which is why MUT is trying its level best to reflect the race, gender and disability profile of the people of the country. The objective of the employment equity plan is to arrive at a more equitable and diverse staff composition at MUT, however challenges and difficulties are there, but we are trying to embrace those challenges and strive hard to achieve more equitable staff composition as the University.

The University Council approved the interim Employment Equity Plan for twenty months as the previous plan expired. The reason for the interim employment equity plan is that there are still consultations throughout the sector and the promulgation of the Employment Equity Amendment bill is still awaited. This will determine sectoral targets applicable to the University sector. The University is committed to eliminating unfair discrimination in all human resources policies and practices within MUT and designing and implementing affirmative action measures to achieve equitable representation of designated groups in all occupational categories and levels. All this is done through the implementation of the EE Plan.

Table 18 below summarises the University's success in meeting its employment equity targets.

Table 19: University Employment Equity targets

University Employment Equity Targets					
Population Group	Gender	EAP 2021	Filled Posts	EE Target	Employees Required
African	Male	46,20%	283	339,12	-56,12
	Female	40,50%	309	297,31	11,69
Coloured	Male	0,60%	3	4,43	-1,43
	Female	0,50%	4	3,71	0,29
Indian	Male	6,00%	35	44,04	-9,04
	Female	3,60%	20	26,45	-6,45
White	Male	1,50%	6	11,05	-5,05
	Female	1,10%	8	8,08	-0,08
TOTAL			668	734	-66

EAP: Economically Active Population. The 2021 EAP figures from the Labour Force Survey were published in 2022.

All the figures in the negative represent a deficit in terms of employees required. The University has committed itself through the EE Plan to ensuring that its targets are clearly indicated on advertisements for posts so as to recruit or attract the relevant race and gender, particularly other races as MUT is dominated by African Males and Females. The University is hoping to attract other races through the new initiatives from the plan. There is still a shortage of women in higher-level positions and people living with disability. The University continues to work towards achieving employment equity targets and to ensure that the designated groups are given employment opportunities first. However, there has been slow progress in terms of achieving the provincial and national targets. This is not a challenge unique to MUT but is evident elsewhere as indicated in the new EE Bill and associated regulations.

One of the difficulties in recruitment and selection of people from targeted groups has been in the area of scarce skills, especially Engineering. It is difficult to attract staff as we are competing with very high remuneration packages offered in industry. Deviations to hiring staff in the targeted groups in this area were expected and necessary, to ensure continuity of teaching at the University.

MUT's workforce profile, in terms occupational levels, gender and race as at 31 December 2022, is shown in Table 19 below.

Table 20: Workforce Profile by Occupational Level

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	2	0	1	0	1	0	1	0	0	0	5
Senior management	1	1	1	1	3	0	1	0	0	0	8
Professionally qualified and experienced specialists and mid-management	47	0	12	2	30	1	4	3	14	1	114
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	191	2	19	2	194	2	16	6	7	2	441
Semi-skilled and discretionary decision making	50	0	0	0	49	0	1	0	0	0	100
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	291	3	33	5	277	3	23	9	21	3	668
Temporary employees	69	0	2	5	56	2	2	0	14	1	151
GRAND TOTAL	360	3	35	10	333	5	25	9	35	4	819

Senior posts filled in 2022:

Deputy Vice-Chancellor: Research, Innovation and Engagements: **African Female**

Registrar: **African Male**

Executive Director: Institutional Advancement: **Indian Female**

15.3. Staff development and capacity building

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

Investing in the professional development of staff is important to maintaining and enhancing the knowledge and skills needed to deliver high levels of service to our stakeholders. Moreover, continuous professional development is among the key strategic objectives (2020-2025) to create an organisational culture that optimises productivity at MUT. In support of the strategic objective, a Leadership Development Programme was provided during 2022 .



Prof MM Ramogale
Acting Vice-Chancellor & Principal

26/07/2023

Date



Professor L van Staden
MUT Administrator

26/07/2023

Date

PART C: ANNUAL FINANCIAL REVIEW

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

The Finance and Investment Committee (FIC) held three ordinary meetings and one special meeting during the year to consider various financial and investment issues as mandated. The fourth ordinary meeting of this sub-committee did not take place as the Minister of Higher Education, Science and Technology dissolved the Council of the University in September 2022 and appointed an Administrator with effect from 28 September 2022.

We reported in the prior year the progress made toward policy development. The Finance Department has drafted the three remaining policies as per the policy schedule and have revised two existing policies. These policies will be tabled for the Administrator's approval in 2023.

The 2022 year saw the lockdown restrictions implemented in 2020 as a result of the Covid-19 pandemic being lifted. Although the 2021 academic year was extended into the first quarter of 2022, the 2022 academic year was successfully completed at the end of December 2022. A portion of 2021 revenue was deferred and recognised in the 2022 financial year as a result of the extension of the 2021 academic year into the 2022 financial year.

The Covid-19 pandemic had dire consequences for the Higher Education sector. The effects of the pandemic on the economy and already declining economic climate places more pressure on the University from a cash flow perspective. This is because of the higher unemployment rates contributing to the inability of students to settle their fees when due.

The issue of diminishing funding in the sector continues to be a concern and this was exacerbated in October 2022 when the DHET issued a notice advising of a shortfall in NSFAS funding to the amount of R1.5-billion (one billion, five hundred million rand). This necessitated the reprioritisation of earmarked grants which effectively meant a reduction in the 2022 earmarked grant allocations. Furthermore, the Covid-19 responsive grants were terminated at the end of March 2022 and any unspent balance on these grants was directed towards the block grant.

MUT continued to navigate through these difficult times, addressing various challenges including capacitating Finance in all aspects with a view to achieving improved efficiency, effectiveness and compliance.

The University remains steadfast in prioritising financial sustainability and significant progress has been made towards the development of a turnaround strategy that will be implemented in phases, commencing in 2023.

There are still significant challenges in respect of Supply Chain Management (SCM). Although two key positions were filled in SCM in early 2022, the department continues to operate with a structure that is not fit for purpose. This makes it extremely difficult to

make impactful improvements and achieve overall efficiency and effectiveness. The full capacitation of the SCM unit remains critical in the overall progress and development of the University.

Privately-funded student debt still remains a concern and major challenge for the University. This has been aggravated by the Covid-19 pandemic and its devastating impact on the economy. MUT has handed over the collection of student debt to a panel of service providers. There is a significant volume of accounts handed over with the total handover value of approximately R557-million at year end. These service providers have made steady but slow progress in the collection of such debt. The average collection rate is 8%. We engage with debt collectors on a regular basis to review and discuss their progress in respect of collections. MUT's in-house capacity for debt management is very limited. The revised proposed structure of the unit has made provision to partially address this issue.

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

It is not feasible to prevent students from registering even when the student owes fees to the University. The sector (including MUT) has experienced dire consequences of financial exclusion. We continue to work with the SRC to address the issue of student debt and concessions, which is an inevitable consequence of the various socio-economic factors affecting students.

The Provision for Doubtful Debt is significant and represents 48% (2021: 60%) of the Gross Student Receivables. The major reason for the decline in the ratio at the end of 2022 was a reclassification of privately funded debt of R88-million to NSFAS funded debt based on the Close-out Project for the academic years 2017 to 2020.

We have made progress towards regularising the non-profit entity controlled by MUT, namely, First Ready Development 143 NPC. In this regard the company has been reinstated with the Companies & Intellectual Properties Commission (CIPC). The next steps will be to change directors, amend the main objects of the company and thereafter proceed with the transfer of property to the University.

MUT recorded a surplus during the current year. The surplus before Other Comprehensive Income is R127-million (2021: R194-million).

There was a decrease in total revenue of 3% (2021: increase of 26%) and the increase in total expenses was 2% (2021:10%). The decrease in income was mainly due to a decrease in Government grants of 8%, as well as a decline in tuition revenue by 6% whilst student accommodation revenue declined by 1%.

The number of Full Time Equivalent (FTE) students decreased by 524 (5%) from 10,189 in 2021 to 9,665 in 2022, whilst head count numbers decreased by 125 (1%) from 14,562 in 2021 to 14,437 in 2022.

The number of students in residences decreased from 10,739 in 2021 to 10,326 in 2022, a decrease of 413 students which is a 3% decrease compared to 2021.

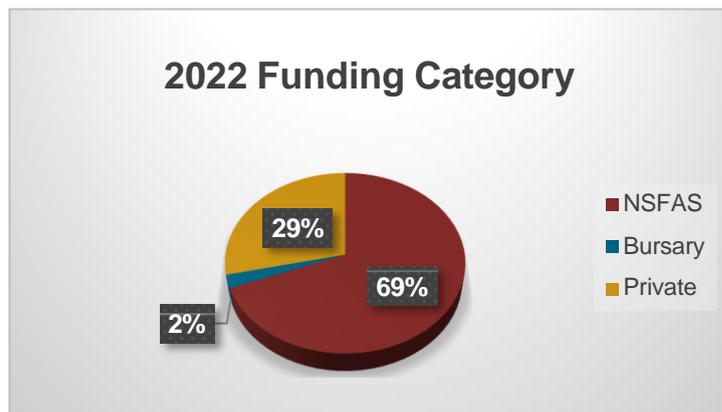
16.1. Budgeting process

The budget supports the implementation of plans aimed at achieving the objectives of MUT's Annual Performance Plan. The budget for 2022 was a balanced budget in line with historical trends. A Budget Committee is responsible for overseeing the budget and recommending the budget to the FIC, which recommends it to Council for approval. The University issues a detailed budget guideline document on an annual basis in order to assist budget holders in the budget-setting process. The 2022 budget was approved by Council at the end of 2021 and was implemented in 2022.

16.2. Financial aid

The majority of students at MUT rely on financial aid to fund their studies. This means that a large portion of fees is funded from the National Student Financial Aid Scheme (NSFAS), plus a small proportion of bursaries or scholarships from independent donors, with the balance made up of privately funded (cash paying) students.

The following graph illustrates the proportion of students in the three funding categories for the 2022 academic year.



16.2.1. NSFAS

In respect of the 2022 year, the number of NSFAS-funded students as of 31 December 2022 was 10,562 (2021:10,797) representing a decrease of 2%. 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 2022 was R881-million. (2021: R843-million). Our records indicate that NSFAS still owes the University an amount of R114-million in respect of the 2022 academic year and R36-million for the 2021 academic year.

The amounts reflected above will be subject to confirmation by NSFAS through their Close-out Project. The project was initiated in previous years commencing with the period 2017 to 2020. In respect of these years, NSFAS is at the conclusion of the project and issued the University with a finalisation letter in July 2022 reflecting a net amount due to the University of R193-million and a further R26-million related to missing students which has not been confirmed as yet. The close-out for the 2021 and 2022 academic years has commenced and the University was requested to provide information to NSFAS, which it has done. There has been no further correspondence from NSFAS regarding the close-out of the 2021 and 2022 academic years.

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

NSFAS will be taking over the disbursement of student allowances during the 2023 academic year and is also planning to administer directly the student accommodation for students funded via NSFAS.

16.2.2. Bursaries and scholarships

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

Bursaries and scholarships amounted to R22-million (2021: R23-million) and funded 420 (2021: 402) students.

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

The University appointed an Executive Director: Institutional Advancement during the 2022 year. This office has overall responsibility for fundraising, bursaries and scholarships as well as donor management. We believe that this office will grow the donor funding base of the University and also increase the quantity and rand value of bursaries for students.

16.3. Financial highlights: Income and expenditure

16.3.1. Income

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

Total income decreased from R1 344-million in 2021 to R1 297-million in 2022, which is a decrease of R47-million (3%).

Council-controlled income amounted to R804-million compared to R845-million in 2021. This is a decrease of R41-million (5%).

Government subsidies and grants decreased from R511-million in 2021 to R471-million in 2022, a decrease of R40-million (8%) with the block grant the major contributor, decreasing by 8%.

Tuition and other fee income decreased from R334-million in 2021 to R315-million in 2022, which is a decrease of R19-million (6%). The tuition fee increment for the 2022 year was 4.23% (2021: 4.7%) which was in accordance with the fee compact issued by the Minister of Higher Education, Science and Technology. However, average tuition fees for the year were 5% lower than 2023. The student headcount and FTE numbers declined, which contributes to lower tuition and other fee income.

Income from student residence fees decreased from R483-million in 2021 to R478-million in 2022, which is a decrease of R5-million (1%). The increment in University residence fees was 6.23% (2020: 6.7%) which was in accordance with the Fee compact issued by the Minister of Higher Education, Science and Technology. The number of students in residences decreased by 3%.

16.3.2. Expenditure

Total expenditure amounted to R1 169-million, which is an increase of R18-million (2%) on the 2021 amount of R1 151-million.

Council-controlled unrestricted expenditure amounted to R797-million in 2022 compared to R791-million in 2021, which is an increase of R5-million (1%).

Personnel costs amounted to R507-million compared to R479-million in 2021, which is an increase of R28-million (6%). The salary increment for the year was 4.5%. The ratio of personnel costs to unrestricted income is 63% (2021: 57%).

16.4. Other operating expenses

Other operating expenses amounted to R584-million, which is an increase of R24-million (4%) on the 2021 expenses of R560-million.

The University spent 33% more on repairs and maintenance in 2022 than 2021 due to backlog maintenance projects which commenced in 2022 and will continue in 2023. A backdated increment for security services was incurred which contributed to the 15% increase in security expenses compared to the prior year. Research costs significantly increased as a result of an increase in post-doctoral expenses due to more post-doctoral research fellows being engaged. External leased accommodation increased by 4% as more students were housed in external residents due to some internal residences being refurbished. The University entered into new three-year lease agreements with landlords at the beginning of the 2022 year with no fixed escalation. The escalation for 2022 was negotiated at 5.5%.

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

16.5. Surplus/deficit

There is an overall surplus before other comprehensive income of R127-million in 2022 which is a decrease of R67-million compared to the 2021 surplus of R193-million. The major reason for this decrease is the significant decrease in revenue as explained above.

16.6. Statement of financial position

16.6.1. Non-current assets

Property, Plant and Equipment increased by 9% from R1 057-million in 2021 to R1 147-million in 2022. The increase is a result of significant progress being made on construction of the new Engineering laboratories and the Student Centre.

The University will continue with its annual physical verification of property, plant and equipment. The introduction of better asset management software and technology is being considered to improve the management of moveable assets.

16.6.2. Current assets

Current assets increased by 1% from R1 500-million in 2021 to R1 518-million in 2022. The increase is mainly due to an increase in trade and other receivables of R148-million. This also includes an accrual of interest for the 2022 year of R18-million.

16.6.3. Non-current liabilities

Non-current liabilities increased by 9% from R1 178-million in 2021 to R1 282-million in 2022. The increase is mainly due to the increase in deferred Income of R121-million as a result of work-in-progress being raised on the infrastructure projects. There was also an increase of 8% in the University's post-retirement medical aid obligation, which is based on an annual actuarial valuation.

16.6.4. Current liabilities

Current liabilities decreased by 27% from R424-million in 2021 to R308-million in 2022. This is mainly due to the decrease in restricted grants of R30-million and a decrease in trade and other payables of R88-million. Included in trade and other payable are special restricted funds, which decreased by R11-million (37%). These special restricted funds are represented by grants from various funders, to be used for specific purposes, as well as other fund balances specific to various units within the University.

16.6.5. Solvency and liquidity

The balance sheet reflects a technically solvent position as the University's total assets exceed its total liabilities by R1 093-million (2021: R970-million). Liquidity is also positive with current assets exceeding current liabilities by R1 210-million (2021: R1 075-million). The University's own cash balance after deducting earmarked grants is R397-million (2021: R483-million) as at 31 December 2022.

Table 21: Financial indicators and ratios (2018-2022)

	2018	2019	2020	2021	2022
Personnel cost to unrestricted Income	58%	65%	64%	57%	63%
Personnel cost as a % of total expend.	45%	47%	45%	36%	43%
Subsidy as a % of income	45%	41%	41%	37%	35%
Tuition and residences as % of income	54%	56%	55%	61%	61%
Other Income as a % of Income	1%	1%	1%	1%	2%
Current Ratio	1	1	1	2	3
Cash Ratio	3	3	1	1	1
Total debtors as a % of fees	98%	39%	75%	70%	89%
Provision for bad doubtful as a % of debt	50%	54%	46%	60%	48%
(Decrease)/Increase in debtors (R000)	109 118	-44 951	127 497	-112 413	148 137

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

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



Mr R Delomoney
Chief Financial Officer

24 July 2023

Date



Professor L van Staden
MUT Administrator

26/07/2023

Date

17. REPORT ON ENTERPRISE RISK MANAGEMENT

The Council of Mangosuthu University of Technology through the approved Enterprise Risk Management (ERM) framework recognised that risks are intrinsic in pursuing the strategy of the university and therefore the need to ensure a balance in managing risks and opportunities is critical. The effective implementation of a robust ERM process requires commitment and support from governance structures and executive management.

The framework facilitates a formal ERM approach and structure for achieving strategic objectives. The approach assists in: 26/07/2023

- Identification and evaluation of risks;
- Setting a structure for the formal setting of acceptable risk limits and tolerance levels;
- Continuous monitoring of management actions and controls university wide; and
- Enforcing accountability at all levels within the university, risk management is a responsibility of all employees of MUT

Formal risk assessments are conducted by the University’s Risk Management Committee (RMC), which is essentially the Executive Management Committee (EMC). Risk reporting is facilitated by the University’s Director: Risk and Audit and submitted to ARCC on a quarterly basis for oversight.

The University has identified 11 strategic risks, listed in the table below.

Table 22: Top 11 risks in 2022

BRIEF DESCRIPTION OF RISK	Strategic Goals	RESIDUAL RISK ¹ RATING
1. Failure to maintain academic quality and standards	Goal 1: Excellence in Teaching and Learning	10
2. Inability to strengthen our position as a research-informed University	Goal 2: Excellence in Research, Innovation and Engagement	10
3. Not being relevant or responsive to community needs	Goal 3: Excellence in Community Engagement	8

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

4. Inability to form collaborations nationally and internationally	Goal 4: Targeted National Engagement and Internationalisation	15
5. Non-alignment of skill set to achieve strategic imperatives	Goal 5: To create an Enabling Support Environment	15
6. Non-alignment of IT Strategy to organisation-wide strategy and needs.	Goal 5: To create an Enabling Support Environment	15
7. Inability to remain financially sustainable	Goal 5: To create an Enabling Support Environment	15
8. Lack of fit-for-purpose infrastructure	Goal 5: To create an Enabling Support Environment	15
9. Non-compliance to laws, regulations, and processes	Goal 5: To create an Enabling Support Environment	8
10. Inadequate whole student life (other activities)	Goal 5: To create an Enabling Support Environment	12
11. Disruptions to normal business events	Goal 5: To create an Enabling Support Environment	7,5

Residual risk rating scale descriptions as per ERM framework:

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

17.1. Fraud Risk Management

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

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

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



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

26.07.2023

Date

18. REPORT OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE

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

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

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

18.1. Internal audit

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

The Internal Audit (IA) function at MUT works in line with the Internal Audit Charter as approved by the ARCC of Council. The internal audit activity is co-sourced with appointed service providers reporting to the MUT Director Risk and Audit.

The Director Risk and Audit, as the custodian of the internal audit function, reports regularly to ARCC and has unrestricted access to the Committee Chairperson. A three-year strategic rolling plan including an annual operational plan were developed and approved for the 2022 financial year. This is a risk-based plan and reports are submitted to ARCC on a quarterly basis for monitoring and oversight purposes.

Internal Audit also assists management by coordinating the process of closing out reported external and internal audit queries, by following up quarterly on the specified

target action dates. A audit register report is compiled and updated quarterly and reported to ARCC. Table 22 below shows the status of internal audit findings as at 31 December 2022.

Table 23: Status of Internal Audit findings, 2022

Status	Teaching & Learning	Finance	HR	Marcomms	Student Affairs	Registrar	DIPR	IT&N	Operation	Total
Not Resolved	0	21	0	0	4	1	0	3	8	37
Resolved	54	208	19	9	16	12	22	20	13	373
In progress	8	13	6	0	6	13	5	6	11	68
Not due for implementation	0	1	0	0	0	8	16	0	1	26
	62	243	25	9	26	34	43	29	33	504

18.1.1. Internal control systems

MUT strives for continuous implementation and monitoring of the systems of internal controls. Internal control systems are in place and operating effectively. Nevertheless, due to the nature of our operating environment, there are inherent limitations to the effectiveness of our internal control systems, including the likelihood of human error and the bypassing or overriding of controls. Therefore, even an effective internal control system can provide only reasonable assurance with respect to the preparation of financial statements and the safeguarding of assets. The University’s external auditors provided an audit opinion of the AFS in 2022.

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

18.2. Risk Management

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

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

The Director Risk and Audit is responsible for co-ordinating ERM activities. The Risk and Audit function, as a second line of defence, facilitates the enterprise-wide risk management and combined assurance process. The risk management function conducts risk assessment workshops or training, which result in the development and update of the strategic risk register and the fraud risk register on a quarterly basis.

18.3. Compliance

18.3.1. Monitoring health and safety

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

Health and Safety was part of a team that recommended the closure of internal student residences which were noncompliant with relevant legislation and safety standards. The residences concerned are currently being renovated and alternative external student accommodation was found by Student Housing.

The dining facilities utilised by students situated at Main Campus are currently not in operation, owing to conditions which compromised food safety and general hygiene in the dining facilities.

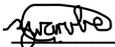
Bearing in mind the importance of emergency preparedness, Health and Safety organised emergency simulation exercise at residence Block H (commonly known as E'Nkandla) where students were evacuated. This was done to prepare them for any unplanned emergency situation that could affect them while they are in residence.

An awareness campaign was conducted to ensure that students are vigilant about health and safety matters in their residences. In the interest of health and safety, students are represented by an SRC member in the Health and Safety Committee, and the member is responsible for raising health and safety issues affecting students at MUT Campus. Health and Safety compliance matters were presented during the meeting with the landlords of external residences in collaboration with Students Housing.

In championing health and safety, groups of students were trained on First Aid response by an accredited service provider to equip them with the necessary skills in terms Level 1 First Aid training.

18.3.2. Monitoring IT governance

IT&N, the ICT function within the University, submitted quarterly IT Governance reports for risk oversight purposes to ARCC. ICT has been identified as a priority risk areas and forms part of the University's strategic risk register. To this end, progress towards developing a comprehensive IT strategy and IT governance policy that supports the academic enterprise as well as the support services of the University began in 2020 and continued in 2022.



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

26.07.2023

Date



Professor L van Staden
MUT Administrator

26/07/2023

Date