



VAAL UNIVERSITY
OF TECHNOLOGY

ANNUAL REPORT 2022

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GLOSSARY OF TERMS

Activity rate (LMS: Blackboard)	User Activity Overview: Overall system and class activity for all users including average logins, and time spent on task as well as statistics on user activity by class.
Academic support programmes	Programmes helping students successfully execute the tasks required to succeed in their academic programme
Admission Point Score (APS)	A score calculated using matric results to determine whether prospective students meet admission requirements
Degree Credit Success Rate	The number of degree credits passed relative to the degree credits enrolled. Degree credits are calculated as FTEs per course.
Disclosure	The divulgence of an invention for which a patent may be sought
Enrolment Plan	The Ministerial student enrolment plan targets as agreed upon between the Minister and the University Council
Extended programme	An academic programme for which the curriculum is spread over an extended period
FTE enrolment	A numerical designator for the load of an enrolled student based on the weighting of their modules in the curriculum. The product of the number of students registered for a module at census date multiplied by the credit value of that module (within the curriculum)
First time entering	The person (a) is effectively registered in the collection period for an undergraduate or pre-diplomat course and (b) in the past has not been effectively registered in any higher education course at the institution or any other higher education institution.
FTE/headcount ratio	ratio/relationship used in student HEMIS analyses whereby the relationship of enrolled FTE loads to students registered for a qualification
FTE Staff	Full-time-equivalent staff. The total number of full-time staff plus the full-time equivalent of the part-time staff. The result may be the actual calculation determined by the number of hours worked by all part-time staff divided by the average number of hours worked by a full-time employee (a numerical designator for an appointment based on 100% for full time)
Graduation Rate	The proportion of total enrolments graduating in a given year.
Graduates	A student who has successfully completed all the educational requirements for a specified academic program of study - based on the year in which the student completed.
Headcount student	Total, unduplicated number of students enrolled in a post-secondary education institution at a given census date, regardless of their course load.
Instruction/research staff	Are academic staff who spend more than 50% of their official time on duty on instruction and research activities

LIST OF ACRONYMS

APP	Annual Performance Plan
APS	Admissions Point Score
ARC	Audit and Risk Committee of Council
AVE	Advertising Value Expenditure
CA	Corporate Affairs
CAD	Centre for Academic Development
CCMA	Commission for Conciliation, Mediation and Arbitration
CHE	Council on Higher Education
DHET	Department of Higher Education and Training
EXCO	Executive Committee of Council
FINCOM	Finance Committee of Council
FTE	Full Time Equivalent, either staff or student
FYE	First-Year Experience
GOVCOM	Governance Committee of Council
HEDA	Higher Education Data Analyser
HOD	Head of Department
HR	Human Resources
HRC	Human Resources Committee of Council
ICT	Information and Communication Technology
ICTGC	ICT Governance Committee of Council
IPMS	Integrated Performance Management System
IT	Information Technology
ITS	Integrated Tertiary Software
KPI	Key Performance Indicator
LMS	Learner Management System
MANCOM	Management Committee
PG	Postgraduate
PM	Performance Management
PMS	Performance Management System
PQM	Programme Qualification Mix

REMCO	Remuneration Committee of Council
RICI	Research, Innovation, Commercialization and Internationalisation
SASSE	South African Survey of Student Engagement
SET	Science Engineering and Technology
SETA	Sectorial Education and Training Authority
SLP	Short Learning Programme
SSF	Strategic Success Factor
STP	Science and Technology Park
TDG	Teaching Development Grant
TTI	Technology Transfer & Innovation
UG	Undergraduate
WIL	Work Integrated Learning
VC	Vice-Chancellor and Principal
VCR	Vaal Community Radio
VUT	Vaal University of Technology
VUTELA	Vaal University of Technology E-Learning Alive

SECTION 1

INTRODUCTION

In terms of the Higher Education Act 101 of 1997, as amended, and the Regulations for Reporting by Public Higher Education Institutions gazetted in 2014, the University submits to the Minister of Higher Education, Science and Innovation, the Integrated Annual Report detailing the activities, management and administration of the University for the period 1 January to 31 December 2022. This Integrated Annual Report meets the requirements of the Reporting Regulations. The report therefore integrates significant information about strategy, risks and opportunities and correlates them to social, environmental, economic and financial issues with a view to enabling stakeholders to assess the University's performance and its ability to create, add and sustain value over the short, medium and long term. The University operates within the directives of the Auditor General of South Africa and is guided by the King IV Principles of good corporate governance. The University has formally adopted a Governance Framework within which governance, strategy, performance, talent, integrity, risk and culture are integrated and intertwined. Furthermore, the University embraces the idea of linking the experience of students, staff and the community to its public accountability mandate as a transformational guide to ensure fitness of purpose and relevance to a changing and ever complex environment.

The year 2022 was a challenging year for the University. Firstly, it was the first year during which the Covid19-induced regulations were relaxed and the world and higher education were expected to return to “normality”. While grappling with how to manage the academic processes and procedures post the pandemic, the University also had to deal with remnants and effects of the pandemic, such as lost lives (staff and students), however low these figures were. Secondly, the University was also still dealing with some signs of the post-administration syndrome normally characterised by *inter alia*:

- A new council that is unsure of what to do, morbidly afraid to make decisions for fear of making the same mistakes as its predecessors;
- A council that doubts the competence of its own committees and constantly rehashes discussions that should have taken place in committees at council level, leading to council meetings that are too long and often pointless;
- A Council that distrusts management and management reports;

- Changes meant to tighten policies many times to a point of paralysis, especially the SCM/Procurement policy leading to unspent funds and key projects that suffer in the process;
- New Management that is afraid to exercise decisive leadership, afraid to use institutional memory as a resource,
- A new vice-chancellor who distrusts current executive managers and his/her office staff;
- Attempts to layoff or rid the university of staff members perceived to be “undesirable”, leading to several CCMA cases, many of which the University loses;
- If the administration period proved to have been just a compliance exercise to the terms of reference of the administrator without a “deep-dive” exercise and proper data-mining to understand root causes of the problems that led to administration, an institution is likely to slide back into another administration soon after. (Mokoena, 2022)

It is indeed commendable that the University experienced only a mild form of this syndrome. Thirdly, leadership challenges characterised by the fallout between the chairperson of Council and the Vice-Chancellor and Principal threatened to undermine stability and nearly brought the University to a precipice of governance collapse.

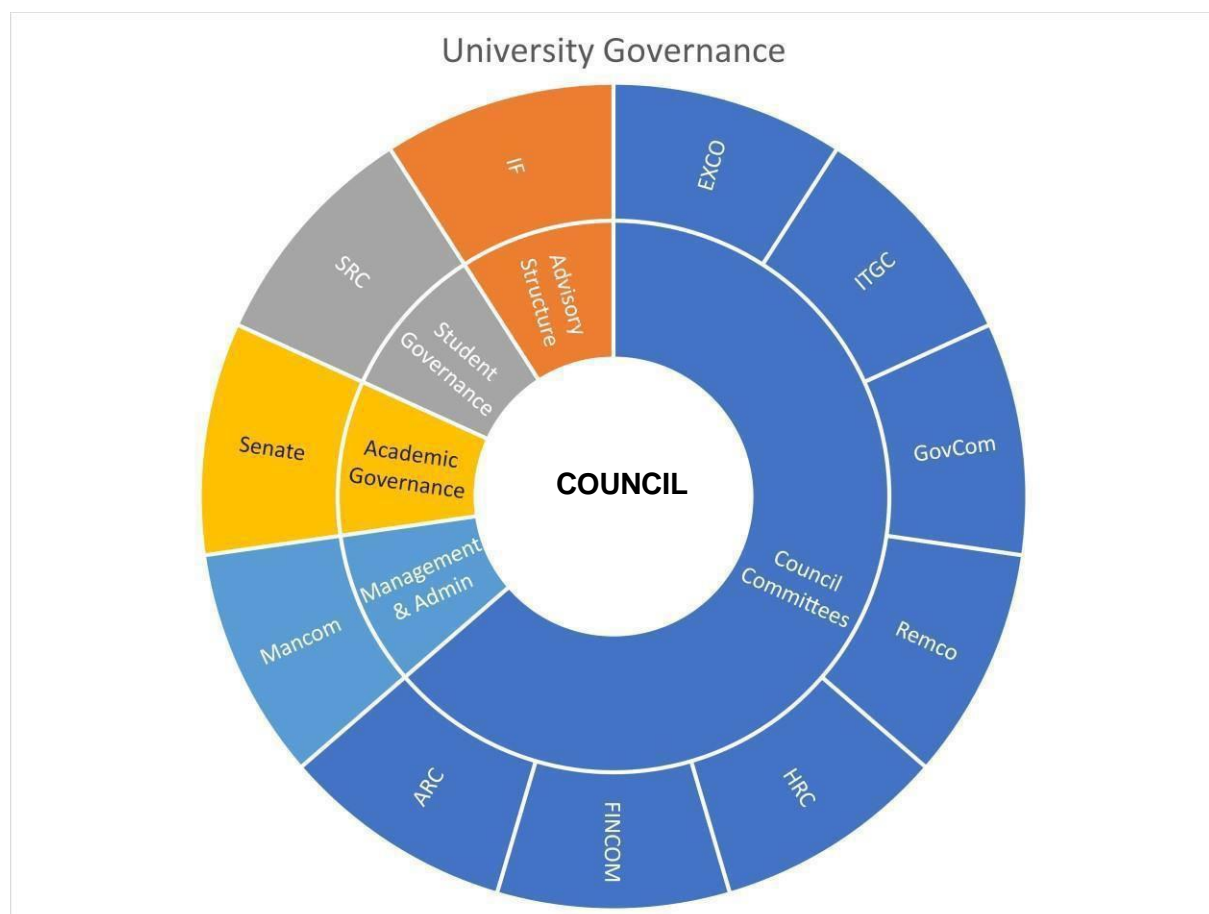
Despite the challenges outlined above, the University managed to keep afloat. The core functions of the University entailing teaching & learning, research, community engagement and tech-transfer and innovation were successfully managed. The academic project and governance under the stewardship of the Senate of the University was all but tarnished by the unfortunate challenges mentioned above. Student life and governance continued to be commendable. This report is as far as is realistic, a candid, honest and transparent exposition of the governance, strategy and performance of the Vaal University of Technology over the period 1 January 2022 to 31 December 2022.

SECTION 2

VUT'S GOVERNANCE, MANAGEMENT AND ADMINISTRATION

UNIVERSITY GOVERNANCE

The Council of the University is mandated through the Higher Education Act 101 of 1997 (as amended) and the University Statute to govern the Vaal University of Technology. To ensure that it achieves its mission, Council relies on various structures. Firstly, it relies on the Senate, which is the highest academic decision-making body, chaired by the Vice-Chancellor and Principal. Secondly, it relies on the Institutional Forum (IF), as per the prescripts of the Act, which serves as a useful advisory body to the Council with regards to key decisions that Council has to make. Thirdly, it relies on the Student Representative Council (SRC) which raises student issues with Council through the relevant forums. The governance structures and their relationships are shown in the following figure.

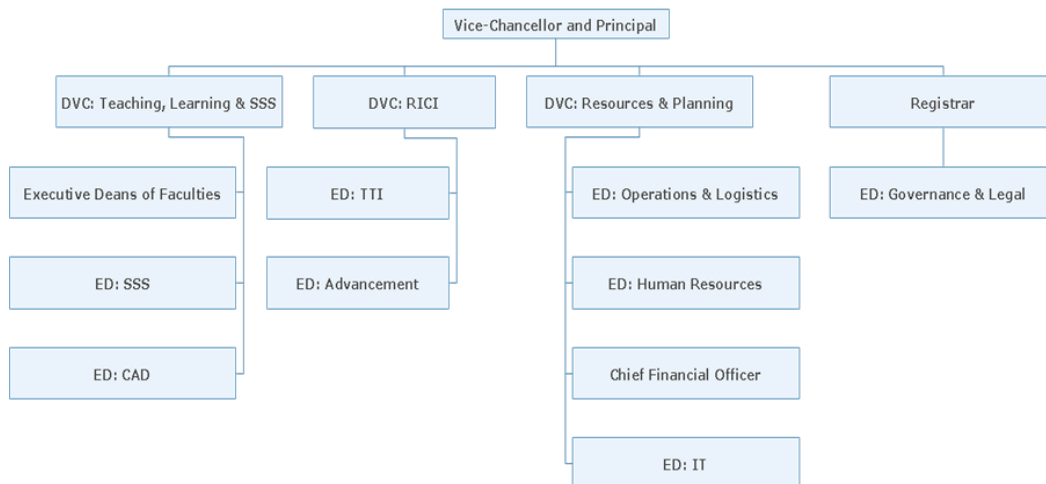


MANAGEMENT AND ADMINISTRATION

The Management and Administration of the University is exercised in accordance with the provisions of the Higher Education Act 101 of 1997 (as amended) and the King IV Report on Corporate Governance. The Vice-Chancellor and Principal exercises responsibility over the Management and Administration of the University. The Vice-Chancellor and Principal executes his/her responsibilities assisted by the University's Executive Management. In the exercise of this responsibility, the Vice Chancellor and Principal, together with the Executive Management, endeavour to ensure careful separation of the University's Management and Council's Governance function. This careful balancing of the two functions is crucial for the continuous healthy relationship between Management and

Council. In terms of the Higher Education Act 101 of 1997 (as amended), the key officials of the University are Chairperson of Council, Vice-Chancellor and Principal and the Registrar. The University's Management function is

facilitated by the following structure:



Dr TD Mokoena

Acting Vice-Chancellor and Principal

11 August 2023

Date

SECTION 3

MESSAGE FROM THE CHANCELLOR

The position of Chancellor is currently vacant. The University anticipates that the position will be filled by the third quarter of 2023.

SECTION 4

THE REPORT OF THE CHAIRPERSON OF COUNCIL

On behalf of the Vaal University of Technology (VUT) Council, it is my pleasure to present the University's 2022 Annual Report.

STATUTORY FRAMEWORK

The Council of the Vaal University of Technology (VUT) was constituted in August 2021, in accordance with the Higher Education Act 101 of 1997 (as amended) and the University Statute, which was approved in 2021. The Council assumed responsibility from the Administrator, who had been appointed by the Minister to manage both the University's functions and its Council. As stipulated in the Administrator's Terms of Reference, whose part of the mandate entailed reviewing the Statute and facilitating the formation of a new Council for the University.

In accordance with the Act and the Statute, the Council receives support from various governance structures to carry out its mandate. Notably, these include the Senate, the Institutional Forum, and the Student Representative Council (SRC). The University's Senate holds the responsibility for overseeing academic matters and serves as the foremost academic entity within the institution. It bears the duty of managing teaching, learning, technology transfer, innovation, community engagement, and research activities on behalf of the Council, while also providing regular reports on these facets to the Council.

The Institutional Forum, on the other hand, offers counsel to the Council on issues mandated by the Act and the Statute. Furthermore, the Council engages in consultations with the student body through the SRC to ensure student perspectives are considered in decision-making processes.

GOVERNANCE

VUT's Council administers the University in strict accordance with the Statute and the Act. Council is unwavering in its dedication to adhering to sound governance principles and practices, as delineated in the King IV Code of good governance. Since its establishment, Council has consistently undertaken policy reviews to guarantee their pertinence, contemporaneity, and appropriateness. Moreover, Council has diligently maintained the operational functionality of the University's compliance function, thereby ensuring adherence to legislative requirements, policies, and regulations.

Council has also committed itself to efficient ESG (environmental, social, and governance) standards. To this end, it has mandated that the management establish a structured social and ethics framework, along with policy and practice guidelines for the University, to which Council will hold the management accountable. Furthermore, Council has emphasised the importance of green building practices and the exploration of alternative, environmentally friendly energy sources for the University.

The Risk Management function has evolved under Council's guidance, achieving a risk maturity rating of level 2. Council has ensured the establishment of requisite risk management tools and their implementation, guaranteeing comprehensive assurance reports to Council. In response to this directive from Council, the Management has established the Risk Management Committee (RMC). Additionally, Council has taken steps to ensure the existence and functionality of a Combined Assurance Model (CAM) for the University.

GOVERNANCE CHALLENGES IN 2022

In 2022, Council encountered significant challenges largely arising from the dynamic between the former Council chairperson and the Vice-Chancellor. Tensions emerged between these two individuals due to disagreements surrounding the Vice-Chancellor's performance contract, which necessitated joint endorsement. These tensions escalated, ultimately leading to the unfortunate resignation of the Council chairperson. A subsequent election resulted in the appointment of a new chairperson, and, in response to these developments, Council initiated an independent investigation into the underlying causes and consequences of these tensions. The investigation's findings have since been presented and adopted by Council.

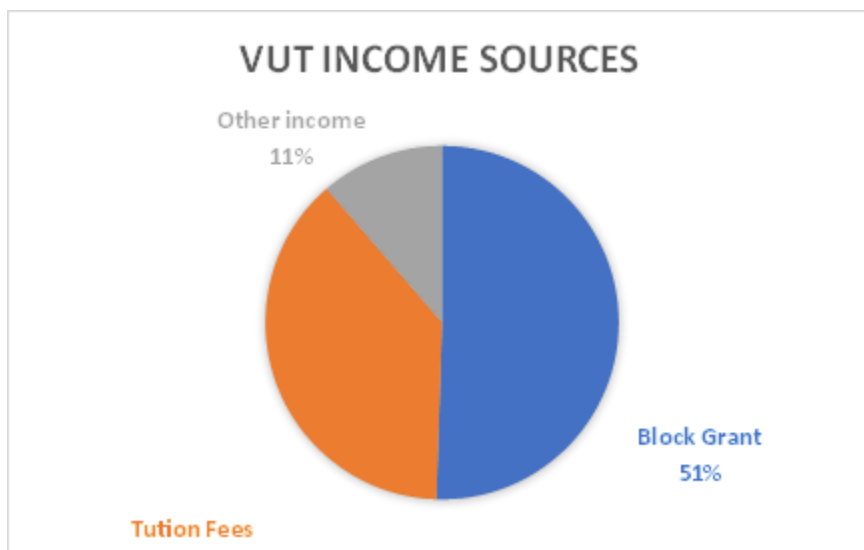
ECONOMIC OUTLOOK AND SUSTAINABILITY

In 2022, the South African economy faced a downturn, experiencing negative growth as indicated by a 1.3% decline in the country's gross domestic product (GDP) during the fourth quarter, according to Stats SA. Additionally, Stats SA reports that the average increase in fees at universities and universities of technology was 5.1% in 2021, surpassing the 4.7% rise seen in 2020. Specifically, university residence fees rose by 6.5% in 2021, slightly exceeding the 5.9% increase observed in 2020. This pattern persisted into 2022. Notably, the difference in the Tertiary Education CPI between January 2023 and January 2022 was 4.2. The Tertiary Education CPI index for December 2022 stood at 104.2 (compared to 100 in December 2021).

These challenges are compounded by South Africa's downgrade to junk status and

subsequent grey listing. The economic prospects for the country are undeniably gloomy. These adverse economic conditions have ramifications for higher education. The trends in the broader South African economy directly impact the higher education landscape. Simultaneously, numerous regulatory and imperatives exert influence on the public university sector's economic landscape. The subsequent discussion will provide further insight into these matters.

In the wake of the #FeesMustFall movement, a CPI-linked fee compact was implemented to regulate university student fee increases. Consequently, student and accommodation fee hikes were capped, impacting the autonomy of universities and their capacity to independently set fee adjustments. As a result, universities with limited resources experienced a decline in student fees. The majority of universities rely primarily on government grants as their primary funding source, with student fees serving as a secondary income stream, albeit marginal, commonly referred to as third-stream income. VUT is no exception in this regard. The employee compensation-to-tuition fees ratio at VUT stands at 1.3. This indicates that without government grants, the institution would be unable to meet its salary obligations. Moreover, the proportion of block grant income to tuition fees and other forms of income is illustrated in the accompanying figure:



The graph depicts the marginal nature of Other Income and underscores the prevalent reliance on government grants. In addition to this challenge, there exists a significant concern regarding an exceptionally high student debt. As a result, a substantial portion of the reported tuition fees essentially remain as bookkeeping entries, signifying that a considerable amount

is designated and ultimately recognised as uncollectible debts. Much of this debt can be attributed to the “missing-middle” phenomenon. This existing reality is both untenable and unsustainable, having significantly contributed to the current financial predicament faced by the University. Despite the Council’s endorsement of a strategy for reducing debt, cultivating a fresh fee payment culture will necessitate a substantial period to take root.

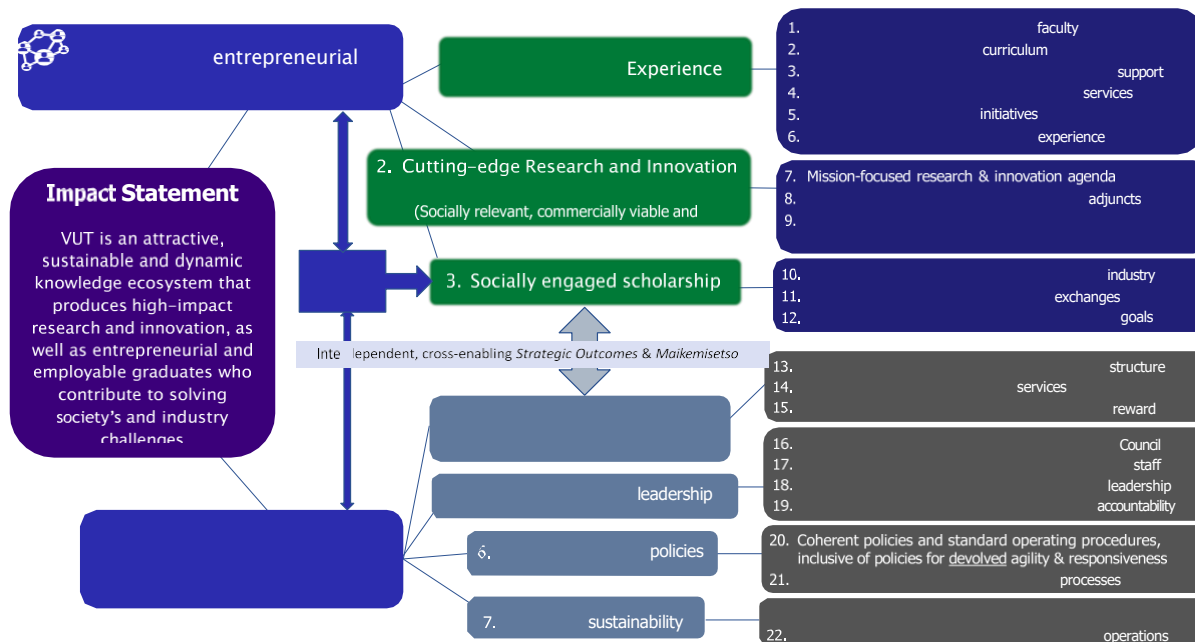
In addition to the aforementioned challenges, VUT has encountered consistently low FTEN registration numbers in recent years. These figures have impacted the calculation of FTE figures, consequently leading to penalties and adverse effects on the block grants received. Throughout the year 2022, Council collaborated closely with management to formulate a comprehensive financial strategy that addresses the majority of the aforementioned concerns. This financial strategy is anticipated to gain Council’s approval in the second quarter of 2023. Furthermore, Council has established stringent targets for the management to strive toward achieving the enrolment plan targets and other pivotal indicators. This directive aims to ensure that the University effectively overcomes the aforementioned challenges, as well as any emerging issues.

The challenges highlighted above have resulted in Council’s approval of a deficit budget for both 2022/23 and 2023/24. With the guidance of the mentioned Financial Strategy, Council aims to rectify this situation to prevent the need for approving a deficit budget in subsequent years. Council will maintain ongoing oversight of student enrolments, student debt levels, and the University’s expenditure trends to secure the financial sustainability of the institution.

UNIVERSITY STRATEGY

During the course of the year 2022, the University undertook a comprehensive review of its strategy, as mandated by Council and facilitated by the university’s management. This process involved extensive consultations and culminated in the formulation of the VUT Strategy 2033+.

This strategy reaffirms a vision and mission that comprehensively encompass the fundamental objectives of a university of technology. It takes into account the institution’s strengths to build upon and weaknesses to address, while remaining attuned to its environment and unique positioning to capitalise on opportunities. Moreover, it upholds a commitment to broader developmental objectives, in alignment with VUT’s aspiration to make a significant impact. In summary, the strategy can be encapsulated as follows:




LEGAL FRAMEWORK

The legal and regulatory framework guiding the University's operations remains volatile. It confronts challenges stemming from the dynamic nature of NSFAS arrangements and conditions, as well as the protracted anticipation of funding arrangements for the higher education sector. Council maintains vigilant oversight over alterations in the legal and regulatory landscape of higher education that could potentially influence the institution's management and governance. Furthermore, Council has engaged in several meetings with the Parliamentary Portfolio Committee on Higher Education, Science and Innovation. These interactions were necessitated by the University's need to address numerous challenges throughout the year, aligning with the Committee's oversight role over the institution.

CONCLUSION

Council fully acknowledges the magnitude and complexity of the impending challenges for the University. Undoubtedly, these challenges will bear profound implications for the University's governance and management. Council is dedicated to collaborating closely with the management to navigate these difficulties and safeguard the academic endeavour as much as possible from the detrimental impacts of the University's challenges. Council wishes to extend its gratitude to all stakeholders of VUT for their unwavering support during exceedingly arduous times. Additionally, Council expresses its appreciation to the Vice-Chancellor and his team for their effective and efficient execution of responsibilities, as well as their continued support to Council and its committees. Council also extends its thanks to

the Department of Higher Education, Science and Innovation, and the Minister for their ongoing support and guidance.



15 August 2023

Prof M Radebe
Chairperson of Council

Date

SECTION 5

STATEMENT OF COUNCIL ON GOVERNANCE

The Council of the University is responsible for the overall governance of the University in accordance with the Act and the Statute. Council also employs principles of good governance as espoused in King VI in executing its responsibilities. At the heart of this mandate is ensuring that ethical and effective leadership is maintained at all material times. The broad functions of Council in accordance with the statute include adopting the University's vision, mission and values for the University and monitoring the realisation thereof, sustaining the University's reputation and financial health, the institutional climate, and the well-being of its employees and students and protecting the institutional autonomy of the University and the academic freedom of its employees while upholding public accountability, and deliberates on the nature and role of the University.

Council has also established a Code of Conduct for its members that ensures that at all times members exercise their fiduciary duty. This is based on the concept of trust, trusteeship and stewardship, which requires members to act in good faith and in the University's best interest. Also, the Code enjoins members to exercise their duty to act within powers of authority (*intra vires*) which entails that members undertake to act on behalf of and commit the University only to the extent permitted by the powers and authority conferred upon them. Lastly, members are expected to exercise their duty of care and skill, which entails exhibiting the degree of care, diligence and skill that may reasonably be expected from members with their general knowledge, skill, and experience.

UNIVERSITY COUNCIL

2022 proved to be a very challenging year for the University Council. The tension between the former chairperson of Council and the Vice-Chancellor and Principal, alluded to elsewhere in the report, affected Council cohesion and nearly split Council. It is however commendable that despite these challenges, Council was still able to perform its oversight function and approved a number of strategic documents and projects. Over this period, Council continued to ensure that the assurance provision by management, corporate functions, internal and external auditors and professional bodies is effective and monitored consistently. In performing its role, Council ensured at all times that it takes into account compliance with relevant laws, regulations and the Department of Higher Education, Science and Innovation's policies.

- mework;
- Audit Overruns;
- Appointment of Internal Auditors for a period of 3 years (2022-2024);
- Risk Register;
- Compliance Register;
- Quarterly Litigations Registers;
- Fraud and Corruption Prevention Policy;
- Compliance Management Policy;
- 2022 Institutional Implementation (IIP) Plan Mid-Year Performance Report.

THE HUMAN RESOURCES COMMITTEE OF COUNCIL (HRC)

The scope of the Human Resources Committee of Council includes the approval and monitoring of implementation of human resources policies and monitoring of compliance with applicable labour legislation and regulations. The Committee also plays an oversight role over the development and implementation of the Institutional Transformation Plan. The Committee oversees HR frameworks in relation to talent management, policy, culture and continued strategic alignment. On behalf of Council, the Committee also does the following:

- Organisational culture;
- Review of the annual talent strategy and plan;
- Input into annual organisational workforce plan, goals and objectives, and progress report indicators and report to the Council on potential risks or gaps in resources;
- Annual review the Organisational Structure and Management Succession Plan;
- Review of the Labour Relations Strategy;
- Review and monitoring of employee health and wellness, including occupational health and decent working conditions as described by the International Labour Organization Protocol;
- Skills development progress;
- Employment Equity compliance and strategy;
- Oversight of the definition of critical skills, high potential and management.

During the period under review the Committee dealt with the following, inter alia:

- Appointment of the Executive Dean: Human Sciences.
- Appointment of the Executive Director: Human Resources.
- Appointment of Executive Dean: Faculty of Engineering and Technology.

- Appointment of Executive Dean: Faculty of Management Sciences.
- Appointment of Acting incumbents in the positions of DVC: Resources and Planning and DVC: Research, Innovation, Commercialisation and Internationalisation.

GOVERNANCE COMMITTEE (GOVCOM)

The Governance Committee's function is primarily to ensure that Council functions properly. On behalf of Council, the Committee deals with Council membership matters, Code of Conduct, Committees of Council and Institutional Rules. On behalf of Council, the Committee also does the following:

- To assist the Council in fulfilling its governance and oversight responsibilities for the University's process of monitoring compliance with relevant laws and regulations and Code of Conduct.
- To keep the Council informed of current best practices in corporate governance;
- To review corporate governance trends for their applicability to the VUT;
- To update the VUT's corporate governance principles and governance practices;
- To advise on the skills, qualities and professional or educational experiences necessary for effective Council members;
- To maintain effective working and communication relationships with student members, Council and Management.
- To report to Council on all matters relating to the Council and its Committees.
- To provide strategic guidance on retention and appointment of an actively engaged membership of Council with the requisite knowledge, skills, abilities, and values to fulfil the University's vision and mission.

During the period under review the Committee dealt with the following, inter alia:

- The VUT Governance Framework was developed and approved.
- Council conducted its preliminary Council Performance Evaluation.

REMUNERATION COMMITTEE OF COUNCIL (REMCO)

The purpose of the Remuneration Committee is to provide the Council with assurance concerning the development of policy on executive remuneration and for fixing the remuneration packages of individual members of the remit group (Post Levels 1 to 4) as well as determining the remuneration philosophy and strategy for the Institution as a whole.

Annual review in remunerations packages, systems and industry benchmarks to ensure the University maintain a competitive position in line with industry standards. On behalf of Council, the Committee also does the following:

- Determine the remuneration for members of Post Levels 1 to 4 in line with the University's Remuneration Policy.
- Determine the remuneration scales of employees on Post Levels 5 to 16 and provide the necessary mandates for salary increases for these post levels.
- If necessary, determine severance arrangements for members of the remit group.
- d. Set policy, establish arrangements and monitor implementation and trends in relation to all staff.
- Review issues of equality and diversity in relation to remuneration of the remit group and all other staff.
- Receive, consider and discuss the results of the University's Total Rewards Strategy and Gap Audits; receive both reports and a summary presentation, which covers all staff groups, and provide assurances to Council.
- Monitor diversity data related to remuneration overall at the University and make appropriate recommendations on remuneration policy.

OTHER MATTERS CONSIDERED BY COUNCIL DURING 2022

Council, at its first Ordinary meeting of 25 March 2022 formally welcomed the newly appointed Vice-Chancellor and Principal, Prof ND Kgwadi, who assumed office on 1 February 2022. This was one of the milestones achieved by the Council since its inception in August 2021.

During the same quarter, the office of the Ombud was successfully established and a charter developed and approved by the Governance Committee.

Council further appointed a task team for selection and appointment of a Chancellor. The task team, together with the newly appointed Vice-Chancellor successfully carried out their mandate of appointing a Chancellor for the University. However, the Chancellor resigned 2 months after he assumed office.

During the year under review, Council held a strategy review workshop whereat the status of the university was assessed against the strategy and institutional plans such as the Annual Performance plan, and the Institutional Implementation Plan for 2022. A roadmap of prioritized projects was presented to Council by management, including its catalytic impact towards achieving the objectives of the strategy.

In accordance with S8(G) of the Statute, Council may delegate its functions to a committee of the Council, with the right to delegate further. Other matters approved by Council during 2022 included the following:

- Revised Institutional Strategy
- 2023 Annual Performance Plan
- 2023 Institutional Budget
- VUT Foundation – Council approved the proposed list of board members for VUT Foundation

COMPOSITION OF COUNCIL AND COMMITTEES OF COUNCIL

During 2022 Council was composed as per the following table:

Name	Category of Membership as per Statute	Gender
External Members		
Ms R Buthelezi (Chairperson until 18 October 2022)	Section 9 (A) viii	F
Prof NI Morgan (Deputy Chairperson)	Section 9 (A) vii	M
Dr CM Kganakga	Section 9 (A) viii	F
Mr N Mahlako	Section 9 (A) ix	M
Mr S Khanyile	Section 9 (A) vii	M
Mr S Mahlalela	Section 9 (A) viii	M
Mr T Zororo	Section 9 (A) viii	M
Ms CE Simpson	Section 9 (A) viii	F
Ms JB Manche	Section 9 (A) vii	F
Ms S Hamdulay	Section 9 (A) viii	F
Ms TS Sebela	Section 9 (A) ix	F
Prof MJ Radebe (Chairperson from 07 November 2022)	Section 9 (A) vii	M
Vacant	Section 9 (A) vii	
Internal Members		
Prof ND Kgwadi	Section 9 (A) i	M
Dr A Harmse	Section 9 (A) iii	F
Dr L Maleho	Section 9 (A) iii	M
Mr M Masendi	Section 9 (A) vi	M

Mr P Tjotjo	Section 9 (A) v	M
Mr S Ntini	Section 9 (A) vi	M
Mr T Bojabotsheha	Section 9 (A) iv	M
Prof M Linington	Section 9 (A) ii	F

Over the year 2022, Council held a total of 10 meetings (four ordinary meetings and six special/extraordinary meetings). Attendance of Council members at ordinary meetings is summarised below:

Member	25/03/2022	24/06/2022	23/09/2022	25/11/2022
	Council Meeting	Council Meeting	Council Meeting	Council Meeting
Kgwadi, ND (Prof)	A	A	A	A
Buthelezi, R(Ms)	A	A	A	A
Manche, J (Ms)	A	A	A	A
Sebela, T (Ms)	A	A	A	A
Zororo, T (Mr)	A	A	A	A
Morgan, N (Prof)	A	A	A	A
Radebe, M (Prof)	A	A	A	A
Mahlalela, S (Mr)	A	A	A	A
Khanyile, S (Mr)	N	N	A	A
Kganakga, C (Dr)	A	A	A	A
Mahlako, N (Adv)	A	A	A	A
Simpson, C (Ms)	A	A	A	A
Hamdulay, S (Ms)	A	N	A	A
Linington, M (Prof)	A	A	A	A
Mgobo, N (Ms)	A	A	A	A
Maleho, L (Dr)	A	A	A	A
Harmse, A (Dr)	A	N	A	N
Bojabotsheha, T (Mr)	A	A	A	A
Tjotjo, P (Mr)	A	A	A	A
Masendi, M (Mr)	N	A	A	A
Ntini, S (Mr)	N	A	A	A
Attendance %	86.7%	86.7%	100%	95.2%

Key: A=Attended; N = Absent

In the execution of its functions, Council is assisted by its Committees. The following are Committees of Council and their composition:

EXECUTIVE COMMITTEE OF COUNCIL (EXCO)	
Ms R Buthelezi	Chairperson of Council (Chairperson)
Prof N Morgan	Deputy Chairperson of Council
Ms C Simpson	Chairperson of Audit and Risk
Mr S Mahlalela	Chairperson of Finance and Infrastructure Committee
Ms J Manche	Chairperson of Human Resources Committee
Prof ND Kgwadi	Vice-Chancellor and Principal
Ms N Mgobo	CFO
Prof M Linington	DVC: Teaching, Learning and Student Support Services

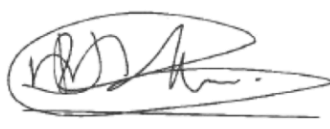
GOVERNANCE COMMITTEE (GOVCOM)	
Ms R Buthelezi	Chairperson of Council (Chairperson)
Prof N Morgan	Deputy Chairperson of Council
Ms S Hamdulay	External Council Member
Mr T Zororo	External Council Member
Ms T Sebela	External Council Member
Prof ND Kgwadi	Vice-Chancellor and Principal
Prof R Mabuza	Acting DVC: Resources and Planning

AUDIT AND RISK COMMITTEE (ARC)	
Ms C Simpson	External Council Member (Chairperson)
Prof N Morgan	Deputy Chairperson of Council
Mr T Zororo	External Council Member
Mr N Mahlako	External Council Member
Mr J Rockson	Co-opted member (Specialist)
Prof ND Kgwadi	Vice Chancellor and Principal
Prof R Mabuza	Acting DVC: Resources and Planning
Ms N Mgobo	The Chief Financial Officer
Internal and External Auditors	In attendance
Office of the Auditor General	In attendance

FINANCE AND INFRASTRUCTURE COMMITTEE (FINCOM)	
Mr S Mahlalela	External Council Member (Chairperson)
Ms S Hamdulay	External Council Member
Ms C Simpson	Chairperson of the ARC
Mr P Moyo	Co-opted Member (Specialists)
Ms T Ngwenya	Co-opted Member (Specialists)
Prof ND Kgwadi	Vice-Chancellor and Principal
Prof R Mabuza	Acting DVC: Resources and Planning
Ms N Mgobo	Chief Financial Officer

HUMAN RESOURCES COMMITTEE (HRC)	
Ms J Manche	External Council Member (Chairperson)
Mr S Mahlalela	The Chairperson of the FINCOM
Mr N Morgan	The Deputy Chairperson of Council
Prof M Radebe	External Council Member
Ms B Ramabodu	ED: Human Resources
Prof ND Kgwadi	Vice-Chancellor and Principal
Prof R Mabuza	Acting DVC: Resources and Planning

REMUNERATION COMMITTEE (REMCO)	
Mr N Morgan	Deputy Chairperson of Council (Chairperson)
Ms J Manche	Chairperson of the Human Resource Committee
Mr S Mahlalela	Chairperson of the Finance and Infrastructure Committee
Prof ND Kgwadi	Vice-Chancellor and Principal



Prof M Radebe

Chairperson of Council

15 August 2023

Date

SECTION 6

VUT STATEMENT ON SUSTAINABILITY

The Vaal University of Technology is cognisant of its *raison d'être* as a public university which purposefully draws the bulk of its students from the working class disadvantaged students. The Vaal University of Technology seeks to align its operations to national development plan and the 17 Sustainable Development Goals in all its activities and operations. As such the university is responsive to the social-economic, environmental and political aspirations of the country, the continent and the world under SDG 16 – peace justice and strong institution. VUT, therefore, remains committed to sustainable development practices in its research to ensure a balanced ecosystem.

ENVIRONMENTAL SUSTAINABILITY

(a) VUT embraces sustainability.

Sustainability at VUT is focused on the recognition that VUT community lives in a world with finite resources, and that well planned actions need to be taken now to protect the environment and meet the needs of the future for the next generation. VUT is continually reviewing and renewing its practices, making sure that its community gets the best possible university experience without damage to the environment.

VUT encourages dialogue on sustainability among VUT community members and takes the United Nation's sustainability development goals (SDGs) into account when managing a few sustainability-focused projects. The University is aware that for students studying and staff working at an environmentally sustainable university offers benefits for all.

(b) Environmental sustainability initiatives to date and beyond

The environmental sustainability is a standing agenda item in the projects and logistics meetings to create awareness in faculties and divisions about the importance of protecting our environment. The University has a proactive approach to environmental management to meet legal and ethical obligations and comply with environmental legislation. The Occupational, Health, Safety and Environment (OHS & E or OSHE) Act and Regulations are strictly adhered to and duly implemented.

Chemical waste, health product waste and pest control, to mention but a few, are treated according to the required procedures to protect the environment.

The new Life and Physical Sciences building will be housing the Agriculture, Biotechnology, Chemistry, Environmental Science, Nondestructive Testing and Physics laboratories. This building is planned in such a way that it can easily be equipped with Solar Photo-Voltaic Panels (Solar PV Panels), good insulation, energy-efficient lighting and certified with recognized sustainability standards.

VUT paved the way for teaching and learning and research by striving for a green campus operation in the following manner:

- i. VUT is currently drafting the Energy Management Strategy aimed at introducing sustainable measures/initiatives for the entire existing campuses, these will address matters in areas such as portable water (boreholes are currently considered), alternative power supply (Solar PV Panels) for which an initial budget of R2,0m is budgeted for under 2023 budget, etc. Supporting this initiative is the allocation of R10,5m for the installation of standby generators by VUT and R8.3m allocation by DHET for residences under 2023 budgets, respectively.
- ii. Some buildings are planned in such a way that they can easily be equipped with Solar Photo-Voltaic Panels (Solar PV Panels), good insulation, energy-efficient lighting and certified with recognized sustainability standards. This is so that energy cannot be wasted.
- iii. Spending decisions of the university are based on sustainable choices by considering social, economic, and environmental impacts. Thus, the right products/ materials and complementary services are carefully selected to minimize waste, extend the lifecycle of products/ materials and to reduce any after-effects of waste disposal from products/ materials procured.
- iv. Initiatives exist that are aimed to improve the environmental inputs of our laboratories, especially the Biotechnology, Biomedical Technology, Chemical Engineering, Chemistry, Nondestructive Testing and Nursing laboratories. The handling of hazardous waste from laboratories and other operations of the University including the Fluorescent lights is considered critical as the risk is too high in any spills into the ground, processes included appointment of licensed Hazardous Waste Removal Companies.
- v. VUT is also engaged in the discussions with Government for the establishment of an E-Waste Management System for our Main Campus as the means to deal with

Electronic Waste Management issues. VUT is determined to keep the environment clean and sustainable.

VUT considers the design, operation, and maintenance of the infrastructure as a significant opportunity to conserve energy, water and reduce waste. Water is critical to sustainable development of the university and there is recognition of the importance of continued water supply and conservation measures.

VUT is committed to protecting, managing, and enhancing biodiversity values through a few measures including planting trees species, sustainably managing pests, and working closely with grounds staff to maintain the Campus, Residences, Quest, and Educuity. The process of planting more trees/plants in the Main Campus has commenced and is planned to be rolled out to other spaces, especially covering the Science Park Campus which is barely protected with trees. The designs of the Landscaping including the trees and greenery will be contained in the Campus Infrastructure Masterplan that is currently under development due for completion by September 2023, these will enhance the concepts of green and smart campus.

(c) Social transformation

VUT is committed to retaining existing staff and recruiting new staff to fill vacant positions. Staff recruitment and retention are performed in accordance with the HR procedures and policies to ensure fairness to all staff.

The Operations and Logistics, IT services and Resources and Mobilization departments collaborated with stakeholders and industries to acquire resources that enrich staff, students, and the community.

(d) Innovation

VUT has created a conducive environment for staff to generate new ideas. Staff has been engaged in effective ways to renovate and maintain student residences, Quest accommodation center and conference/workshop venues, and Science Park.

The institution has begun with the installation of modern ICT systems (e.g., WIFI and others) in the Vanderbijlpark and Educuity campuses as well as at the student residences.

(e) Student Sustainability Campus Lifestyle

To ensure sustainability VUT is maximising support for students with disabilities in residences by ensuring that residences are compliant for students with disabilities (e.g. ablution facilities and ramps), the students' rooms were converted to suit the conditions of students in every block, further the blocks under renovations have included the specifications as well so that all students are treated fairly.

The university in its effort to address the social impact which ensures sustainability of the university, it provides psycho-emotional interventions to ensure that students don't have hindrances with their academics. Ensuring that students are afforded decent rooms with resources that will sustain and satisfy students so that the institution is socially sustainable and promote the image of the institution as whole.

Contribution of students to environmental sustainability

Green Campus is a Higher education community that is improving energy efficiency, conserving resources and enhancing environmental quality by educating students for sustainability and creating healthy living and learning environments through their Wednesdays and early Saturdays thrash pick-ups. VUT paved the way for teaching and learning and research by striving for a green campus operation in the following manner:

- Students identify key areas that would contribute substantially towards energy saving and come up with different ways to conserve energy from the areas identified and implement them.
- Students are now performing energy audits, greenhouse gas inventories and investigate the availability and the costs of alternative practices and technologies.

The purpose of Green Campus initiative is also to promote greenness at our residences through the process of recycling, re-use and reduce of materials to ensure environmentally friendly and clean residences, further the part of creating a conducive Living and Learning environment at the student residences is creating fun activities which enable students to play with their residence mates. The initiative is also intended for students to grow holistically by enabling students to participate in other projects outside their academics.

Economic sustainability to be renamed to financial sustainability.

To ensure financial sustainability of residences the university focuses on the following operations/ strategies:

- Collection of fees in a timely manner.
- Tracking income and expenditure monthly.
- Increase the residence income.
- Increasing third stream income
- Sourcing bursaries for resident students (encouraging academic excellence so companies can fund students).
- Partnering with the private sector for resource mobilisation initiatives.
- Reducing/managing municipality service and security service fees and ensuring goods and services procured are not misused.

Student Social Transformation and equity impact in sustaining the university

- Community building – the residence infrastructure where students reside provides students with a sense of community and belonging.
- Living with their peers can help them form lasting friendships, which can contribute to their overall satisfaction with the university experience.
- This sense of community is essential in creating a supportive environment for learning and personal growth.
- Students' engagement – living on campus can encourage students to participate in campus activities and events, which can contribute to their academic achievement and personal growth.
- Engaging with significant others to help students to become more invested in their education and develop a sense of ownership of their university.
- Students who are placed in campus residence are more likely to complete their degrees programs compared to those who are placed in external or off campus.

Challenges of GBV and Xenophobic attacks.

The university in its effort to address the challenges of GBV and Xenophobic attacks is implementing the following strategies:

- There is a draft policy which is still under review
- Referral system(Sexual Response and Assault Team “SART” chart) which is also under review
- Advocacy and Awareness(Peer Education Programme where student are trained on GBV and other programmes to disseminate information and awareness to their peers.
- There is a support group for GBV and Queerness

- There are ongoing and onsite classroom based sessions
- NACOSA – lifeline is assisting on DREAMS programme that addresses issues of GBV and its impact on their health and career, which includes the following:
 - Stepping Stone Programme for both Males and Females
 - No mean No for Adolescent Girls and young Women (AGYW)
 - There are online interactions and information sharing on GBV and Human Rights
 - There are Social Media promotions on GBV and Human Rights
 - There are ongoing campaigns on GBV issues.
 - In Residence there are spaces reserved for international students.

FINANCIAL SUSTAINABILITY

Annual Performance Plan and Reporting

The Annual Performance Plan (APP), Mid-year Report and Annual Performance Report are prepared in accordance with section 41, read with section 69 of the Higher Education Act, 1997 (Act No 101 of 1997, as amended), and the regulations for annual reporting by higher education institutions published as Government Notice No R 464 in Gazette No 37726 of 9 June 2014. The University operates within the ambit of the implementation manual and guidelines governed by the regulations for annual reporting, within which planning, performance management and reporting are inseparable. The 2022 APP was approved by ManCom, Audit & Risk Committee and the VUT Council prior submission to DHET on 15 December 2021.

The mid-year and annual performance report includes the actual tracking and reporting of success/failure on the goal elements of the strategy. For the Audit & Risk committee to have assurance on the accuracy and completeness of the mid-year performance report, the Report was audited by the internal auditors. Once the mid-year Report was approved by the relevant VUT's governance committees, it was submitted to DHET by 30 November 2022. After internal stakeholder consultation, the 2023 APP was approved by ManCom, Audit & Risk Committee and ultimately the VUT Council. For the Audit & Risk committee to have assurance on the accuracy and completeness of the APP, the Plan was audited by the internal auditor's prior submission to DHET, 15 December 2022.

The university effectively responded to the Covid-19 pandemic within its core business of Teaching and Learning, and Research. Performance in respect of the key performance indicators (KPI) related to these two areas was consistently above the set targets during the

current strategy period. On the contrary, the institution was unsuccessful to replicate success for the KPIs linked to performance culture and leadership.

Factors that contributed to the successes in goal implementation include:

- A focused strategic plan with clearly defined goals and objectives;
- Implementation strategies that pivoted in response to changes in the internal and external environment; and
- Effective management of strategies driving performance.

Underperformance was predominantly the result of:

- Lower productivity and constrained operations due to Covid-19;
- High staff turnover and prolonged vacancies in positions critical for successful strategy implementation; and
- A lack of cascading the strategic plan into portfolio and departmental strategies and operational plans.

Enrolment Plan 2023 -2025 (mid-term review)

Enrolment planning forms an integral part of the university's strategic focus, featuring strongly in the university strategic plan, informing the annual planning and budgeting process to inform institutional effort in the optimisation of the government subsidy and the second stream revenue. The 2020 – 2025 enrolment underwent a review for the mid-term period. After internal engagements with Faculties, the setting of the enrolment projections was informed by:

- Use of existing capacity to the fullest extent possible;
- Promote economies of scale and stronger institutional financial capacity by setting a threshold number of students at site of delivery; and
- Find optimal balance between student numbers, group size and infrastructure as well as human capacity to optimise the quality of the learning environment and learning experience.

The plan was approved by the relevant governing bodies: ManCom, Senate, Audit & Risk committee and ultimately VUT Council. DHET engaged with the plans, whereafter was approved for implementation.

Enrolment numbers affect government grants that are calculated according to the student base, the following targets were approved:

Headcount enrolments		
Proposed target 2023	Proposed target 2024	Proposed target 2025
22577	23588	24459

VUT has experienced challenges attaining the enrolment targets, resulting fewer students enrolled means a weaker chance of meeting future financial targets. The following challenges impacted under-enrolment:

- Phasing out of programmes at satellite campuses result in declining enrolment patterns;
- From 2020 to 2022 there was under-enrolment of first-time entering students in science, engineering and technology (SET) programmes. The under-enrolment of first-year intake will have a cumulative effect in the next few years;
- Lack of funding for post Diploma (Advanced and PG Diploma);
- Loss of jobs affecting students not qualifying NSFAS, result in students qualifying too late for NSFAS assistance;
- Previously NSFAS funded students exceeding the maximum bursary period significantly contribute to student debt; and
- Declining pool of students with good mathematics results. There is a declining trend in students registering for Mathematics and an increase in students registering for Mathematical Literacy

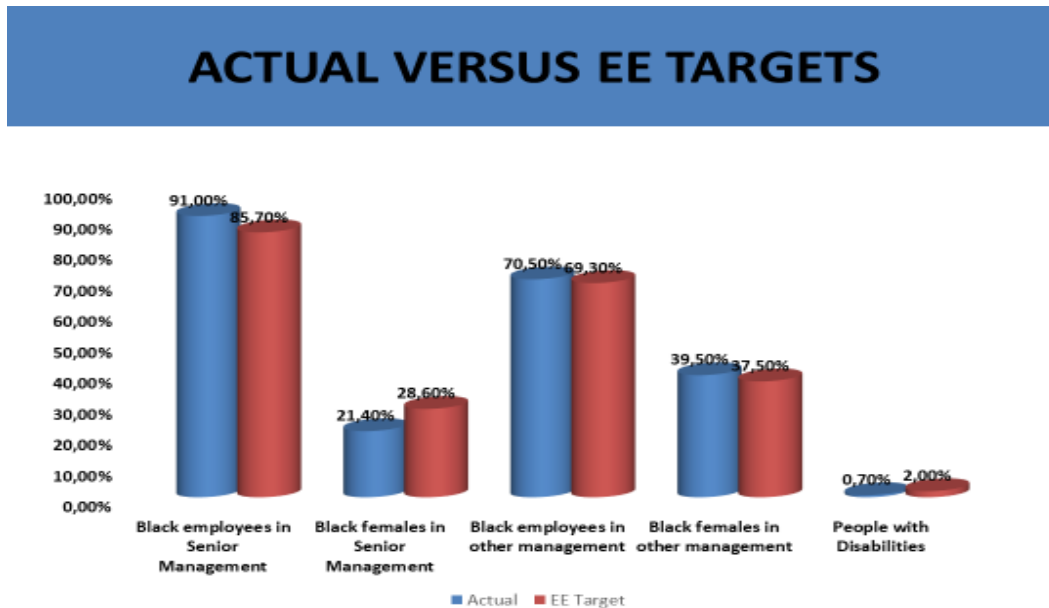
SOCIAL SUSTAINABILITY

The Vaal University of Technology 's Integrated Transformation Plan has social inclusion, safety and social cohesion as well as diversity and equity as one of its eight goals. The equitable dimension of social sustainability finds expression in VUT's operations including employment equity and affirmative action measures (e.g. equitable opportunities for further studies).

Equity

The Employment Equity Plan of the university anchors equitable, fair and transparent employment practices for staff across occupational levels. Strides are being made for practical expression of this commitment through set equity targets.

Figure 1: Actual versus EE targets



As of December 2022, Figure 1 illustrates progress made against set targets on five key indicators. The targets have been met in all save for two of the indicators. The following targets have been reached: targets for Black employees in senior management level (85.70% target met); Black employees in other management levels (69.30% target achieved); Black females in other management level (37.50% target reached). Two areas where targets have yet to be met are: Black females in senior management (21.40% versus 28.60% target). The gap between the actual and target is not insurmountable. The other area where the target was not achieved is in connection with staff with disabilities: only 0.7% versus 2% target).

Further examples of equitable practices include the fact that, of the 962 permanent staff, the majority of permanent employees are women (557) compared to men (405). Other equitable opportunities in the form of further studies reflect the fact that the majority of staff registered for master's qualification are women (6), compared to only 2 males. There are 13 (45%) females registered for PhD compared to 16 (55%) males. The VUT also invests in infrastructure (e.g., ramps, step lifts and assistive devices for both staff and students with disabilities). Eight students with disabilities (the highest number to date) completed their undergraduate studies in 2022. Lastly, the VUT is one of the first institutions to have implemented the Code of Good Practice on Equal Pay for Work of Equal Value, though this has had some adverse impact on the salary bill.

SECTION 7

STATEMENT ON WORKER AND STUDENT PARTICIPATION

WORKER PARTICIPATION

The University invested a great deal of time engaging the unions on various matters during the year 2022. These engagements ranged from salary negotiations, contract employees, policies as well as properly constituting the multi-union forum (MUF). The engagements were initially tense, however partially stabilized towards the latter part of 2022. Although there was a threat of strike action, this was averted through efforts made by both management and the unions. The University eventually paid a total of 1307 employees a once-off award in recognition of the inflationary pressures and unaffordability of a percentage salary increase. Human resources also embarked on training of chairpersons and initiators for disciplinary matters in order to ensure these matters are expedited and are handled internally instead of overreliance on external counsel at high costs.

Thirty-three (33) leaders were trained on chairing disciplinary inquiries and forty-eight (48) on initiating and conducting disciplinary enquiries. The process of reviewing the disciplinary and grievance code was initiated to include alternative dispute resolution as a way of minimizing cases that are referred externally. The University remains committed to engaging organised labour to find financially sustainable solutions to the issue of contract appointments, and other ER matters. The union membership statistics indicate that NEHAWU enjoys majority status at 44% followed by NTEU at 34%.

STUDENT PARTICIPATION

The successful election of the Student Representation Council for the year 2022 ensured that students are represented in all statutory committees that include the University Council, the Senate, the Institutional Forum. The university recognises the importance of participation of students in decision-making processes of the institution. Such participation is not confined only to student leaders, but the voice of different students was taken into consideration through the application of student satisfaction surveys. Practical steps were taken in 2022 to address concerns that were raised by students in surveys. That involved the participation of other SRC sub-structures, like House Committees and other student structures who had to assist in the implementation of decisions. The 2022 university fee structure was also negotiated with student leaders, which contributed to the stability of the institution.

The deliberations involved the participation of the Management Committee, the SRC and the Executive Deans of Faculties.

SECTION 8

THE REPORT ON RISK ASSESSMENT AND COMPLIANCE

Risk Management Committee (RMC), a committee of MANCOM was established, and serves as an operational oversight committee advising and reporting to MANCOM on risk matters. The Committee consists of Risk Owners and Process Owners at Executive Management and Director levels representing all faculties and departments. It convenes on a quarterly basis and has robust discussions on key risks and other related matters affecting the University. Special meetings are also arranged as and when necessary to enable ERM implementation. The RMC generally oversees the risk management processes and ensures risk ownership across the university, by driving ERM implementation at portfolio levels.

RISK MANAGEMENT COMMITTEE COMPOSITION

	Title	Name	Status
1.	The Registrar	Dr Dan Mokoena	Chairperson
2.	DVC – Teaching and Learning, and Student Affairs	Professor Maggy Linington	Chairperson
3.	DVC – Resource and Planning	Professor Raymond Mabuza	Member
4.	Chief Financial Officer	Ms. Nontando Mgobo	Member
5.	Executive Dean: Faculty of Human Sciences	Professor	Member
6.	Executive Dean: Faculty of Management Sciences	Professor Chengedzai Mafini	Member
7.	Executive Dean: Faculty of Applied and Computer Sciences	Professor Raymond Mabuza	Member
8.	Executive Dean: Faculty of Engineering and Technology	Professor Peter Osifo	Member
9.	Executive Director: Logistics and Operations	Mr Leonard Swana	Member
10.	Executive Director: Advancement and Internationalization	Ms Tandi Mapukata	Member
11.	Executive Director: Human Resources	Ms Busisiwe Ramabodu	Member

12.	Executive Director: Student Support Services	Dr Sibusiso Mchunu	Member
13.	Executive Director: Centre for Academic Development	Dr Muntuwenkosi Chili	Member
14.	Executive Director: Information Technology Services	Mr David Ramasodi	Member
15.	Executive Director: Governance and Legal Services	Advocate Simangaliso Mkhwanazi	Member
16.	Director: Institutional Planning	Mr Sanjay Khoosal	Member
17.	Executive: Office of the Vice Chancellor	Ms Gapenyana Motswana	Member

POLICIES

Policies are an important part of the internal control system and ensure appropriate Council oversight for risk and control processes and ensure appropriate risk management at all levels of the university.

In the year under review, the RMC has engaged and endorsed the following policies, subsequently approved by University Council, to ensure governance and management of risk at institutional and operational levels:

- Risk Management Policy
- Compliance Management Policy
- ERM Framework, encompassing the Compliance Management Framework encompassing the risk evaluation methodology
- Related processes and practice notes
- Risk Management Strategy and Implementation Plan
- Risk Capability Model and Assessment Framework
- Whistle blowing policy
- Fraud Management Policy

RISK CAPABILITY AND MATURITY

Management has committed to the continuous improvement of the university's management of risk and risk management culture. The Risk Capability and Maturity Model and assessment tool approved in the current year are useful tools and measures that will drive the university

risk maturity processes in the succeeding financial period. Identified gaps will be focused in a risk maturity improvement plan which will be implemented going forward.

The risk champion program feeds into the maturity processes and will facilitate risk awareness at department/ faculty/ process level. Increasing the requisite understanding and building risk management capacity at all levels of the institution remains a priority and a significant part of our transformation and maturity journey.

RISK MANAGEMENT STRATEGY AND PLAN

Implementation of the Risk Management Strategy and Plan effects the application of approved risk policies and frameworks. The Plan focused on the following areas for the 2022 financial year:

Status legend:



Targeted and Completed


























Ongoing activity, continuous improvement



2023 targeted implementation

	RM Priorities	Progress to-date	Progress status
1.	Refocusing risk governance	Risk related policies in place	
		Risk Management Committee established and operational	
		Directing the efforts of risk policies and ERM Framework through implementation of Risk Management Strategy and plan	
2.	Establishing the university risk profile	University risk profile in place <ul style="list-style-type: none"> - Strategic risk register - Operational (departmental risk registers) - Project risk registers 	
		Remaining departmental risk assessments	

	RM Priorities	Progress to-date	Progress status
		Update of risk profiles based on new strategy, annual performance plan, changing landscape, new processes and systems as and when changes arise or at least on an annual basis	
		Fraud and Reputation risk assessments	
		Implementation of Fraud Prevention Plan and Response Plan	
3.	Monitoring the implementation of committed risk strategies and mitigating actions	Quarterly reporting to risk governance structures on implementation of risk strategies.	
		Quarterly engagements with departments and ongoing support	
		Tracking of risk mitigation strategies and actions for all risks identified	
4.	Cultivating risk culture to drive risk maturity	Risk Capability and Maturity Model and Assessment tool developed and approved	
		Risk maturity assessment and implementation of maturity improvement plan in 2023	
		Integration of risk, strategy and planning	
5.	Fraud Management	Fraud Management Policies in place	
		Fraud Management Plans and implementation	
		Fraud risk assessment and implementation of related strategies	
		Whistle blowing facility	
6.	Ethics Management	Ethical leadership training for Risk Management Committee and MANCOM (risk owners)	
		Establishment of ethical program and plan	
7.	Risk training and awareness	Appointment of risk champions	

	RM Priorities	Progress to-date	Progress status
		Risk champion program roll-out	
		Departmental risk awareness sessions	
		Departmental pre-risk assessment workshops	
		Risk and compliance policies and frameworks workshops for staff	
		RMC and MANCOM risk and ethical leadership training	
8.	Risk communication	Continuous communication of decisions of the risk governance structures, Risk Management Policy and ERM framework application	
		Emerging risk tracking and communication across the university.	

REPORT ON RISK EXPOSURE ASSESSMENT

STRATEGIC AND OPERATIONAL RISK MANAGEMENT

Risk assessments at strategic and operational levels have been conducted and are engaged by the RMC, risk and process owners at least on a quarterly basis. The university risk profile was first approved by University Council in quarter 2, 2022 and remains a live document which is updated on a quarterly basis for Council noting. Quarterly updates include emerging risks and alignment of existing risk information to environmental changes.

Mitigating strategies have been put in place for all risk registers and implementation of these actions commences as soon as risk registers are concluded and endorsed by the Risk Management Committee. Implementation of risk strategies is progressive and still in its initial stages as at the end of 2022, where the action plan implementation rate remains below twenty-five (25%), with implementation only commencing in quarter 3, 2022 for most strategic risks. Monitoring of these will be intensified in the next reporting period, to escalate the implementation rate of key risk action plans which aim to significantly reduce university exposure to adverse outcomes.

Risk categories for strategic risk include:


- Academic
- Governance and legal
- Financial
- Information, Communication and Technology
- Human resources
- Infrastructure management
- Business continuity, stability and reputational

Likelihood rating scales

Scale	Likelihood	Description
1	Rare	<ul style="list-style-type: none"> • The event is conceivable but is only likely to occur in extreme or exceptional circumstances (highly unlikely). • The event has not occurred in the past 18 months. • The event occurrence is rare
2	Unlikely	<ul style="list-style-type: none"> • The event can possibly occur but it is unlikely • The event has not occurred once within the 18 months. • Management intervention was adequate • The event is unlikely to occur within the next 18 months
3	Moderate	<ul style="list-style-type: none"> • The event could easily occur • The event has occurred at least once within the 18 months. • Management intervention was partially adequate • Risk or related event was reported more than once in prior Annual Reports or Audit Reports • The event is likely to occur at least once within the next 18 months
4	Likely	<ul style="list-style-type: none"> • The event is almost certain to occur (is likely to occur) • The event has occurred twice or more within the 18 months. • Management intervention was partially adequate or inadequate • The event is likely to occur at least once within the next 6 months
5	Common	<ul style="list-style-type: none"> • The risk or event is already occurring • The risk or event has occurred twice or more in the past 6 months • Management intervention was inadequate • Risk or related event was reported in the latest Annual Report or Audit Report • The risk is likely to occur more than once within the next 6 months

Risk Evaluation Methodology

Consequence / Impact matrix

Key Risk Indicator Scale 	1: Minor	2: Moderate	3: Significant	4: Major	5: Catastrophic
Implementation of strategy/ Plan	No material impact on the achievement of business objectives or strategy	Disruption to normal operations, with limited effect on the achievement of business objectives or strategy	Significant impact on the achievement of business objectives or strategy	Disruption to normal operations, with limited effect on the achievement of business objectives or strategy	Fundamental impact on the achievement of business objectives or strategy requiring immediate management attention.
% objectives achieved	95 – 100% of the objectives will be achieved	85 – 94 % of the objectives will be achieved	70 – 84% of the objectives will be achieved	50 – 69% of the objectives will be achieved	1 – 49% of the objectives will be achieved
% Budget underspending	Budget underspending < 5% per department/ faculty	Budget underspending > 5% per department/ faculty	Budget underspending > 10% per division or unit	Budget underspending > 15%	Budget underspending > 30%
% Budget overruns	Budget overruns < 5%	Budget overruns > 5%	Budget overruns > 10%	Budget overruns > 15%	Budget overruns > 30%
Policy implementation	Business Processes, Policies and Procedures have been documented, approved and current,	Business Processes, Policies and Procedures have been documented, approved but outdated	Business Processes, Policies and Procedures have been documented and approved;	Business Processes, Policies and Procedures have been documented	Business Processes, Policies and Procedures have not been documented

	applied consistently throughout the institution	and applied consistently throughout the institution	however, they are not applied consistently throughout the institution	but not approved (outdated and reviewed)	
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Calculating Risk Magnitude

Impact x likelihood

=

Risk Magnitude

I	5	5	10	15	20	25
M	4	4	8	12	16	20
P	3	3	6	9	12	15
A	2	2	4	6	8	10
C	1	1	2	3	4	5
T		1	2	3	4	5

LIKELIHOOD

13 - 25	High
6 - 12	Medium
1 - 5	Low risk

Required actions by risk magnitude

Risk Magnitude	Risk magnitude description	Risk acceptability	Proposed actions
13 - 25	High risk	Unacceptable	Immediate implementation of corrective action plans
6 - 12	Medium risk	Acceptable with caution	Implementation of improvement opportunities and validation of controls
1 - 5	Low risk	Acceptable	Validation and Optimization of controls

SECTION 9

STATEMENT ON TRANSFORMATION

South Africa's public universities have an overriding imperative to contribute to social transformation and national objectives. The Vaal University of Technology has an established Social Justice and Transformation (SJT) Unit which plays a pivotal coordination, consolidation and strategic transformative function. The SJT is therefore seized with deepening and embedding transformation throughout the university's operations.

GOALS OF THE SJT UNIT

Some of the goals set for the year was: the implementation of the approved VUT Employment Equity Plan; to improve the services rendered to staff and students with disabilities; conclude the review of the VUT Integrated Transformation Plan; and review social justice policies.

SUPPORT SERVICE CONTRIBUTION TO TRANSFORMATION

The Vaal University of Technology has an integrated approach towards transformation. both academic and support departments are expected to contribute to broad institutional transformation of the university. This section covers both support departments and faculties' contribution to transformation.

CENTRE FOR ACADEMIC DEVELOPMENT

nGAP

The Vaal University of Technology is committed to the transformation of its academic demographics. VUT, thus participates in the DHET Staffing Universities Funding Framework, such as nGAP.

Table 1:nGAP staff profile

nGap Lecturer	Commencement date	End date	Faculty	Mentor
Phase 1: 2015				
M Lamola	1 April 2016	30 March 2022	Engineering and Technology: Civil engineering	Prof. Ndege
Ms R Ramalisa	12 April 2016	11 April 2022	Applied and Computer Science: Nursing	Dr. Grobler
Mr. Michael Benson	1 April 2017	30 March 2023	Engineering and Technology: Computer systems	Mr. Bosman
Phase 2: 2016				
Mr. S Rayise	17 January 2017	16 January 2023	Applied and Computer Sciences: Health science	Dr. Grobler
Ms T Khumalo	1 November 2016	31 Oct 2022	Management Sciences: Accountancy	Dr. Janse van Rensburg
Ms T Erasmus	1 August 2016	31 July 2022	Human Science: Tourism	Prof Dicks
Ms. A Doodnath	1 November 2016	(Deceased)	Human Science: Legal science	Dr. D Joubert
Ms Doodnath passed away in 2019				
Phase 3: 2017				
VUT did not apply for any positions				
Phase 4: 2018				
Mr. Teboho Mofokeng	1 November 2018	31 October 2024	Management sciences	Dr. Govuzela
Mr. Rantsatsi	1 March 2019	28 Feb 2025	Human Sciences: Legal Science	Dr. Maseko

Vacant			Engineering and Technology Transport Engineering	
Vacant			Geotechnical and Materials Engineering	
Mfanufikile Shange	1 April 2021	Resigned end of November 2021	Transport Engineering	Dr So
Phase 5: 2019				
Elias Sibanda Appointment not approved by DHET	1 Dec 2020		Faculty of Applied Science (ICT) Management Sciences: Logistics	Dr R V Eck
Michael Matlhatsi	1 Jan 2022		Management Sciences: Accountancy	Johan VD Westhuizen
Masego Lepule	1 Nov 2020		Engineering and Technology Metallurgy	Nkele Baloyi
Phase 6: 2020				
Vutshilo Mukundamago	1 Feb 2021		Human Sciences: Tourism	Dr S Burger
Jan Maila	1 Feb 2022		Management Sciences: Accounting	C Mokoena
Rosina Nkuna	30 October 2021		Faculty of Applied Sciences: Biotechnology	Dr Feto

To date, VUT has participated in all 6 nGAP phases, save for phase 3. All nGAP lecturers are allocated a mentor. There is only one staff member who participates in the NESP.

Table 2: NESP staff profile

Name	Commencement Date	Department	Mentor
Diana Mtetwa	1 Jan 2022	Hospitality	V Labuschagne

CO-OPERATIVE EDUCATION

The Vaal University of Technology, participated in the first Presidential Employment Stimulus Programme in 2022. A total of 115 unemployed VUT graduates were hosted on campus for a six months period.

STUDENTS SUPPORT SERVICES

Student Accommodation

The Vaal University of Technology houses the bulk of its students on campus, whilst others opt for private accommodation and the rest commute from home to campus to study.

Table 3. Active Residences

RESIDENCE NAME	CAPACITY	OCCUPANCY
LESEDING	140	128
TSALANANG	124	98
SINQOBILE	140	125
LETHABONG	124	114
NEW RESIDENCE PHASE 1	480	352
NEW RESIDENCE PHASE 2	400	375
MELODING	140	130
KUTLWANONG	140	86
DINALEDING	48	48
MEROPA A	60	58
MEROPA B	63	60
ACADEMIA	1836	1825
TOTAL	4115	3805

Table 4: 2022 Inactive Residences

RESIDENCE NAME	CAPACITY	OCCUPANCY
BOIKETLONG	120	0
UHURU	120	0
INKWENKWEZI	120	0
UBUNTU	40	0
KHAYALETHU	120	0
KHOMANANI	140	0

STUDENT PROFILE (OVERALL)

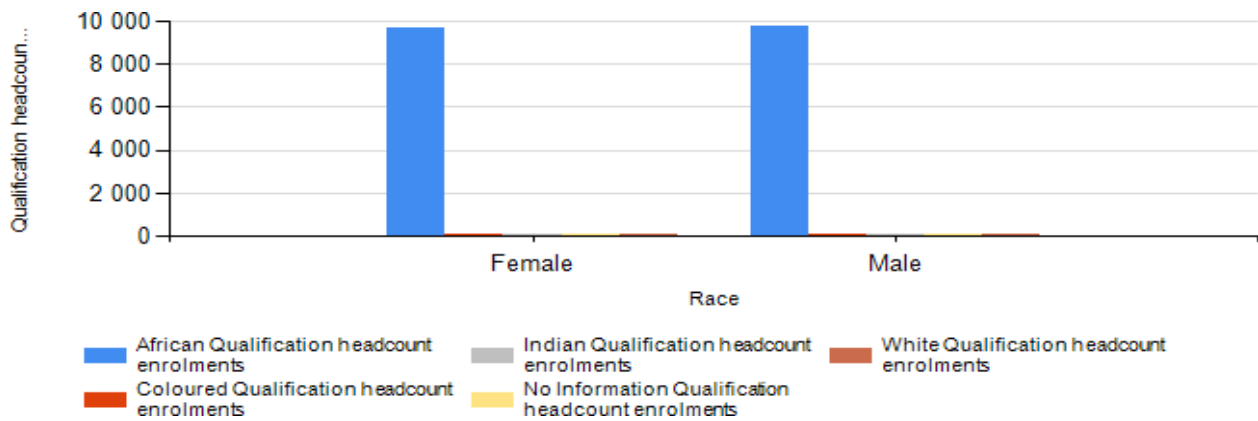
There was a total of 19 650 student headcounts during 2022, with 9773 female students and 9877 male students.

Table 5: VUT Student headcounts (2022)

Race	Female		Male
	Qualification enrolments	headcount	Qualification headcount enrolments
African	9700		9783
Coloured	32		32
Indian	10		9
No information	4		3
White	27		50
Total	9773		9877

Source: VUT IPU HEMIS -total headcounts, data download date:2/9/2023

Fig.1 VUT student gender profile



Source: VUT IPU HEMIS -total headcounts, data download date:2/9/2023

During the 2022 academic year, the Vaal University of Technology had a total of 770 international students from 23 African countries and Saudi Arabia. VUT drew the majority of international students from the following top five countries: the Democratic Republic of Congo (294), followed by Lesotho (112), Nigeria (62), Zimbabwe (61) and Gabon (57).

RESEARCH DEPARTMENT

The Research Department is actively involved with creating an enabling research environment for staff and postgraduate students through a range of capacity enhancing programmes.

STAFF VERTICAL QUALIFICATIONS

In line with VUT strategic goal of increasing the number of staff with masters and PhD qualifications, the Research Department supports both academic and administrative staff with funding to acquire their vertical qualifications at postgraduate level i.e., masters and PhD study. A total of 44 staff received funding for postgraduate studies. The majority of recipients (37) were Africans followed by 7 Whites. There was an even gender split between males (22) and females (22).

Table: Staff funded for further studies:2022 (USDP & Internal funds

Qualification registered for	Male				Female			
	A	C	I	W	A	C	I	W
Masters	2				4			2
PhD	15			1	10			3
Total Permanent	17	0	0	1	14	0	0	5
Temporary Masters	1				1			1
Temporary PhD	3				1			
Total	21	0	0	1	16	0	0	6

Source: Research Department

CAPACITY BUILDING WORKSHOPS

A total of 96 staff attended capacity building workshops. The majority of the participants were women (65%) compared to men (35%). The demographics indicate 69 of the participants were African, followed by 22 Whites, 3 Coloureds and 2 Indians respectively.

Table: Staff who attended workshops 2022

Race	Female	Male	Grand Total
African	37	32	69
Coloured	3		3
Indian	2		2
White	20	2	22
Grand Total	62	34	96

Source: Research Department

THUTHUKA GRANT FUNDING

The Vaal University of Technology has six staff who are recipients of the Thuthuka Grant Funding. The majority of the recipients are African females (4) compared to African males (2).

Table: Thuthuka Grant holders

Race	Female	Male	Grand Total
African	4	2	6

Source: Research Department

NRF RATED RESEARCHERS.

The Vaal University of Technology has a total of 15 NRF rated researchers. In line with the NRF equity criteria, the majority of the researchers in terms of race and gender are black i.e., 12 Africans and 1 Indian, followed by 2 White males. There is a dearth of women NRF rated researchers.

Table: NRF Rated researchers

Race	Female	Male	Grand Total
African		12	12
Indian		1	1
White		2	2
Grand Total		15	15

Source: Research Department

POST-DOCTORAL RESEARCH FELLOWS

As part of building increased research capacity, the Vaal University of Technology invests in offering opportunities for post-doctoral fellows. In 2022, a total of 19 post-doctoral fellows were based in the various faculties. The majority of the post-doctoral fellows were males (17) and only 2 females. All the post-doctoral fellows were Africans.

Race	Female	Male	Grand Total
African	2	17	19
Grand Total	2	17	19

Source: Research Department

SUPPLY CHAIN MANAGEMENT DEPARTMENT

Procurement Spend

The Vaal University of Technology is committed to BBBEE which is at the heart of its procurement spend. During the 2022 financial year, a total of R 234 127 524.5 in goods and services was procured from 322 business enterprises mostly located within the Gauteng province.

FACULTIES' CONTRIBUTIONS TO TRANSFORMATION

The following section contains each Faculty reports of their transformation activities during 2022.

Faculty of Applied and Computer Sciences

In 2022, the Faculty of Applied and Computer Sciences had 177 employees. By the end of the year 12 employees had resigned, 2 had retired and 5 contract were not renewed. Thus, by the end of 2022 the FACS hosted 158 employees across the different departments and strategic entities (Ambio, ICBT and Dihlare). The data presented here is based on the 158 employees hosted in the FACS. The data will be shared in tables based on Race and Gender.

Research Profile

Doing research in 2022 was challenging given the need for the faculty to adopt newly approved policies especially the Supply Chain Policy. Furthermore, the energy situation presented a complex challenge especially for those researchers that required cold chain to maintain the integrity of their research. Also, the laboratory spaces were not in a conducive state for the planned research projects.

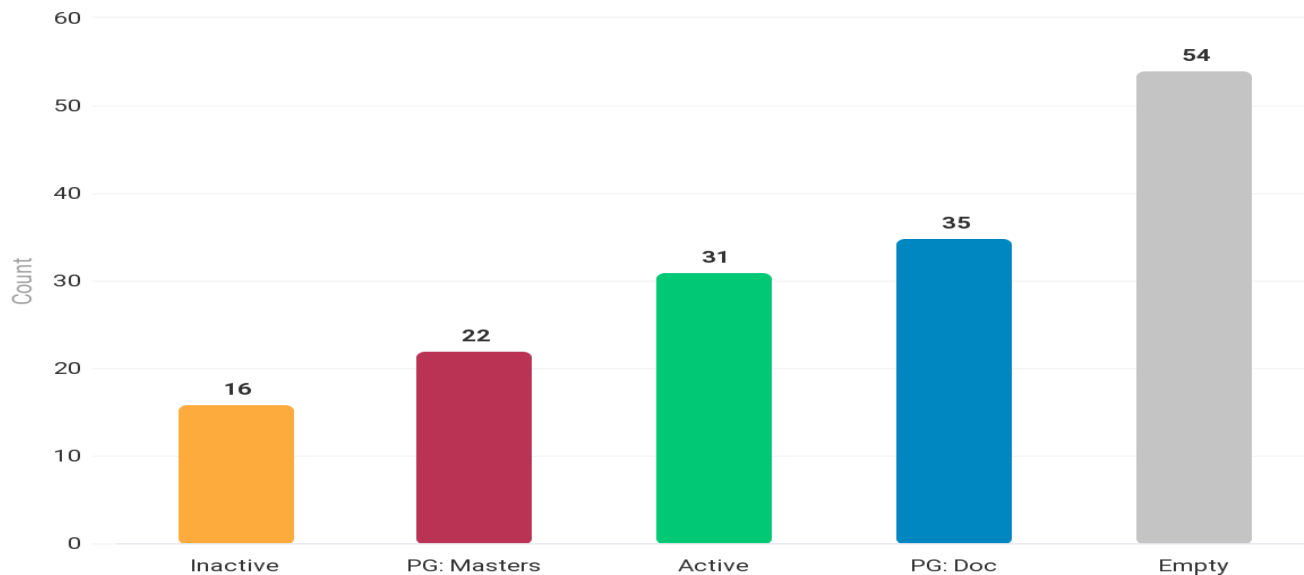


Figure 1: Distribution of faculty staff according to their research activity. Please note the following terms: **‘Empty’** means individuals where the research activity has not been confirmed. Active means individuals currently engaged in research for non-degree purposes. PG Masters and PG Doc are individuals conducting research as part of a degree programme. Inactive means individuals that are clearly not engaged in research.

However, there has been some improvement in these spaces although a lot remains to be done. In terms of research the FACS had 88 members that were research active (Figure 1). These included members (31) with a Doctoral qualification and were engaging in research for no personal academic gain. Followed by those members of the faculty that were doing research as part of either a Doctoral (35) or Masters (33) qualification. There were 16 members of the faculty that did not engage in any research due to the nature of their job profiles. These were mainly administrators. The faculty is in the process of establishing whether 54 members of its staff are engaged in research for either a qualification or no qualification purposes. The EE profile of members engaged in research is summarised in Table 1 and accounts for 88 individuals as per the criteria shared above.

Table 1 : Research staff profile

Race	Head Count		Total
	Female	Male	
African	40	36	76
Coloured	0	1	1
Indian	2	2	4
White	5	2	7
Total	47	41	88

The majority of researchers in the FACS are women (53%) compared to males (47%). The FACS is committed to encourage staff members to upgrade their qualifications. This is highlighted in the number of individuals pursuing a postgraduate qualification. There needs to be some commitment from the University management to resolve the challenges the researchers experience. Failure to do so may contribute to staff exit to sister institutions that offer a competitive conducive environment.

Staff and student profile

The FACS hosted 158 members of staff (71 males and 87 Females) by the end of 2022. This excludes employees that resigned, retired or contracts terminated during 2022. The data shared will be based on those that remained employed by the 31st of December 2022. Of the 158 members of staff 68 were on contract while 90 were permanently employed.

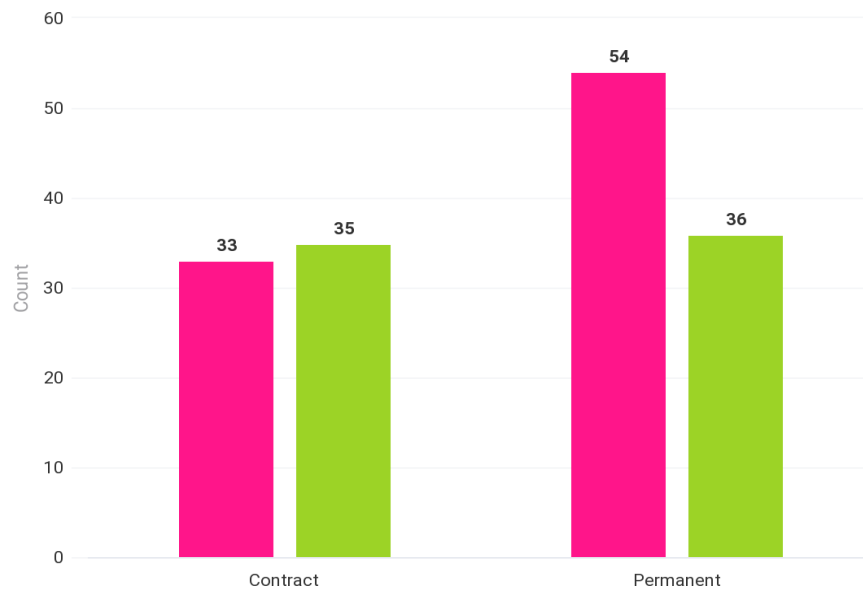


Figure 2 : Employment status of the members of staff in the FACS grouped according to contract or permanent employment and further categorised as either female (Pink bars) or males (Green bars).

The employees held qualifications ranging from NQF 5 to NQF 10 (Figure 3). With the majority holding an NQF 9 (57) qualification followed by NQF 7 (42), NQF 10 (42), NQF 8 (11), NQF 6 (1) and NQF 5 (5).

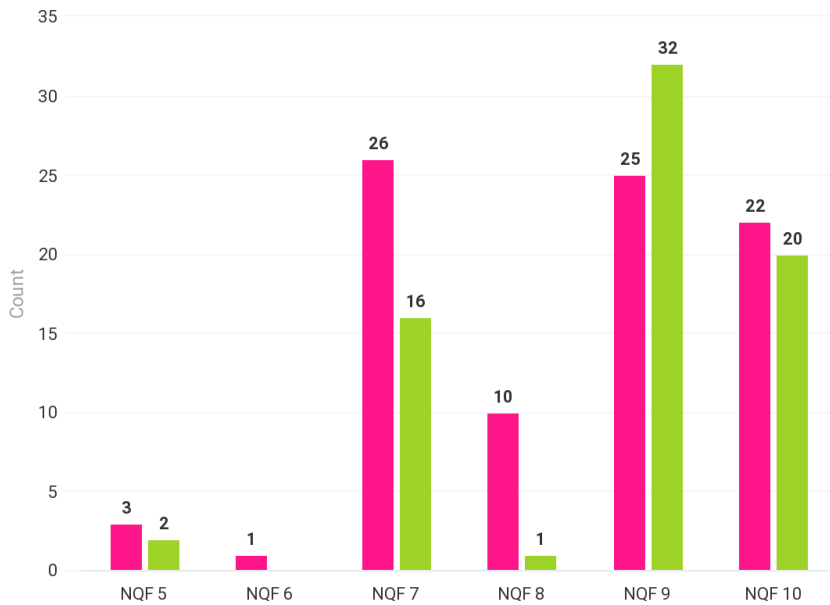


Figure 3 : Employment status of the members of staff in the FACS grouped according to NQF level and further categorised as either female (Pink bars) or males (Green bars)

These employees held different job titles with the highest number of them appointed as a Lecturer (61) (Figure 4). The FACS hosts 3 full Professors, 5 Associate Professors and 16 Senior Lecturers or Technicians. There is need to promote staff members however the promotion criteria require one to have some form of research or community engagement aspect. These two functions of the institution are not yet robust enough to support most of the staff members promotion ambitions.

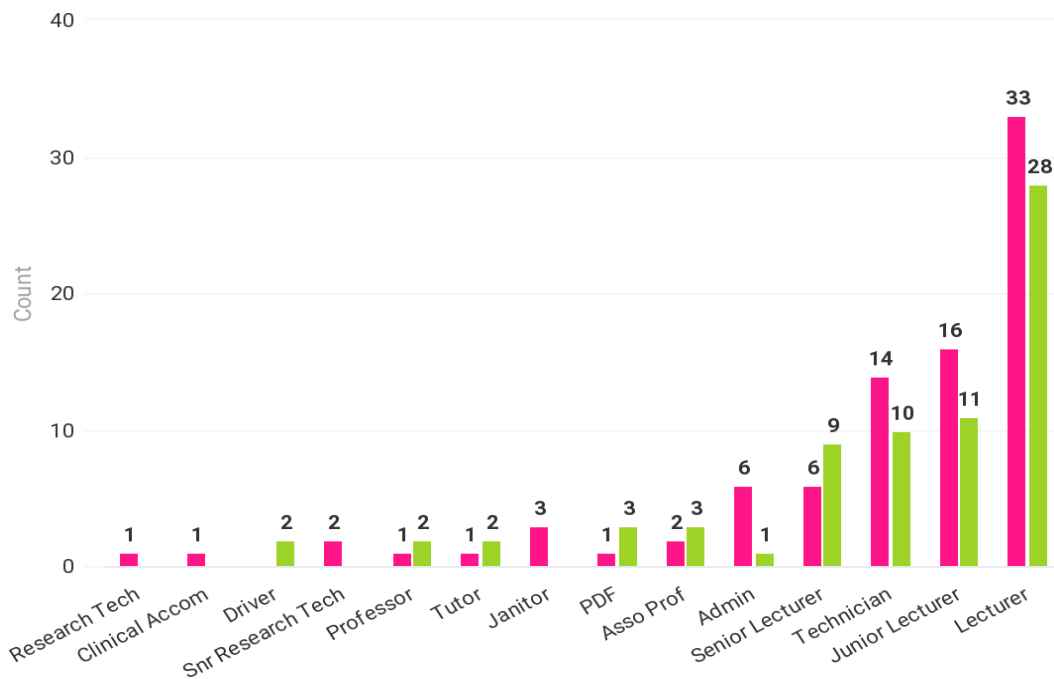


Figure 4 : Employment status of the members of staff in the FACS grouped according to job title and further categorised as either female (Pink bars) or males (Green bars)

There is a need to understand the demography of the employed staff members in terms of citizenry and designated groups. Majority of the members of staff were South African Citizens (134);(84.84%), followed by international staff (21); (13.25%) and permanent Residents (2);(0.01%). The nationality of one individual could not be established. The staff members were further categorised according to race. It is important to note that unless otherwise stated the grouping did not discriminate according to citizenry. As such majority of the staff in the FACS is African (134); (86.7%) followed by white (14) ;(0.09%) followed by Indian (5); 0.03%) and again, the nationality of one individual could not be established.

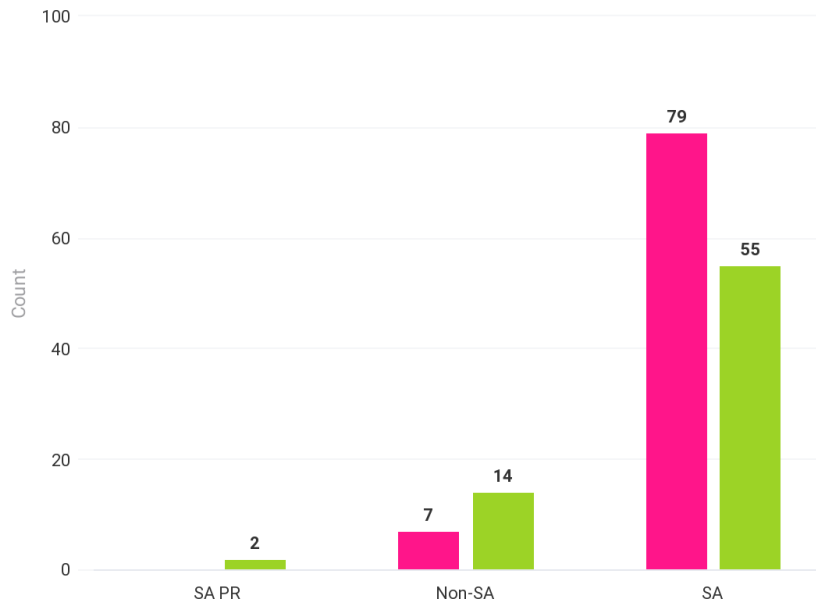


Figure 5: Employment status of the members of staff in the grouped according to citizenry and further categorised as either female (Pink bars) or males (Green bars)

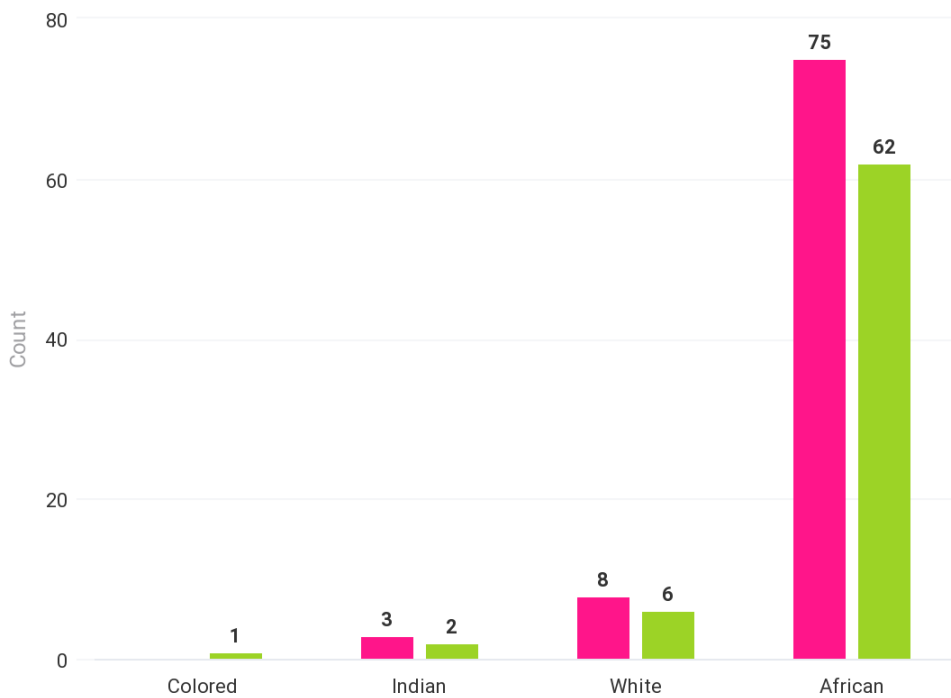


Figure 6: Employment status of the members of staff grouped according to race and further categorised as either female (Pink bars) or males (Green bars)

The EE profile of members engaged in research is summarised in Table 2 and accounts for 157 individuals as per the criteria shared above.

Table 2: FACS staff member profile

Race	Head Count		TOTAL
	Female	Male	
African	75	62	137
Coloured	0	1	1
Indian	3	2	5
White	8	6	14
Total	86	71	157

STAFF QUALIFICATIONS

The FACS consists of members of staff with a qualification ranging from NQF 5 to NQF 10. Specific details can be found in Figure 3 above. This section will provide tables for staff members with either a Masters (Table 3) or Doctorate degree (Table 4).

Table 3: Staff members with a Masters Qualification (NQF-9)

Race	Head Count		TOTAL
	Female	Male	
African	23	27	50
Coloured	0	0	0
Indian	1	2	3
White	1	3	4
Total	25	32	57

Table 4: Staff members with a Doctorate Qualification (NQF-10)

+	Head Count		TOTAL
	Female	Male	
African	14	17	31
Coloured	0	1	1
Indian	2	0	2
White	5	2	7
Total	21	20	41

Tables 3 and 4 show that 36.1% and 25.9% of the Faculty staff have a Master's and or a Doctorate degree respectively. Collectively 62% of the faculty staff have a postgraduate qualification. There are plans to increase the numbers of staff members with a doctoral degree within the faculty. These plans have been supported through the Research Directorate. It is because of this that the number of staff enrolled for a postgraduate qualification has increased (Figure 1).

APPOINTMENTS AT A FULL OR ASSOCIATE PROFESSORIAL LEVEL.

This section will provide tables for staff members that have been appointed to either a full Professorship (Table 5) or associate Professorship (Table 6).

Table 5: Full Professors in the FACS

Race	Head Count		TOTAL
	Female	Male	
African	0	2	2
Coloured	0	0	0
Indian	1	0	1
White	0	0	0
Total	1	2	3

Table 6: Associate Professors in the FACS

Race	Head Count		TOTAL
	Female	Male	
African	1	2	3
Coloured	0	1	1
Indian	0	0	0
White	1	0	1
Total	2	3	5

The numbers of full Professors (3) and associate Professors (5) is low and does not match the ambitions of the FACS in terms of supervision of postgraduate studies or enhancement of research output. The current remedy is to use the Adjunct Professorship tool to edify the FACS's ability to carry out research and enable better postgraduate supervision.

STUDENT PROFILE

The faculty had 2911 students with an almost 50% split between males and females. Majority of the students are African in line with the regional demographics. Nonetheless there is a need to grow the numbers of students from other racial demographics.

Table 7: Student profile in the FACS

Race	Head Count		TOTAL
	Female	Male	
African	1469	1408	2877
Coloured	7	7	14
Indian	4	4	8
White	4	8	12
Total	1484	1427	2911

CONCLUSION

The FACS is committed to enable the achievement of the institutional transformation agenda. In terms of gender, there has been an increase in female participation in the different roles (in terms of job titles) as well as qualification held by the members of faculty. This would translate in an increase in the number of females promoted to positions of Senior Lecturer, Associate Professor and Professor. To achieve such progression, there is going to be a need from the University management to resolve challenges faced by staff members pursuing their postgraduate qualifications. Majority of staff in the FACS are South African citizens with the remaining being either permanent residents or international staff (Figure 5). The faculty hosts 2,911 students. Efforts are required to increase the number of students within the faculty at both undergraduate and postgraduate levels.

FACULTY OF ENGINEERING AND TECHNOLOGY

Student enrolment :

The Faculty of Engineering and Technology has not veered from its approved enrolment plans with 90 per cent of the students enrolled being South Africans and a majority (> 95 per cent) drawn from the designated groups. The Faculty also focuses on enrolling students living with disabilities.

Students and staff living with disabilities.

The Faculty, is cognizant of the fact that some of its students and staff members are living with disabilities and as such constantly updates its database for reasonable accommodation measures in its Teaching, Learning and Assessment Plans, in cases where needed. The Faculty has specifically requested all departments to include their own version of a *Disability Statement* in the Learner Guides. An example of such a statement is as follows:

"The Department of Engineering, VUT is committed to embracing all students as individuals and recognise the complexity of diversity. If, as a student, in this class of....., you have a learning or physical disability, or if you learn best through a particular method, kindly and freely discuss this with me (the Lecturer) how I can best accommodate your learning needs. I am committed to creating an active learning environment for all learning styles. However, I can only achieve this successfully if you discuss your requirements with me in advance of the classes, practical, and all forms of assessment in this subject/module. I will maintain the confidentiality of your learning needs. If appropriate, you should contact the Social Justice and Transformation Unit, as well as the Student Support and Development Unit of the University for more information on accommodating disabilities in VUT".

Mentoring and Retention of High-Achieving Students:

The Faculty is actively participating in the national NESP and nGAP programmes with the main targets for recruitment being high-achieving students. The purpose is to encourage them to continue to doctoral and postdoctoral programmes and finally into academia. The Faculty makes a deliberate attempt to prioritise South African Black and female applicants for such positions. Through the Tutor and Peer Assistant funding from the UCDP, the Faculty of Engineering and Technology also recruits high-achieving students from designated groups, intending to build a pool of future academics in the Faculty.

Curriculum transformation

The Faculty is currently busy developing the BEng Tech Programmes. As a component of curriculum transformation, one of the building blocks of this curriculum is: **Teaching for Inclusion:** Inclusive (Universal) Design – where the principle of accommodations for students with disabilities can be considered beneficial to any student. This promotes a method of designing course materials, content, and instruction to benefit all learners i.e., to promote equal access to learning to all students in the dedicated learning space.

Staff and student profile:

The Faculty of Engineering and Technology is at the forefront among role players supporting transformation at VUT. The table below represent staff demographics in accordance with national agenda on equity promotion. Thus, the table below shows a decrease in the permanent staff number of African by 43% from 2021 to 2022 due to staff leaving the university.

Table 1: Teaching staff profile:

Race	
African	77
Indian	1
White	17
Total	95

It can be seen that the current female staff with master's qualification is 24% as compared to that of males which is 79%. The faculty plan is to improve the number of female teaching staff by recruiting qualified females with higher qualifications at masters or PhD levels or by training female students/staff that are willing to pursue master's qualification. It can also be seen that staff with doctoral qualifications are fewer as compared to those with masters. As a university of technology, the faculty plan is to meet up with the technological

challenges in the global environments, therefore, the plan is to improve the number of teaching staff with PhD qualifications that can assist to engage in innovative research in order to improve on the faculty research outputs, that includes commercialization and patents. The current academic staff establishment in the faculty has no female professor as shown in the table below. Therefore, more attention will be placed in the development of female staff which has formed part of the need to increase women in engineering involving in teaching and learning and research practice.

Table 2. Staff with Masters qualification

Race	Female	Male
	Headcount	Headcount
African	2	36
Coloured/Indian	0	0
White	2	15
Total	4	51

Table 3: Staff with Doctoral qualification

Race	Female Headcount	Male Headcount
African	2	17
Coloured	0	0
White	1	2
Total	3	19

Table 4: Staff with Associate Professor/ Full Professor

Race	Associate Professor		Full Professor	
	Female	Male	Female	Male
African	0	6	0	5
Coloured	0	0	0	0
White	0	0	0	0
Total	0	6	0	5

Students profile:

The Table below gives the statistics of students in the Faculty of Engineering and Technology, and it can be seen that the majority of students are African which formed >99% of the population. The reason for this large number of Africans is due to the regional demography of the population surrounding the university, in which majority are African.

Table 5: Student profile:

Race	Female	Male
	Headcount enrolments	Headcount enrolments
African	2016	3959
Coloured	8	18
Indian	3	6
No Information	0	0
White	14	28
Total	2043	4011

In the Faculty of Engineering and Technology, research participation is mainly from the African group as reflected in the table below. This is also due to the large African group among the university teaching and research staff. The faculty plans is to improve female participation in research, which at the moment is only 20% of the research staff.

Table 6: Research staff profile

Race	Female	Male
	Headcount	Headcount
African	7	30
Indian	0	0
White	2	3
Total	9	33

FACULTY OF HUMAN SCIENCES

The Faculty of Human Sciences endeavours to champion and monitor transformation across its four academic departments. In the Faculty, transformation is understood to be a continuum consisting of a deliberate and targeted processes with regard to equity of access, equity of opportunity, equity of outcomes for staff and students.

Staff and student profile

The faculty has evolved over the years regarding staff and student profiles which represent the diverse population in the country and region. The table below provides a distribution of the faculty's teaching staff profile.

Table 1: Teaching staff profile

Race	Female	Male
	Headcount	Headcount
African	31 (22%)	48 (34,29%)
Coloured	2 (1,43%)	0 (0,00%)
Indian	4 (2,86%)	0 (0,00%)
White	46 (32,86%)	9 (6,43%)
Total	83 (59,29%)	57 (40,71%)

The permanent staff profile shows a constant growth towards African males and white female staff, with the number of both African males (34.29%) and white female staff reflecting greater representation (32.86.%) respectively. This is an indication that the faculty does put emphasis on diversity during the recruitment

process. The faculty believes that the picture will change as reflected in Faculty EE Plan. We are looking at gradually filling positions of those who are retiring with members from designated groups particularly African females. The nGap positions also assist us to ensure that academic staff reflect demographics of the economically active population.

Staff qualifications

Table 2: Staff with a master’s qualification

Race	Female	Male
	Headcount	Headcount
African	5 (13,16%)	15 (39,47%)
Coloured	1 (2,63%)	0(0,00%)
Indian	3 (7,89%)	0(0,00%)
White	13 (34,21%)	1 (2,63%)
Total	22 (57,89%)	16 (42,11%)

A substantial number (34,21%) of White female staff have master’s qualification. In the coming years this scenario will change as more Black staff engage with improvement of their vertical qualifications. Currently 9 (nine) staff members (4 African females and 3 African males, only two white females) are busy with their masters qualifications and 8 (eight) staff members are busy with their doctoral qualification (3 African females, 2 White females, and 3 African males).

Table 3: Staff with doctoral qualifications

Race	Female	Male
	Headcount	Headcount
African	3 (15,79%)	6(31,58%)
White	10 (52,63%)	0(0,00%)
Total	13 (58,82%)	6 (31,58%)

Again, there is a slightly higher number of White staff in possession of a doctoral qualification (52.63%) with African staff relatively low with (47.37%). This was largely due to the faculty’s efforts in providing various forms of incentives for staff to improve their qualifications (mentoring, induction, workload reduction, financial support for research, conference attendance and supervision). This scenario will change further as many staff are engaged with their doctoral qualifications and most have submitted for the examination.

Table 4: Senior academics

Race	Female	Male
	Headcount	Headcount
African	1	11
Coloured	1	0
White	9	1
Total	11	12

The table indicates that there is slightly higher number of African males in the senior positions. However, the picture shows that the faculty generally still has a long way to go. The picture will change as more academic staff obtain their doctoral qualifications.

Table 5: Professors and Associate professors

Race	Female
	Headcount
African	2 (40,0%)
White	3 (60,0%)
Total	5

Again, the table depict that there are not enough professors in the faculty as all five professors are associate professors. The new promotion policy will assist with the promotion of senior academics to professorship in the faculty. Currently the faculty does not have full professors.

Student profile

Table 6: Student profile

Race	Female	Male
	Headcount enrolments	Headcount enrolments
African	3379	2358
Coloured	7	4
Indian	1	
White	13	7
Total	3 400	2 369

Black students comprise the bulk of the student population (99%) with African females constituting the majority (56.7%). This is largely due to the regional population and the recruitment process. In this African student population, we have (40) international female students and (22) male international students, overall 62 international students mainly from the SADC region. Targeted marketing strategy would be devised to target other racial groups. Faculty envisaged to adopt a white school particularly where subjects such as Tourism, Art and hospitality are offered.

Research profile

Table 7: Research staff profile

Race	Female	Male
	Headcount	Headcount
African	3 (13.3%)	7 (40.0%)
Indian	0 (0.0%)	0 (0.0%)
White	8 (46.7%)	0 (0.0%)
Total	11 (60.0%)	7 (40.0%)

There is a slightly higher concentration of African staff engaged in research activities compared to their White counterparts (53.3% and 46.7% respectively). The faculty is considering appointing at least three (3) post-doctoral fellows to increase research staff in the faculty.

Community engagement

The faculty is committed to social impact through community engagement programmes. The Law Clinic remains the flagship of the faculty. The Law Clinic organised a community engagement project where members of the community were invited, and an opportunity was afforded to estate agents and conveyancers to speak about the Do's and Don'ts of selling and buying property i.e. RDP's rental disputes and evictions at the Our Land, Our Heritage, Our Rights took place at the Lekoa Auditorium on the 30th of September 2022.

To sensitize the community about the importance of drafting a Will, the Law Clinic organized a Wills Week on the 17th-21st of October 2022. Wills were drafted by Law Clinic staff for members of the community at no cost. The faculty was involved in numerous outreach projects or programmes with the Vaal community, this ranges from the Sharpeville Imbizo Visual Arts, Fashion, and Culinary. The faculty participated in the Imbizo held in Sharpeville Museum to bring various artists from Universities and Kasi Art to start engaging about the arts especially the arts in the Vaal Region. Furthermore, the faculty collaborated with the Rotary Club to embark on Mapheo Project. This is an Early Childhood Development (ECD) project currently running in Zamdela, Sasolburg involving 29 pre-schools. This community project is a joint venture between Sasol and the Rotary Club.

Research for Social Impact

The research that the faculty conduct has a significant impact on society at the national, regional and international levels. Our research on COVID-19 was critical in informing tourism health and safety protocols that were adopted by the World Health Organization (WHO). The faculty was also consulted on the government's sector strategy on COVID-19. With regards to the work on tourism and climate change, the work is a significant contribution on nature tourism in Africa with prominence to that work being quite evident in the recent working Group II on IPCC Sixth Assessment Report on Impacts, Adaptation and Vulnerability. The profiling of 6 publications in this report means the faculty is contributing to the international debate on climate change at the United Nations (UN) level. Several invitations have been extended to faculty staff to speak at international top-ranked universities which puts the university and the faculty on the international map.

The faculty has adopted several initiatives to assist in its quest for increased research outputs, i.e., encouraging Master's and PhD students to publish from their work. Four units from the 2022 outputs came from publications from master's students work co-authoring with their supervisors. This will be further encouraged and strengthened by looking at several interventions through incentives and other measures, such as, recruitment of Post-Doctoral Fellows: The Faculty hosted the first batch of two post-Doctoral Fellows who joined the faculty to increase research outputs. The faculty anticipates recruiting more Post Docs in 2023 to inject new blood into its research activities and increase research outputs. The faculty has also taken advantage of the adjunct appointments to recruit 3 adjunct researchers to increase research productivity. The faculty will increase its recruitment drive of adjunct appointees' going forward.

Curriculum transformation & decolonization

We have amended the entry requirements for the Postgraduate Diploma in Public Relations Management, Food Service and Tourism Management. The faculty has removed the artificial barrier of 65% as a minimum entry requirement for the Postgraduate Diploma to broaden access to postgraduate studies.

Full accreditation of the Bachelor of Communication studies with curriculum aligned to transformation is a milestone in addressing the gaps in communication discipline. More discussion for the programme review 'Less than 50% changes' to the curriculum is ongoing across all departments in the faculty.

FACULTY OF MANAGEMENT SCIENCES (FMS)

The FMS recognises the transformation agenda as integral to the execution of academic projects in South Africa. In implementing its transformation strategy in 2022, the faculty concentrated on the promotion of diversity and inclusiveness, and the avoidance of marginalisation and discrimination of any individuals and groups within the faculty. The core transformation principles such as equity and social justice were applied in availing access and opportunities to both staff and students. The curriculum offered in the four departments was aligned with current trends and adjusted to remove from it the elements of coloniality that seek to present the black African as an inferior species to other races.

Staff profile

The staff profiles within the FMS are anchored on the core transformation principles of inclusion and diversity inherent in the various demographic cohorts existing in South Africa. The table below presents the FMS staff profile by race.

Table 1: Teaching staff profile

Race	Female	Male
	Headcount	Headcount
African	30	43
Coloured	1	-
Indian	2	-
White	15	4
Total	48	47

The permanent staff profile shows that African Males (43) are the largest group, followed by African Females (30). Overall, with all racial groups combined, females are the majority within the faculty (51%). A need exists, however, to increase the number of Indian and coloured academics within the FMS.

Staff qualifications

It is the goal of the FMS to increase the number of staff with higher degrees, especially master's and doctoral qualifications. The profiles of staff who hold master's qualifications are shown in the table below.

Table 2: Staff with a master's qualification

Race	Female	Male
	Headcount	Headcount
African	22	18
Coloured	0	-
White	7	0
Total	29	18

A total of 47 staff members in the FMS are holders of master's degrees. The majority of these staff are Africans (85%), with African females comprising a significant proportion (47%). These statistics are likely to change as more staff members complete their doctoral qualifications.

Table 3: Staff with doctoral qualifications

Race	Female	Male
	Headcount	Headcount
African	8	11
Indian	2	-
Coloured	1	-
White	6	4
Total	17	15

In total, 32 staff members in the FMS are holders of doctoral degrees. Among these, Africans who hold doctoral qualifications are the largest number (59%), up from 53% in 2021. This increase could be attributed to the efforts by the faculty to promote the attainment of doctoral qualifications by staff. The faculty is providing

this support through mentoring, postgraduate inductions, workload reductions, financial support for research, conference attendance and internal supervision of staff.

Table 4: Senior Staff Members

Race	Female Senior Lecturers	Male Senior Lecturers
	Headcount	Headcount
African	6	7
Indian	2	0
Coloured	1	0
White	10	2
Total	19	9

The faculty has a complement of 28 senior lecturers, of which the majority (67%) are females. Efforts are in place to continue increasing the number of African female senior lecturers. Funding for doctoral studies, mentorship for research publications and participation in community engagement programmes are some of the support programmes to increase the number of black female senior lecturers in the faculty.

Table 5: Senior Staff with Professorships

Race	Female Full Professors	Male Full Professor	Female Associate Professors	Male Associate Professors
	Headcount	Headcount	Headcount	Headcount
African	0	1	2	0
Indian	0	0	0	0
White	0	0	0	0
Total	0	1	2	0

The FMS has two Associate Professors and one Full Professor. Two of the associate professors are female. To increase the number of professors in the faculty, three female senior lecturers have been nominated to attend the Future Professors Programme. The faculty provides internal mentorship and support to the current senior lecturers to enhance their eligibility for future promotion.

Student profile

Table 6: Student profile

Race	Female	Male
	Qualification headcount enrolments	Qualification headcount enrolments
African	2 428	1 694
Coloured	11	8
No Information	2	1
White	3	1
Total	2 444	1 704

Most of the students are from the African population group (99%), with females comprising the highest-represented group (58%). This distribution is attributed to the recruitment process and the regional population.

Curriculum transformation

Curriculum transformation has remained a top priority in the faculty in order to ensure that it captures the prevailing situation nationally and globally. Conversations around decoloniality have continued and changes have been made to ensure that the syllabi have been Africanised. The transformation has also involved the digitalisation of teaching and learning processes and content, to ensure that the curriculum is aligned with the existing global technological changes.

Research profile

The dissipation of the COVID-19 pandemic in 2022 facilitated easier data collection processes for the faculty. It was very difficult to collect data from targeted respondents for most studies during the height of the pandemic. As a result, the number of staff members participating in research activities increased significantly in 2022, when compared to 2021. In addition, the studies conducted in the FMS have also shifted in line with these dynamics, such that they speak to the current context. Much research is now considering the interaction of various organisational factors in the post-COVID-19 era.

Table 7: Research staff profile

Race	Female	Male
	Headcount	Headcount
African	20	20
Indian		
White	5	2
Total	25	22

There is a slightly higher number of females involved in research activities compared to their male counterparts (53% and 47% respectively). This demonstrates an increased level of interest in research activities among females has increased progressively over the years, as this group responds positively to efforts by the faculty to increase opportunities for previously disadvantaged groups.

VUT Staff Profile

The university is a medium sized institution with a total staff complement of 2392 broken down as follows: 1008 permanent, and 1384 temporary staff. Academic staff constituted 367 permanent and 273 temporary staff compared to 640 permanent support staff and 525 temporary support staff. The majority of permanent staff are females (580) compared to males (428). A total of 263 international staff broken down as follows: 77 permanent and 186 temporary staff. The gender split international staff: 201 males compared to 62 females with 49 males in permanent positions compared to 28 females; 152 males are temporary and 34 females are temporary. A total of 35 international staff are appointed in support positions, whilst 92 are academics.

WORKFORCE PROFILE

Total VUT Workforce January- December 2022

Note: A=Africans, C=Coloureds, I=Indians and W=Whites, FNM=Foreign National male, FNF= Foreign national female

Table 1 : VUT Staff as per Occupational Levels, January 2022 to December 2022

Occupational Levels	Male				Sub Total	Female				Sub Total	Foreign Nationals		Sub Total	Total
	A	C	I	W		A	C	I	W		Male	Female		
Top management (Peromnes 1-2)	1	0	0	0	1	0	0	0	1	0	0	0	0	2
EE Goal	1	0	0	0	1	1	0	0	0	1	0	0	0	1
Current Gap	0	0	0	0	0	1	0	0	-1	1	0	0	0	1
Senior management (Peromnes 3-4)	8	0	0	0	8	3	0	0	1	4	1	0	1	13
EE Goal	6	1	0	1	8	5	1	0	1	7	0	0	0	15
Current Gap	-2	1	0	1	2	2	1	0	0	3	-1	0	0	5
Professionally qualified and mid-management (Peromnes 5-7) (incl. 8-9)	147	2	8	41	198	101	4	9	71	185	43	25	68	451
Goal	197	23	8	22	250	161	18	4	18	201	0	0	0	451
Current Gap	50	21	0	-19	71	60	14	-5	-53	74	-43	-25	0	145

Skilled technical and academically qualified workers, junior management (Peromnes 8-11)	91	0	2	14	107	192	4	2	43	241	5	3	8	356
EE Goal	155	18	6	17	196	127	15	3	14	159	0	0	0	355
Current Gap	64	18	4	3	89	-65	11	1	-29	12	-5	-3	0	101
Semi-skilled and discretionary decision making (Peromnes 12-15)	29	0	0	1	30	23	1	0	0	24	0	0	0	54
EE Goal	24	3	1	3	31	19	2	0	2	23	0	0	0	54
Current Gap	-5	3	1	2	6	-4	1	0	2	3	0	0	0	9
Unskilled and defined decision making (Peromnes 16-18)	35	0	0	0	35	95	1	0	1	97	0	0	0	132
EE Goal	58	7	2	6	73	47	5	1	5	58	0	0	0	131
Current Gap	23	7	2	6	38	-48	4	1	4	9	0	0	0	47

Total Permanent	311	2	10	56	379	414	10	11	117	552	49	28	77	1008
Total Temporary	532	7	12	79	630	472	9	14	73	568	152	34	186	1384
Grand Total	843	9	22	135	1009	886	19	25	190	1120	201	62	263	2392

(Source: ITS 06 February 2023)

The Vaal University of Technology had a total staff complement of 2392. At senior management level, males were in the majority (9) compared to females (4). Males were also in the majority at professionally qualified occupational level (243) compared to females (210). There were 1008 staff employed on a permanent basis versus 1384 staff employed on a temporary basis. Females constituted the majority of permanent staff (580) compared to males (428). Whilst temporary males (782) outnumbered females (602). International staff constituted 11% of the total staff complement.



Dr TD Mokoena

Acting Vice-Chancellor and Principal

11 August 2023



Prof M Radebe

Chairperson of Council

15 August 2023

SECTION 10

REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL ON MANAGEMENT AND ADMINISTRATION FOR 2022

The Vice-Chancellor and Principal of the Vaal University of Technology (VUT) assumed duty in February 2022. At the time, the University, as was the case with all other institutions, was coming out of the Covid-19 era and grappling with the “normalisation” of processes and functions. The Covid-19 era had normalised the blended and remote teaching and learning as well as the work-from-home initiatives. VUT’s teaching and learning programme was designed to be flexible should it be required as well as commence a return to campus. All practical modules & training returned to full contact, WIL (Work Integrated Learning) placements were contact, assessment continued as CASS (continuous assessment), NQF level 5 modules were 33% contact (i.e. one in three classes were contact-based) and assessments could be face to face or contact (i.e. the use of contact hours was flexible) and all exit level modules’ assessments were contact except where the module was an ICT/computer assessment. Online proctoring was implemented for online assessments. Advanced Diplomas and Postgraduate Diplomas were blended as per the faculty plans, with up to 70% online.

A return to campus initiative was also undertaken for staff members. 100% of the VUT workforce returned to work, including people who were previously approved to work from home subject to the University ensuring that the standard Covid-19 protocols are adhered to. Line managers managed the return-to-work process in accordance with approved protocols and guidelines provided by the University and the Department of Health.

This report will reflect on the overall management and administration of the University for the year 2022 in brief.

1. INSTITUTIONAL MANAGEMENT AND LEADERSHIP

The organisational structure operational in 2022 was approved by the Administrator in 2021. A new organisational structure was recommended by the Vice-Chancellor and Principal and is expected to be approved by Council in March 2023. A number of vacancies at senior management level still existed within the structure. Vacancies for Executive Deans of Faculties for Human Sciences and Management Sciences were filled in 2022, whilst those for Engineering and Applied and Computer Sciences were expected to be filled in 2023. The DVC: Resources and Planning position remained unfilled and Prof R Mabuza has been acting in the position. The DVC: Research, Innovation, Commercialisation and Internationalisation also remained unfilled and Dr S Nelana has been acting in the position.

During the course of the year, a few resignations occurred in strategic positions. The newly elected Chancellor of the University, Dr Keith Bothongo resigned from this position due to unfortunate disagreements related to

his inauguration. Council has approved the re-commencement of the recruitment process for a Chancellor. It was also unfortunate that the University lost two members of Council, the chairperson of Council, Ms Refiloe Buthelezi resigned due to disagreements with the Vice-Chancellor and Principal and Ms Suraya Hamdulay also resigned from Council. Towards the end of the year 2022 the VUT Ombud, Judge MM Mabesele indicated his intention to resign from this position citing work commitments as a reason. He subsequently resigned in January 2023.

2. STRATEGIC INITIATIVES

2.1 Institutional Strategy Review

Council and Management held a Strategy Review workshop on 8-9 September 2022, with Council attending on the 8th only. Management is grateful for the rich insights and strategic direction provided by Council members. A revised version of the institutional strategy document as discussed and agreed to by Council members at the 8-9 September workshop was prepared. The draft revision was discussed by extended management and circulated for comment by internal stakeholders, it was then presented to Council for adoption. The revised Strategic Plan 2033+ was approved by Council in December 2022. The revised institutional strategy is set to be implemented with full effect from 2024, with the year 2023 dedicated to important preparatory activity to ensure effective implementation.

The approved VUT Strategy 2033+ refocuses VUT's vision, strategic outcomes and objectives, and maps out strategic milestones along a ten-year development path for VUT. The strategy is consolidated around two strategic outcomes or goals – one focused on getting the core business of teaching, research and innovation right, while the second is focused on the efficacy of support systems and the sustainability of the institution into the long term. The strategy is also consolidated around seven strategic objectives built against the strategic outcomes, as well as a set of success drivers that will ensure the realisation of the strategic objectives and outcomes. The ultimate intended impact is “an attractive, sustainable university of technology that produces high-impact research and innovation, as well as entrepreneurial and employable graduates who can also contribute to solving society and industry challenges”.

2.2 Institutional Governance Framework

In September 2020, Council approved the Institutional Governance Framework for the VUT. The purpose of the VUT Governance Framework is to provide for the efficient management and oversight practices in the operations of the University. It describes the governance structures and decision-making processes applicable to the VUT. The framework lists main responsibilities and accountabilities. The key elements of the approach followed included:

- To outline briefly the key responsibilities of the main University committees;
- To set out the high-level approach to academic governance;
- To note from where the specific authority derives (e.g. statute);

The framework is subject to review on an ongoing basis and was formally submitted to the Governance Committee of Council and Council for approval.

2.3 Institutional Self Evaluation Report

On 13 January 2022, the Council on Higher Education (CHE) furnished the VUT with a letter informing the institution of the CHE’s initiation of an institutional audit of the Vaal University of Technology (VUT). A first meeting was then held between VUT and the CHE on 01 April 2022 in order to determine the nature, scope and the date of the VUT audit. The outcome of the meeting and the CHE documents informed the development of VUT’s institutional audit plan. The University spend 2022 working on the Self-Evaluation Report (SER). The date for the submission of the SER to the CHE will be in March 2023, and the audit visit will take place in July 2023.

2.4 Council self-assessment

Council undertook a self-assessment using the Governance Indicators Scorecard for Councils of South African Public Higher Education Institutions for 2021/22 supplied by the DHET. Council was exempted from submitting the outcome report of the assessment since it was not yet in office for a year by the deadline for submission. The submission deadline was 30 June 2022. The outcomes of the self-evaluation exercise were shared with Council accompanied by a set of proposed improvement actions.

The overall results of the exercise were as follows:

Area		Overall Average Performance	
1.	Strategic leadership, vision, mission, context and transformation, and risk management and sustainability	78%	3,12
2.	Governance of core functions of teaching and learning, research and community engagement	65%	2,60
3.	Governance of resources: Financial, human, equipment and infrastructure	80%	3,20

4.	Governance of institutional accountability including public reporting	68%	2,72
5.	Council and Committee meetings and conduct of business	84%	3,36

The chart above shows that Council assessment results came to 3 on a 4-point scale.

2.5 Closure of satellite campuses (Remote Sites of Delivery)

In 2020, the Independent Assessors' Report into the affairs of VUT suggested that the VUT sites of delivery (SoD) as sustainable entities be investigated. The Administrator's task team then presented a report indicating that these sites were not sustainable and advised that they should be closed, and this move was approved by the Minister. A SoD teach-out committee with subcommittees for each site was established. The Ekurhuleni Campus was closed at the end of 2021.

The process of winding up the Uppington and Secunda campuses was finalised at the end of 2022. The closing down process was undertaken over two years. Furthermore, the last year of new student enrolments was 2019, with no new students enrolled in 2020. For each SoD there was a teach-out project for each campus, managed by the acting campus director. This project plan considered disposal and movement of assets, HR matters, Finance, students and qualification teach-out matters. The SoD sub-committees met monthly and reported to the SoD Teach Out Committee. All sites of delivery were closed by the end of 2022. Final reports of all SoD projects will be finalised by June, 2023.

2.6 Digital transformation

Digital transformation forms an important part of the revised university strategy. The IT Governance Task Team held a meeting which clarified the reporting structure in line with King 4. Council and ARC Committee were presented with the proposed reporting structure and Charter. Both the IT Governance Framework and the university strategy were completed by the end of 2022. Council approved the establishment of an ICT Governance Committee of Council as well as an IT Steering Committee at management level to deal with all matters related to digital transformation and ICT initiatives and projects.

2.7 Supply Chain Management (SCM) Policy

The review process of the SCM Policy of the University was concluded and submitted to Council in November 2022 for approval. The issue of service providers failing on infrastructure projects was addressed in the revised policy, including:

- addressing ways of vetting and ensuring that the evaluation process excludes university contractors or professionals with previous projects that have failed in the higher education industry.
- Improving controls on infrastructure projects that are failing.

Council approved the revised policy in November 2022.

2.8 Organisational Refinement Project

The University recommenced the organisational refinement project that was initiated during the administration period. The purpose of the Organisational Refinement Project includes responding to the following:

- External Pressures and changing conditions - student needs, competition changing government regulations, legal or statutory requirements;
- Changes in degree offerings;
- Innovations in technology;
- Opportunities for new markets e.g., short course offerings, new courses;
- Performance Gaps - internal inefficiencies, lack of communication and alignment between departments;
- Cost optimization;
- Campus closures; and
- Recent administration - turnaround strategy.

The project is ongoing and is expected to be concluded by June 2023.

2.9 Phased-Out Qualifications

To avert a situation where some qualifications would be phased out preventing students from completing their chosen programmes, former VUT students who had not completed the non-aligned National Diploma and BTech qualifications were invited to apply for re-admission for 2022. This was in an effort to assist these students to complete the qualifications that would be phased out in December 2023 and 2024 respectively. This call reached numerous students who returned to campus. While there were issues regarding some, the majority of these students managed to register so as to complete their qualifications before they are phased out. Once these qualifications are phased out, VUT can no longer be able to offer these as they would no longer be registered with SAQA on the Higher Education Qualifications Sub-Framework (HEQSF). Legally, VUT cannot award these qualifications once the final date to obtain these has lapsed. In 2022 all institutions phased out the MTech and DTech qualifications. This means as an institution, the last time VUT can designate a student to have achieved these qualifications is 31 December 2022. Faculties were informed of this decision and students were duly notified to ensure that completion is achieved in time for the first graduations of 2023.

2.10 Academic Workload Guidelines

Workload guidelines were approved in 2021. In 2022, VUT was in the process of customising the HEDA Staff Workload model for full implementation in 2023. This model focuses on the management and reporting of Academic staff time towards identifying low and high loads for middle and senior management. The model requires a lot of background data as well as institution-specific rules in order for it to be fully mature for implementation. These data and rule sets are currently being sourced and defined in order to ensure the information is VUT-specific. Some of the data have already been sourced and a project is in place that will bring the outstanding data and rules into the frame for implementation. It is envisaged that a few iterations of reporting and decision-making will be required to further refine the algorithm that drives the model over time. It is also envisaged that some further customisations may be required to cater for the more recent changes in activities related to the Academic Project at VUT.

2.11 VUT Brand Image

The following are a few highlights in respect of the VUT Brand Image:

- New Academic Attire: the new academic attire (rebranded in line with the new brand image) was delivered in 2022.
- Trademark Protection Request: The trademark protection of the VUT brand marks (Academic, Marketing, Faculties, and maVUTi) was undertaken in 2022. VUT would be able to change the TM next to the VUT brand mark to an R. In addition, the Ekhaya Alumni logo, tagline: *"Inspiring thought. Shaping talent."*, and unique pattern of VUT were added to the trademark protection request and will be registered early in 2023.
- Brand and Corporate Identity Policy: The policy was broken down into digestible concepts and featured on the internal communication platform (*Daily Billboard*) twice a week since the beginning of August 2022. The campaign ran until the first week of December 2022.

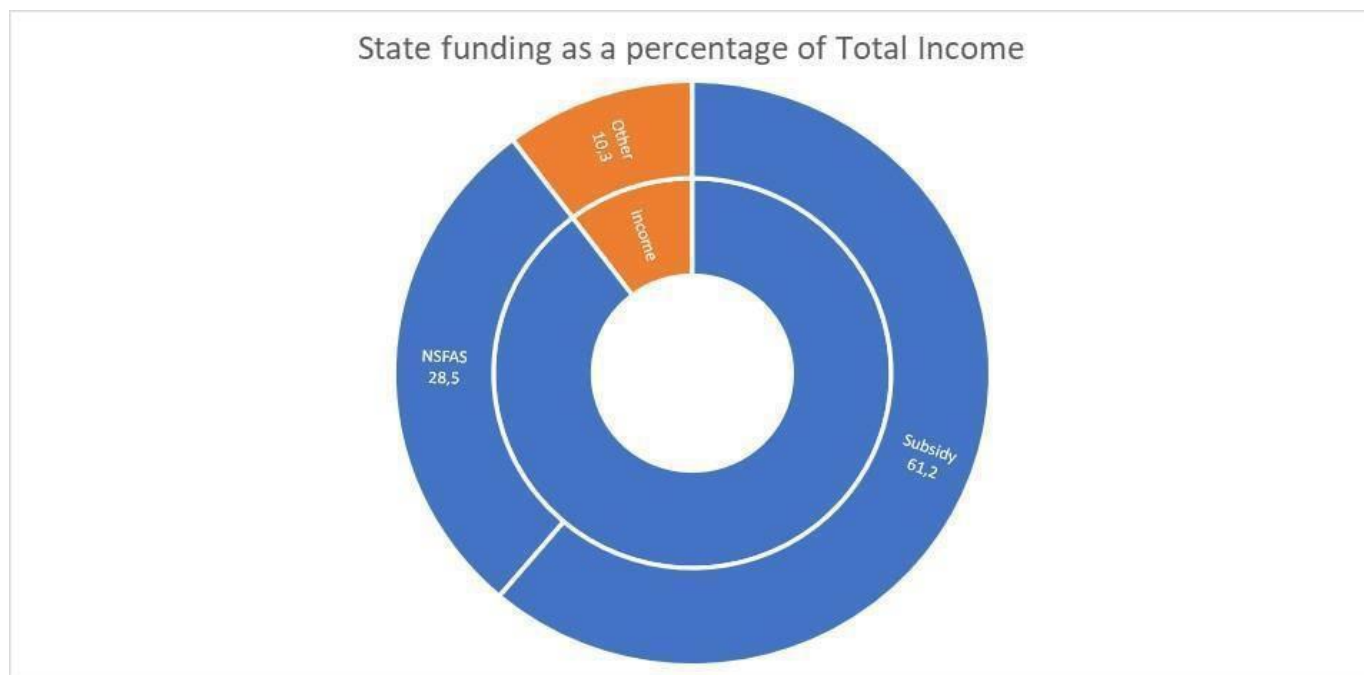
3. INSTITUTIONAL FINANCIAL POSITION

The advent of the COVID-19 pandemic has fundamentally shifted the global higher education landscape nationally and globally, and universities are increasingly being called upon to contribute to the public good. Efforts to rebuild towards an inclusive, accessible and prosperous future in the wake of the pandemic will also depend on financial prudence with appropriate governance and control measures. This is required at a time when the government fiscus remains under pressure. The financial sustainability of the South African higher education sector is equally under pressure and is confronted with the challenge of declining government subsidy, more reliance on NSFAS funding, and to an extent, regulated tuition fees. This is coupled with

escalating costs and ever-increasing demands on institutions for national policy changes impacting the ability of Universities to function within their mandates.

The Institutional Strategic Plan 2033+ defines financial sustainability as fundamental to the institution's future success. The funding constraints the institution has operated under, along with the impact of past remuneration level decisions and financial control limitations, have led the institution to critical financial viability. The University needs to regularize operating within the financial means of the University as an essential initial step which must be achieved by arresting the escalating salary and expenditure bill and ensuring that the institution generates the maximum income from subsidy and fees by meeting its enrolment and output targets. At the same time, the University needs to maximise the potential of third-stream income from research and technology transfer.

One of the challenges contributing to the bleak financial situation at VUT is its over reliance on state funding. The figure below shows that VUT is attracting far fewer self-paying students since the #feesmustfall advent, making VUT financially reliant on state funding made up of subsidy and NSFAS. As a percentage of total income, state funding comprised 68% of total income in 2015. In 2021 the reliance on state funding moved 21% points to 89,7%.



Other challenges that have been identified include the following:

- The social compact on fee increases by the Department of Higher Education and Training limits annual fee increases, and as a result confines Universities' capacity to cost programmes sustainably.
- Significant increases in outstanding student debt are expected to continue placing huge financial constraints on the institution;
- Declining pool of students with good mathematics results. There is a declining trend in students registering for Mathematics and an increase in students registering for Mathematical Literacy at school level, leading to a smaller pool of qualifying applicant for SET programmes;
- Enrolment numbers affect government grants that are calculated according to the student base. Fewer students enrolled means a weaker chance of meeting future financial targets;
- Phasing out of programmes at VUT's satellite campuses resulted in declining enrolment patterns;
- From 2020 to 2022 there was under-enrolment of first-time entering (FTEN) students in science, engineering and technology (SET) programmes. The under-enrolment of first-year intake will have a cumulative effect in the next few years;
- Lack of funding for post Diploma qualifications (Advanced and PG Diploma);
- Loss of jobs affecting students not qualifying for NSFAS, resulting in students qualifying too late for NSFAS assistance;
- Previously NSFAS funded students exceeding the maximum bursary period significantly contribute to student debt.

Realising that driving income and controlling costs are crucial to the achievement of financial sustainability, the University identified Critical Success Factors essential to achieving the University's financial sustainability goals.

The following strategic objectives have been identified as key components of the Financial Strategy the University is working on:

Strategic Objectives	Critical success factors
Increase Revenue from Commercialisation	<ul style="list-style-type: none"> • Increase the revenue generated from the commercialisation of patents, licensing, and the prototypes commercialised
Improve Fee Collection	<ul style="list-style-type: none"> • Limit student debt increase to less than 5%; and • Encourage eligible students to apply for NSFAS.

Reduce the number of Non-Viable Programmes	<ul style="list-style-type: none"> • Implement a viability model to support strategic decisions on satellite campuses, sites of delivery and even new programmes and units
Improve Procurement and Cash Management	<ul style="list-style-type: none"> • An optimised tender process to improve efficiency and control; and • Develop, implement and maintain a robust cash management framework that will enable accurate forecasting of cash flows for VUT

4. HUMAN RESOURCES

The Human Resources Department aims to contribute to the achievement of the VUT Strategic goals through ensuring that there is focus on strategic alignment and operational excellence. 2022 has been an interesting and intense year for Human Resources as the focus was salary negotiations, participating in the VUT strategy review process, address governance and costs in the employee relations space, address the issue of contract appointments as well as improving efficiencies in the recruitment & selection process. The HR team is grateful to the support of ManCom, Council Committees as well as organised labour for respectful engagements despite differences. This report serves to provide insights into the programmes of human resources, staffing issues, policies, practices and processes in the University and work that was completed or initiated during 2022.

Human Capital Strategy

The development of the HC strategy is a very critical process and should ensure alignment with the VUT strategy. Preliminary thoughts on the process and approach were at the ManCom and Council Strategy workshop led by the Vice Chancellor and organised by the Chief Strategist. The old adage is applicable here i.e., 'structure follows strategy'. The preliminary thoughts presented were informed by observations on HR processes as well as organisational effectiveness principles, which is also in the ambit of HR. That is to ensure that the structure, processes, policies, practices, culture & climate as well as delegations of authority enable VUT to achieve its strategic goals. The process of developing the human capital (HC) strategy will be initiated once the VUT strategy review process, and the organisational refinement are concluded. As the principle says, VUT structure (organisational refinement) should follow the VUT strategy (currently in review). These processes will inform the HC strategy which will talk to whether VUT currently has the talent

(employees), competencies (skills, capabilities and attitudes) required to deliver on its strategy. The HC strategy will also talk to how VUT will attract, develop and retain the very best talent, as well as what need to be done to create the culture and climate conducive for high performance, employee wellbeing and job satisfaction.

Workforce Analysis

Headcount: Permanent and Fixed Term Contracts (FTCS)

As of 31 December 2022, the University had a total of 1520 employees in its service (excluding pay by claim employees). This is made up by 953 permanent employees, 567 fixed term (FT) employees.

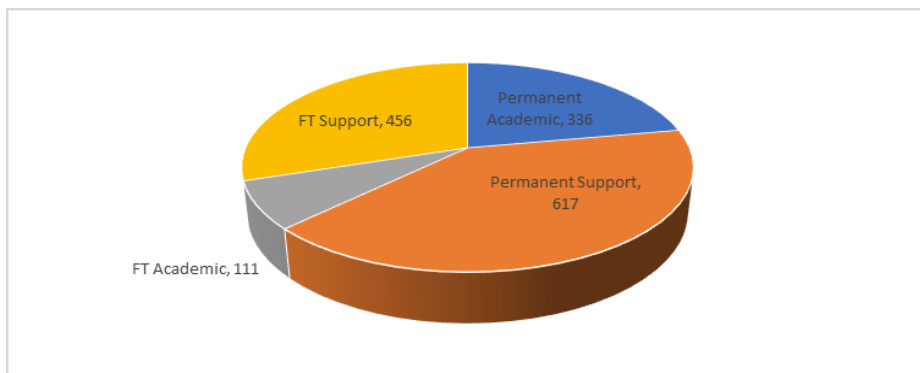


Figure 1: Head Count

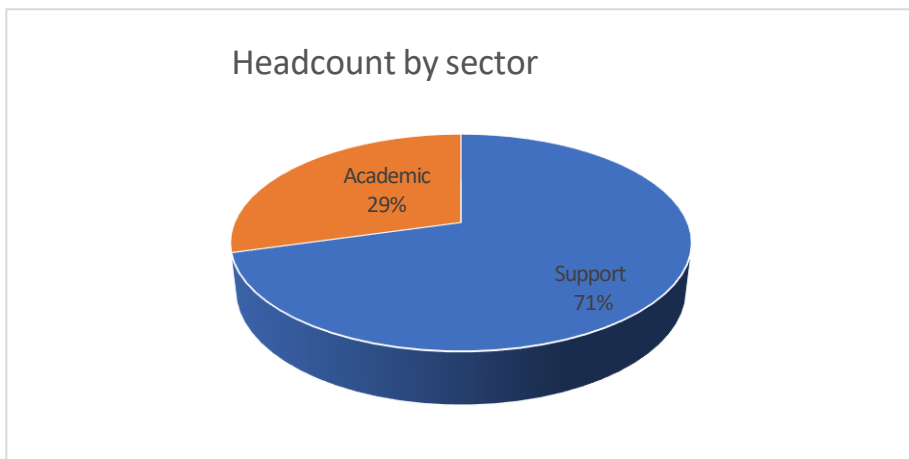


Figure 2: Headcount by sector, Dec 2022

1073 (71%) of employees were in the Support category and 447 (29%) of all employees were Academics.

Contract Appointments

The challenge of contract appointments is a serious one for the University and exposes the University to a legal risk where such employees may be deemed permanent if no justifiable reasons for such extensions exist. It also appears that the number of contract employees at VUT is significantly high (37.5%) of the workforce excluding pay by claim employees. Other risks associated with this phenomenon are lack of sustainability of the academic programme and employee morale. This matter was discussed extensively in 2022, at Management Committee as well as with the unions. Eventually a decision was made to extend all contracts who were part of the 2018 collective agreement to June 2023 in order to allow management to finalize the organisational refinement project, which will take into account the contract appointments. The University resolved to no longer automatically renew contract employees until the issues are resolved. All contracts outside of the collective agreement were extended to Feb 2023 in order to allow line managers to provide justifiable reasons and operational requirements for their existence.

Staff Movement

Senior Appointments

For 2022, the below senior appointments were made,

- Vice Chancellor & Principal – Prof Dan Kgwadi resumed duty on 01 Feb 2022
- Executive Director Human Resources – Mrs Busisiwe Ramabodu resumed duty on 01 July 2022
- Executive Dean Faculty of Human Sciences – Prof Michael Masemola resumed duty on 01 September 2022
- Executive Dean Faculty of Management Sciences – Prof Chenedzai Mafini resumed duty on 01 Oct 2022

Recruitment & Selection (R&S)

The University has eighty (80) R&S processes currently running. There has been a concerted efforts to reduce time to hire to 90 days and develop selection report templates, and shortlisting schedule in order to simplify the process. As at December 2022, 52 posts were at recommendation to appoint up to offer negotiations and offer acceptance or decline stage. 28 posts were at interview stage of the recruitment process.

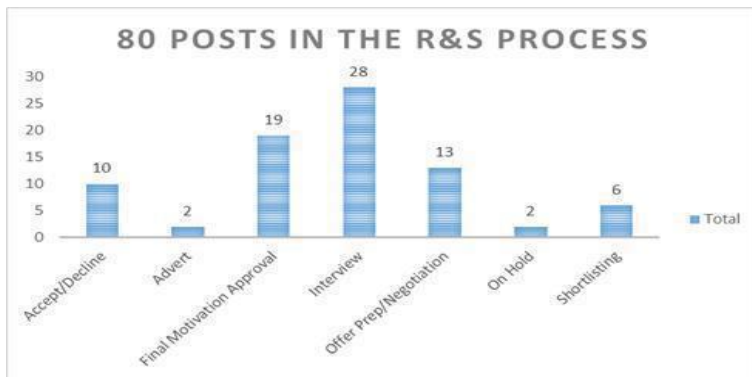
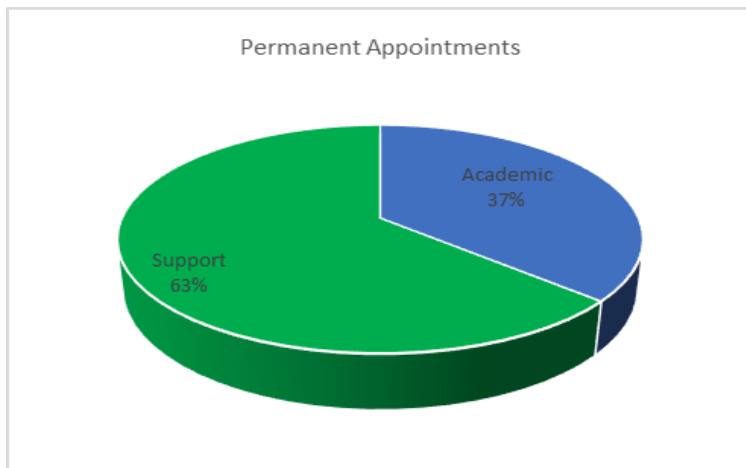


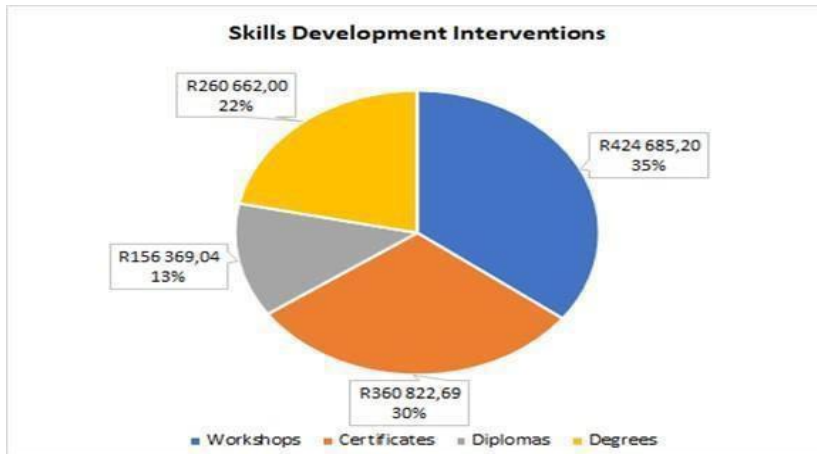
Figure 3: Recruitment & Selection

Promotions and Appointments

The University is pleased that 52 permanent appointments were made from Jan to Dec 2022 as shown below, and most employees appointed were in the Finance department. The University is looking forward to the contribution of these employees to the strategic goals and is geared to providing a conducive work environment. of the 52 appointments, 19 are academic appointments and 33 support appointments.



For the reporting period most of the funds were spent on certificate course / interventions (R360 822.69 – 30%), Degrees (R260 662.00 – 22%), Diplomas (R156 369.04 – 13%) and Workshops (R424 685.20 – 35%). The total amount spent was R1 202 538.93. From the total amount spent, individual training requests were 65% (R777 853.73) and group training was 35% (R424 685.20). All employees who undertook training were identified in consultation with their respective line managers and supported by a formal Personal Development Plan (PDP).



Performance management is relatively new, and therefore a lot of work is still required in order to embed the process. For the reporting period performance contracting was to be undertaken for all staff in positions from Peromnes Grades 1 to 9 (total of 599 employees), 105 signed performance contracts were concluded (17.53%) and 65 signed personal development plans (10.85%) was concluded and fed into the workplace skills plan (WSP). The number of performance reviews done for the period was 67 (11.19%). 2023 will focus on ensuring that this process is embedded.

Staffing Plan and Budget 2022

The University consulted all senior leadership on their staffing needs and budgets for 2022 in order to determine the true cost of employment. Each presented their requirements, which were aligned to the institutional budget. The staffing budget roll up for all faculties and departments was consolidated in line with the R932 317 000,00 approved by Council in Dec 2022. The major expenditure for the University is personnel compensations which contribute 64% of total expenditure. Management of the cost of employment is critical for the University in order to ensure that DHET guidelines (63%) are adhered to and the operational expenses are not jeopardized due to runaway employees costs.

Employee Wellness

Employees are the University's most asset, and therefore it is important that proactive and responsive Employee Wellness programmes are developed in order to optimise holistic wellness and enable employees to achieve work-life integration. While there are currently limited resources and budget to address this space, a number of initiatives have been embarked on,

- Development of an Employee Wellness Framework in progress.
- Employee Wellness Day was hosted on 30 August 2022 with 122 employees participating.
- Weekly Pilates classes were also introduced.

- Employee Wellness Topic Talks in partnership with 4DHealth as per below.

Table 1: Employee Wellness Talks

28-Sep-22	Let's talk women's Health
12-Oct-22	Let's talk about breast cancer (part of Women's Forum Launch)
19-Oct-22	Group Conversation with Mental Health Expert
16-Nov-22	Let's talk about the Sun & Skin Cancer
03-Dec-22	Let's talk about HIV/AIDS
12-Dec-22	Group Conversation with dietician

HR had the privilege to sponsor the VUT Staff Soccer team when they participated in the sports tournament at Rhodes University and the team made it to the final. Sports is key part of the employee culture, social cohesion, and employee wellness, and should be encouraged.

5. STUDENT RECRUITMENT

Student Recruitment function assists the University to realize its strategic objectives. It is the purpose of the function to find and attract as many achieving applicants as possible, to provide the Vaal University of Technology with a constantly developing student cohort. (A higher pass, success and throughput rates; sustainable subsidies; financial stability; graduates of high quality and increasing credibility as a Tertiary Institution.

The mission is to attract and recruit as many top achieving applicants as possible, to provide the Vaal University of Technology with a constantly growing and developing student cohort to meet its strategic enrolment plans.

To achieve the above objective the Student Recruitment office has embarks on various processes inter alia:

- Direct high school visits
- Presentations at career exhibitions
- Hosting of school visits to campus
- Hosting Head Masters' Function
- Sharing and distribution of student recruitment information e.g. flyers, information booklets etc.
- Effective use of digital and online marketing and student recruitment
- Visits to the industries within the Vaal region
- Radio interviews in identified educational programmes

School visits

Given the relaxed lockdown rules in 2022 the Student Recruitment team engaged in active and physical student recruitment drive. Most of the High Schools withing a driveable distance were visited for purposes of marketing and recruiting grade 12 learners. The department has four (4) student recruitment officers who were allocated two provinces each. The allocation excludes Western Cape province.

For the reporting year the Student Recruitment worked with faculty members and in some case even got to visit schools and career exhibitions with some representatives from faculties.

It is regrettable that some of the information used for student recruitment purposes was not readily available in time. Student Recruitment maintains a database of the high schools with their contact details and the link for MavutiVoice sent to the identified schools to minimize the direct visits to schools in order to minimize costs.

Active student recruitment in Limpopo province was also minimized to balance the demographics of VUT student body. Only digital student recruitment methods were used for Northern Cape and Western Cape due to distance between VUT and the said provinces.

Career exhibitions

Some of the critical career exhibitions attended are national ones hosted by Careers Exhibition and Information Association (CEIA). Throughout the year these exhibitions took place in various provinces. Some were attended and some not depending on the distance and the budgetary constraints. Hosting of school visits to campus and Head Masters' function have been put on hold due to budgetary constraints.

Integrated student recruitment

The Integrated Student Recruitment Committee, which was formed in the previous year drafted and submitted the Student Recruitment Business process map for purposes of establishing a method in the student recruitment process. An action list for the student recruitment process was drawn up and submitted to the relevant departments as recommended by the Integrated Student Recruitment Committee. This is the committee that lays a guide to what students are recruited, how, when and why.

ITUKISE

ITUKISE is a program that is geared to give matriculants that have not met the admission requirements for the qualifications applied for at the university. The program's main objective is to give the matriculants a second full time chance to re-write matric in order to meet the admission requirements.

The organizers of the program requested VUT for a venue that can be used for teaching and learning for the matriculants. VUT management resolved to offer the venue for the said purpose outside the main campus for logistical purposes. The offer has not been accepted by the ITUKISE management yet.

LAMP Project

In or about July 2022 VUT (Student Recruitment and Advancement) in partnership with management of Life After Matric Program (LAMP) arranged a successful careers day event at VUT Quest Conference Centre. The main objective of the event was to share information on various career paths that matric learners can follow after matric. Different experts and practitioners shared relevant information on various career paths that they have taken after matric. Almost all of the career paths had one thing in common i.e. continuation of studies after matric. This was yet another opportunity for student recruitment for VUT.

RHINO Week

Prestige Jeug Sport in partnership with various organizations and donors organized a Rhino Week sports tournament between 29 June to 16 July 2022 at VUT at VUT Isak Steyl Stadium. The tournament was sanctioned by VUT Management as VUT being recognized as one of the partners. Various high schools in and around the Gauteng region participated in the sporting tournament.

This presented yet another great opportunity for VUT student recruitment drive. Student Recruitment officers with assistance from Advancement formed part of the event and student recruitment information was distributed. Contact details for various schools, that were present in the event, were taken to be used on an ongoing basis for student recruitment drive.

National Science Week

In or about the 01 August 2022 VUT held a National Science Week event at VUT Desmond Tutu Hall. The event was attended by matriculants from high school from the Vaal Region. The event presented yet another opportunity for student recruitment drive. Student Recruitment officers attended and shared the necessary information with matriculants in attendance.

Other Student Recruitment bodies

There are various other student recruitment bodies that offered to assist in marketing and recruiting students for VUT both nationally and internationally. Unfortunately, their services come at a fee. Due to budgetary constraints the Student Recruitment Office could not make use of the offered services in year 2022.

6. QUALITY ENHANCEMENT

The Quality Promotion Unit (QPU) continued its mandated workload in 2022, namely, the conclusion of reviews within the support units, monitoring the progress of Improvement Plans within faculties and the support units, and assisting faculties with preparation for professional body accreditation. As well, the QPU was instrumental in the process of the successful closure of the VUT sites of delivery. Importantly, April 2022 saw the initiation of the CHE Institutional Audit, which became a major part of the work of the QPU from that time onward. An important achievement in 2022 for the QPU, was the revision of the Quality Assurance Policy, which was adapted to the CHE's Quality Assurance Framework.

Review of Faculties

The review of the faculty of Applied and Computer Sciences was initiated, with a view to completion by the beginning of 2023. This process was put on hold due to the CHE Institutional Audit initiation at VUT in April 2022. In the faculty of Human Sciences, the review that had been completed in 2021, went into the next phase of the Improvement Plan.

Review of Support Units

The external review reports Library, Co-Operative Education, the PACD and the CAD's Tutor System was received, and these units embarked on the next phase of the cyclical review process, namely drawing up Improvement Plan based on the recommendations from the external reports. The review of the Community Engagement and Short Learning Programme departments unit was initiated, with the external review to take place in 2023.

Professional Bodies

- Bachelor of Nursing (Curriculum R174)

After the QPU conducted the mock audit of the programme according to SANC regulations, Improvement Plans were drafted in preparation for the official SANC visit, which was due in October 2022. This visit by SANC, and hence the accreditation, did not take place because of late payments to SANC from VUT.

- ECSA Accreditation

The QPU facilitated the preparation process with the Faculty of Engineering to prepare the faculty for the ECSA accreditation visit that took place from 28 February 2022 – 4 March 2022. All the diplomas in Engineering and the Advanced Diplomas in Engineering were provisionally accredited. The Advanced Diploma in Chemical Engineering received full accreditation and the rest of the programmes were accredited until 2023. The QPU facilitated the remedial action phase after the ECSA visit in order to ensure that an interim improvement report will be submitted in March 2023. Feedback on the progress was made to the QPU and to the Academic Quality and Standards Committee.

The CHE Institutional Audit

The CHE initiated the Institutional Audit in January 2022, with a formal meeting between the CHE and VUT on 1 April 2022. The VUT had to deliver to the CHE, at the end of the first cycle of the audit, an Institutional Profile (a statistical, reflective overview of VUT), a self-evaluation report (a critical reflection on the audit standards) and a portfolio of evidence (evidence documents that would substantiate the claims made in the report), by 31 March 2023. The QPU drew up an audit project plan that detailed the audit process to be followed from initiation to completion. Various committees were established, each with its Terms of Reference to ensure the success of the audit. Advocacy programmes, roadshows and a multitude of information sessions were held with the entire VUT community to ensure that all stakeholders were a part of the process. Workshops were held around the implementation of the audit, viz., understanding the audit manual and a writers workshop. An external writer and critical reader were appointed to establish objectivity in the self-evaluation report. Focus groups were held, where information was scant. Every attempt was made to include the voice of all stakeholders, including students. The first complete draft of the report was completed in December 2022. The governance approval processes will take place in February-March 2023. The external panel review is scheduled for July 2023.

The CHE Quality Assurance Framework (QAF)

Discussions on the new QAF were held with the Registrar, DVC: T&L, SSS, ED of Human Resources, where issues contained in the QAF that impacted quality audits and reviews were highlighted. The QPU revised the Quality Policy on par with the QAF to ensure that the Institutional Quality Assurance System will offer VUT a framework for an effective system that will eventually grant us programme self-approval status. The revised policy was completed in 2022 and will be approved by the AQSC, Senex, Senate, Mancom and Council in 2023.

Closure of Satellite campuses

With regard to the Secunda campus, the QPU revised the Teach Out/Transfer Guideline and coordinated and collected all Teach-out plans from the faculties. A quality assurance report on all the faculties' plans were submitted to the Chairperson of the Site of Delivery Sub-committee in September 2022. Faculties were requested to respond to the recommendations and to align their plans with the requirements of the Guideline on the phasing-out of Satellite Campuses. Quality control and assurance took place through the Site of Delivery's implementation of a Project Monitoring and Control Dashboard that was updated regularly during highly frequent meetings.

The QPU was responsible for quality assuring the phase-out process of the Upington campus in December 2022. The QPU facilitated the quality review process to move the site of delivery from the Catholic Church premises to the Library building for the phase-out offering of the Agricultural programme. Following a self-evaluation exercise to determine the fitness-for-purpose of the new site, an external peer review exercise followed. The new facilities were regarded as conducive for the phasing-out process and a formal application for the accreditation of the site was submitted to the office of the DVC:TL&SSS on 20 May 2022.

Graduation Survey

The QPU developed a satisfaction survey questionnaire after wide stakeholder participation and research and submitted an application for ethical clearance for the conducting of graduation surveys, which was granted on 1 August 2022 by the Central Research Ethics Committee. The survey was piloted, and the results will be used to refine the instrument and the methodology for a full implementation. The conducting of satisfaction surveys forms part of the catalytic initiatives of VUT.

Quality Assurance Policy

One of the objectives of the QPU is to establish a culture for quality which is understood as an environment where members care about the quality of their work and make decisions based on achieving that level of

quality. Establishing a culture of quality was a long process, but during the CHE audit preparation exercise, there was opportunity for a strong team-approach as teams had to reflect critically on activities against certain set of standards. In this regard, tremendous enhancement was made to create an awareness and culture for quality. Team members selected from all levels of the institution in collaboration and interaction with their own constituencies realized to a certain extent that quality should be achieved for its own sake and not just to meet regulatory approval. The review of the Quality Policy offers an opportunity to engage with the institution's quality system which enhances a better understanding of the Quality Assurance System which has a strong focus on continuous improvement, cyclical review processes and the notion of responsibility and accountability. Numerous workshops were conducted with all levels of the institution to refine and align the policy with the CHE's Quality Assurance Framework. The revised Quality Policy was revised after benchmarking, external peer critical reflection and consultation with all stakeholders.

7. CONCLUSION

Public Higher Education institutions in South Africa have had to face serious systemic challenges over the past few years: the Covid19 pandemic, reducing state-funding, social compact and NSFAS related challenges. Many of these challenges have led to financial uncertainty in the sector. VUT has also been seriously affected by these challenges that face the sector. Coupled with these, the declining student enrolment figures with the concomitant penalties have affected the ability of the University to move towards financial sustainability. This situation has been exacerbated by sustained periods in the past where improper and unfortunate decisions that negatively affected the University finances were taken, leading to periods of administration. The University is still attempting to bootstrap itself out of the effects of these unfortunate periods.

Despite the challenges outlined above, there are many positives across various units of the University worth celebrating. My gratitude goes to those managers and their units who have worked tirelessly to ensure that the University remains a going concern and delivers on its mandate. Operational inefficiencies have also been identified across various functions. Management is working on reducing these areas and improving processes and approaches in key areas of the institution.

On behalf of the management team, I wish to thank Council for its continued and unwavering support. I also wish to thank staff and students for their guidance and support in ensuring that the University achieves its objectives and priorities against a host of challenges. Together we will work towards bettering the University and the environment for staff, students and the broader stakeholder community of the University.

A handwritten signature in black ink, consisting of several vertical strokes followed by a horizontal line and a small flourish.

Dr TD Mokoena

11 August 2023

Date

Acting Vice-Chancellor and Principal

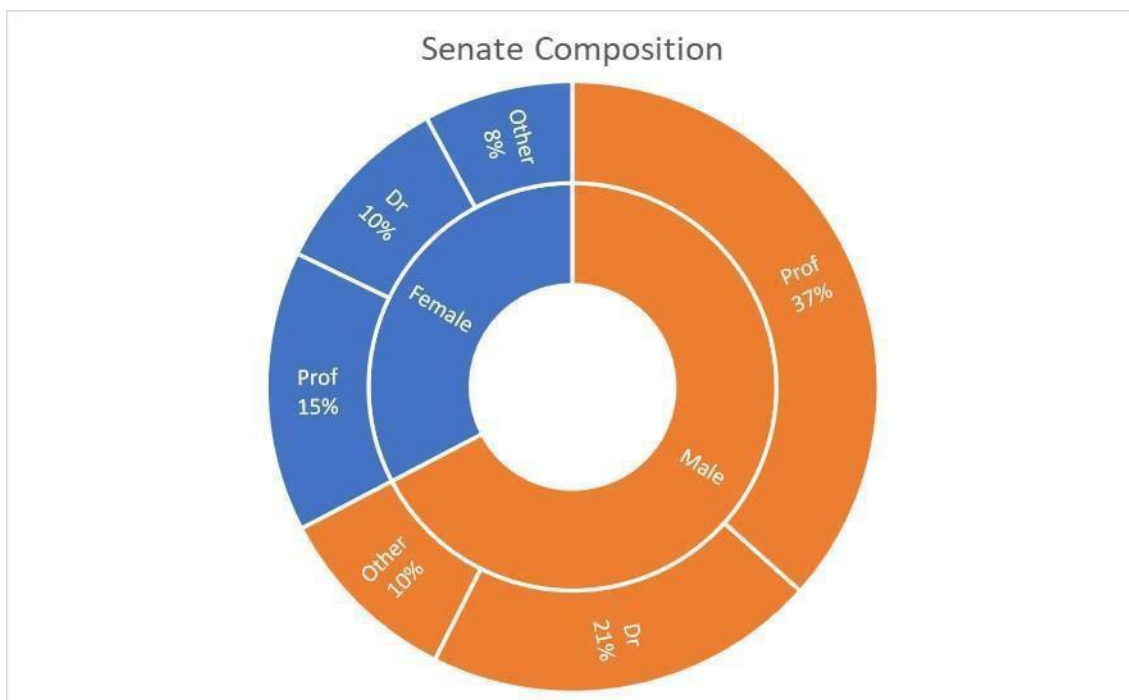
SECTION 11

THE REPORT OF THE SENATE TO COUNCIL

The Senate of the Vaal University of Technology is responsible for academic governance of the University in accordance with the Statute and the Act. Academic governance is understood to comprise the structures, processes and regulatory frameworks through which academic matters are decided and overseen by academic staff, advised and supported by administrative colleagues and students. To this end, the Statute of the University provides that, subject to the Act, the Senate is accountable to the Council for all the academic and research functions within the University and all other functions delegated or assigned to it by the Council. In exercising this mandate, Senate is assisted by its various committees as shown below:

- Academic planning development committee
- Higher degrees committee
- Deans' forum
- Academic quality standards committee
- Senate library information committee
- Central research ethics committee
- Senate research and innovation committee

In 2022, Senate had the following membership:



SENATE COMPOSITION

Name	Designation	Gender
Alugongo, A (Prof)	Industrial and Operational Management and Mechanical Engineering	Male
Brits, HJ (Dr)	Director: Quality Promotion Unit	Male
Burger, S (Dr)	Acting Director: Research	Female
Chili, M (Dr)	Executive Director: Centre for Academic Development	Male
Chitumwa, CC (Dr)	Head of Department: Education	Male
Dicks, E.G (Prof)	Tourism and Integrated Communication	Female
Dlodlo, K (Prof)	Head of Department: Marketing, Retail Business and Sport Management	Female
Dube, K (Prof)	Research Professor	Male
Grobler, C (Prof)	Acting Executive Dean: Faculty of Applied and Computer Sciences	Female
Harmse, A (Dr)	Head of Department: ICT and Software	Female
Isabirye, A (Dr)	Head of Department: Human Resource Management	Male
Kearney, J (Prof)	Associate Professor: Tourism and Integrated Communication	Female
Kganakga, M.C (Dr)	External Council Member	Female
Kgwadi, D (Prof)	Vice Chancellor and Principal	Male
Kholopane, P.A (Prof)	Industrial and Operations Management and Mechanical Engineering	Male
Kiambi, SL (Prof)	Head of Department: Chemical and Metallurgical Engineering	Male
Linington, M (Prof)	Deputy Vice-Chancellor: Teaching, Learning and Student Support Services	Female
Maemo, K (Mr)	Technology Transfer and Innovation	Male
Mafini, C (Prof)	Executive Dean: Faculty Management Sciences	Male
Maleho, L (Dr)	Head of Department: Tourism and Integrated Communication	Male
Manganye, J (Mr)	Institutional Forum	Male
Maseko, G J (Dr)	Head of Department: Accountancy	Male
Masemola, M (Prof)	Executive Dean: Faculty of Human Sciences	Male
Mchunu, S (Dr)	Executive Director: Student Support Services	Male
Mgobo, N (Ms)	Chief Financial Officer	Female
Mkhathali, N (Ms)	Acting Director: Library	Female

Mkhubeni, N (Dr)	Acting Head of Department: Health Sciences	Female
Modise, S.J (Prof)	Head of Department: Biotechnology and Chemistry	Male
Mokoena, BA (Prof)	Research Professor	Male
Mokoena, T.D (Dr)	Registrar	Male
Moletsane, A (Ms)	Director: Student Academic Development Support and Work Integrated Learning	Female
Mahlangu, GT (Mr)	Postgraduate Student: Student Representative Council	Male
Masendi, M (Mr)	President: Student Representative Council	Male
Ndlovu, T (Mr)	Academic Officer: Student Representative Council	Male
Mtunzi, F.M (Prof)	Centre of Chemical and Biotechnology	Male
Muswaka, L (Prof)	Head of Department: Legal Sciences	Female
Nelana, S (Dr)	Acting Deputy Vice-Chancellor: Research Innovation Commercialisation and Internalisation	Male
Ngoy, E.K (Prof)	Secunda, Faculty Applied Sciences	Female
Nyamupangedengu, C (Prof)	Head of Department: Electrical Engineering	Male
Ochieng, G (Prof)	Head of Department: Civil and Building Engineering	Male
Osifo, P (Prof)	Acting Executive Dean: Faculty of Engineering and Technology	Male
Otunniyi, IOT (Prof)	Research Professor	Male
Padayachee, T (Prof)	Research Ethics	Female
Pakade, V.E (Prof)	Biotechnology & Chemistry	Male
Radebe, M (Prof)	External Council Member	Male
Ramabodu, B (Ms)	Executive Director: Human Resources	Female
Seodigeng T (Prof)	Chemical and Metallurgical Engineering	Male
Sikakana, IQ (Dr)	Head of Department: Mathematics, NDT and Physics	Male
Tengen, T (Prof)	Head of Department: Industrial and Operational Management and Mechanical Engineering	Male
Van der Westhuizen, J (Dr)	Acting Head of Department: Logistics and Supply Chain Management	Male
Van Staden, H (Dr)	Head of Department: Visual Arts and Design	Female
Zuva, T (Prof)	ICT and Software	Male

Table : Senate Composition for 2022

Date of the Meeting	Matters Considered
11 March 2022	<ul style="list-style-type: none"> Report on Academic and Professional Staff Promotions Feedback on 2022 Registrations and Commencement of Classes Extended Programmes from the Faculty of Engineering

	<ul style="list-style-type: none"> • Language Policy • Diploma in Ecotourism Management • Advanced Diploma in Ecotourism Management • Diploma in Tourism: Correction of Module Name • Errata on Less than 50% change document • Postgraduate Diploma in Sport Management • Faculty Reports
10 June 2022	<ul style="list-style-type: none"> • New Qualification: Master of Accountancy • Nomenclature Changes in the module offered within the PGD Retail Business Management. • Nomenclature AD and PGD Marketing • Revised Entry Requirements M&D's • Language Policy • Benchmarking NDT • Institutional Report
19 September 2022	<ul style="list-style-type: none"> • Promotions Policy • Nomenclature Changes from PhD in Business Administration to PhD in Management • Academic/ Committee Calendar • Higher Education Update • Reports
11 November 2022	<ul style="list-style-type: none"> • Blended Learning and Assessment Strategy for 2023 in the Faculty of Management Sciences • Blended Learning and Assessment Strategy for 2023 in the Faculty of Human Sciences • Blended Learning and Assessment Strategy for 2023 in the Faculty of Applied and Computer Sciences • Blended Learning and Assessment Strategy for 2023 in the Faculty of Engineering and Technology Sciences • Request to correct the 2021 APDC Minutes • Less than 50% change Advance Diploma in Fashion • Less than 50% change in Diploma Fashion

	<ul style="list-style-type: none"> • Proposed Programme Structure • Changes Diploma – Food Management • Bachelor of Health Science Pre-Requisites and Progression rules for September 2022 • Higher Education Update • ECSA Report • CREC Report
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VUT student profile: trend analysis

The following presents an analysis of student profiles in 2022, as compared with previous years.

Student registrations

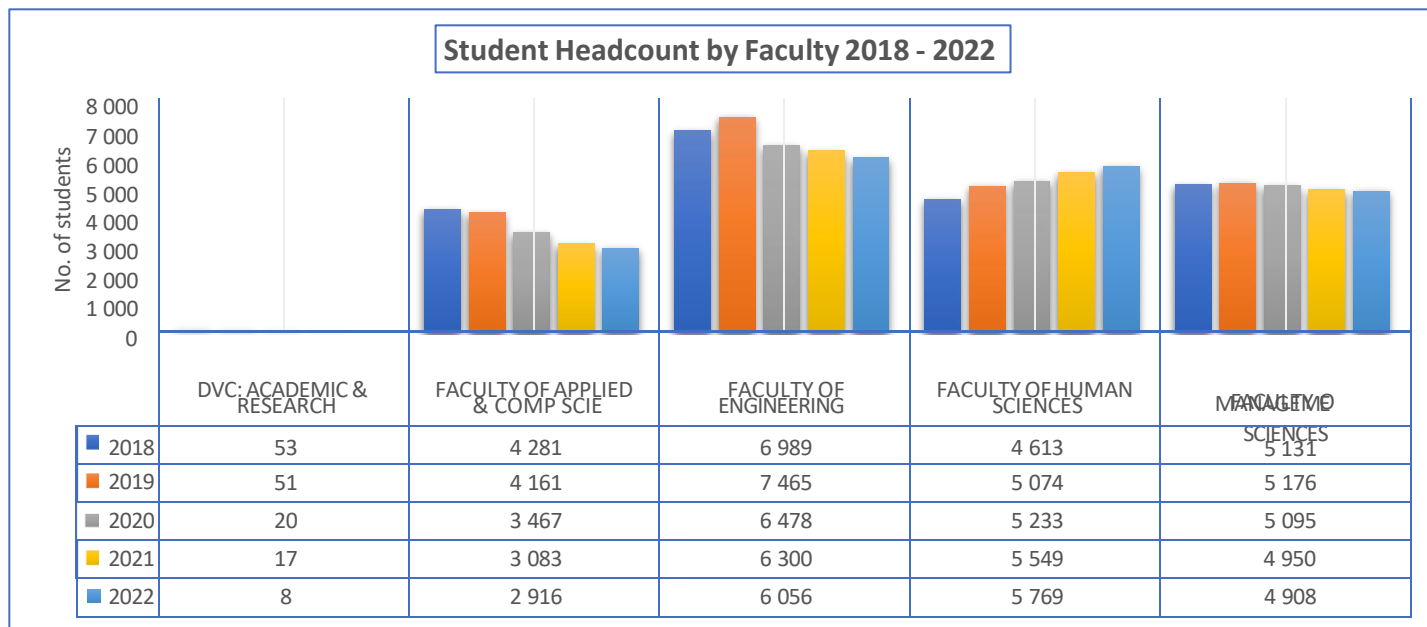
The following table shows student headcounts by campus for the years 2018-2022:

Campus	Calendar Year				
	2018	2019	2020	2021	2022
EAST RAND DAVEYTON CAMPUS	701	787	258	0	0
SECUNDA	660	726	411	235	88
UPINGTON	104	92	64	30	9
VANDERBIJLPARK	19 467	20 010	19 189	19 120	18 971
EDUCITY Science Park	135	312	371	520	589
Total	21 067	21 927	20 293	19 905	19 657

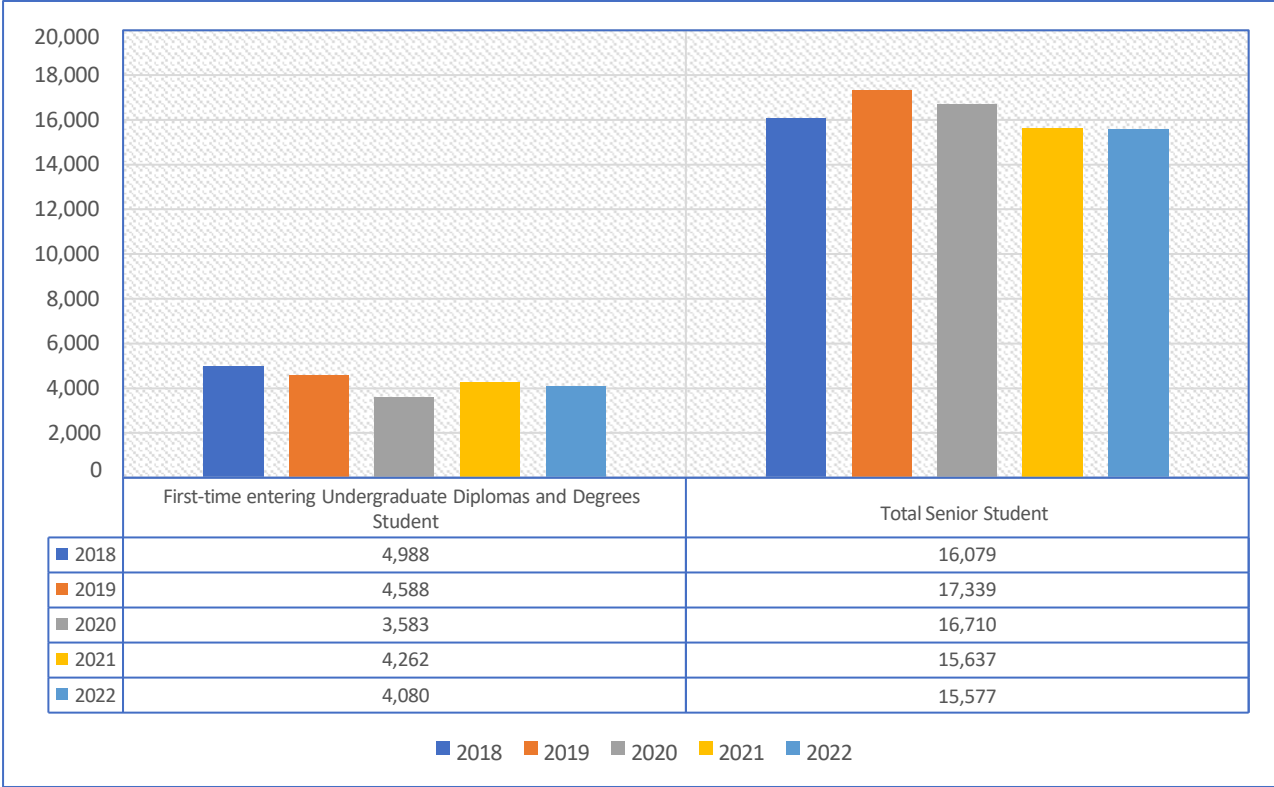
This table indicates that the Science park, where education programmes are offered was the only campus to show a growth in student numbers for 2022. As indicated earlier the other sites of delivery were closed at the end of 2022, and this is reflected in those enrolments. In total there was a slight increase in 2022 (19 657 enrolments) however this was still however down from the peak of 22 000 in 2019. This is accounted for by firstly, lower FTEN registrations than had been targeted and secondly, the systematic closer of sites of delivery (for example the Daveyton site of delivery had closed at the end of 2021 the number of students enrolled at Secunda and Upington were low in 2021 as part of a planned closure of the campuses).

The graph below shows headcounts enrolments for 2018-2022:

There has been a decline in SET registrations together with a slight increase in non-SET registrations from 2019 to 2021. The University’s mission is to drive SET programmes and enrolments, and there is clearly a need to address this mission-drift. Non-SET registrations were slightly higher than SET registrations in 2021.

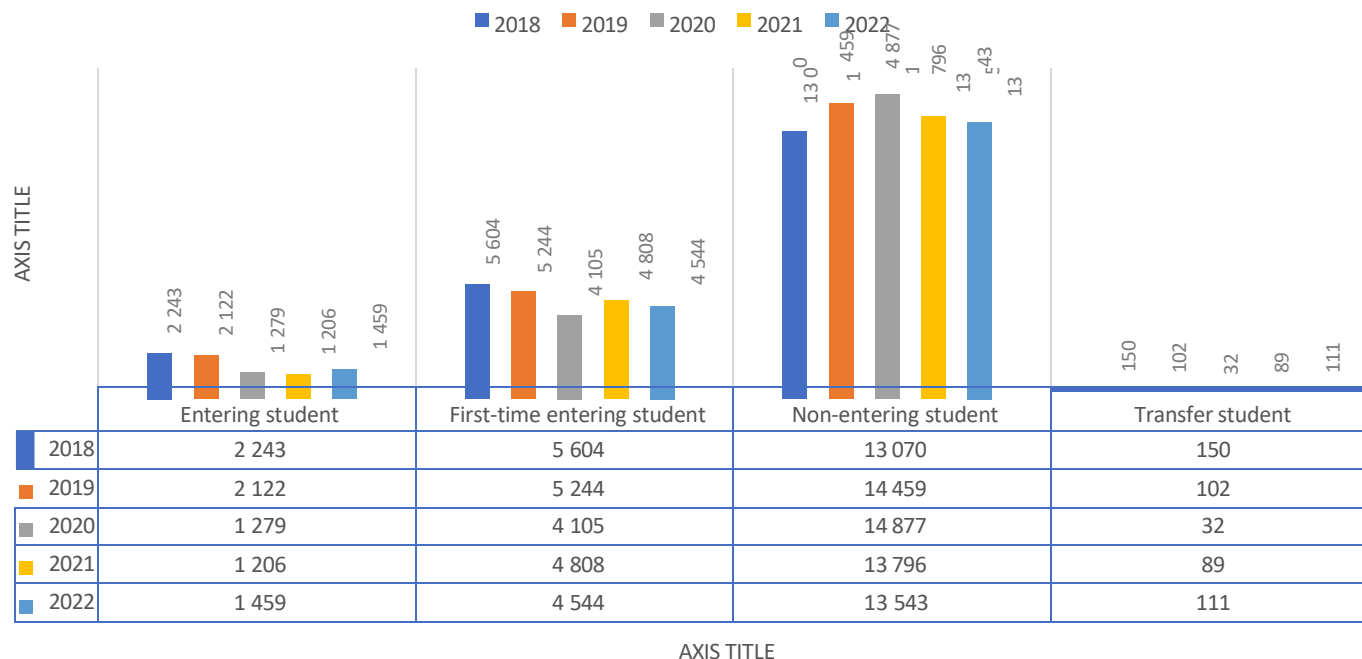


The Faculty of Human Sciences has grown over the period from 2018 to 2022, mainly due to the introduction of Education programmes, which was reflected in the Science park enrolments. The decline in enrolments within the Faculty of Applied Sciences should show a reverse trend in the next few years as the faculty introduces the new nursing programme. New programmes are being introduced within this faculty over the next few years. The decline in the Faculty of Engineering and technology was mainly due to low FTEN headcounts.



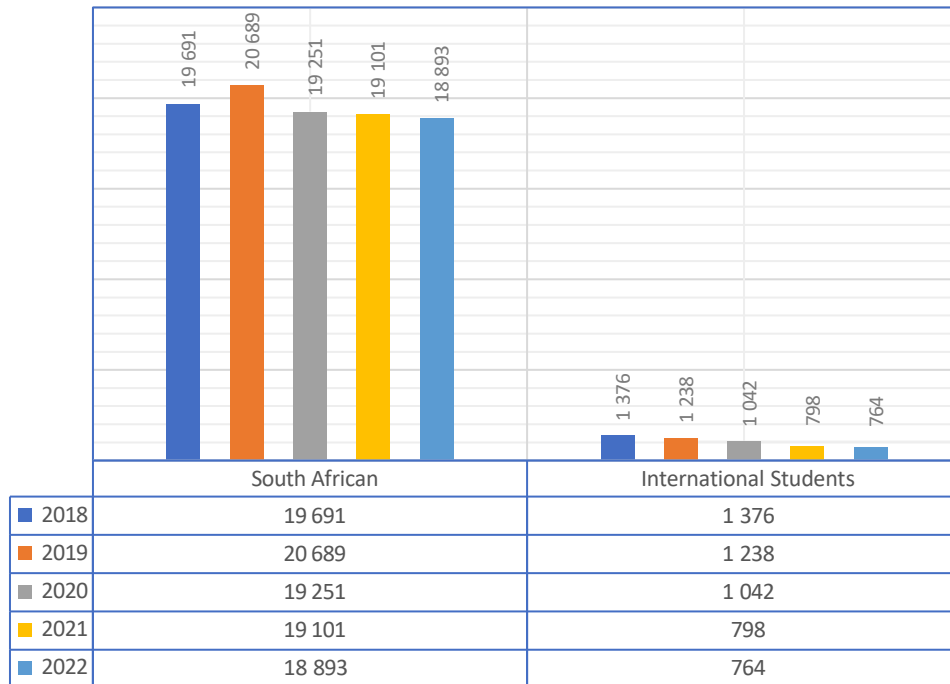
The above figure compares FTEN undergraduate students to senior student headcounts. The figure shows a marked decline in FTEN enrolments from 2018 with a slight increase in 2021. In 2022 there was also decline in returning students, following several years in which the number of returning students had increased significantly and then started to decrease in 2020. Many factors accounted for this situation, especially the uncertainties brought about by the climate of the University which precipitated it being placed under administration. Other factors are externalities experienced by the sector and not only VUT. The University is working hard to address this deficit in headcount enrolments.

STUDEND HEADCOUNT BY ENTRANCE CATEGORY 2018 - 2022



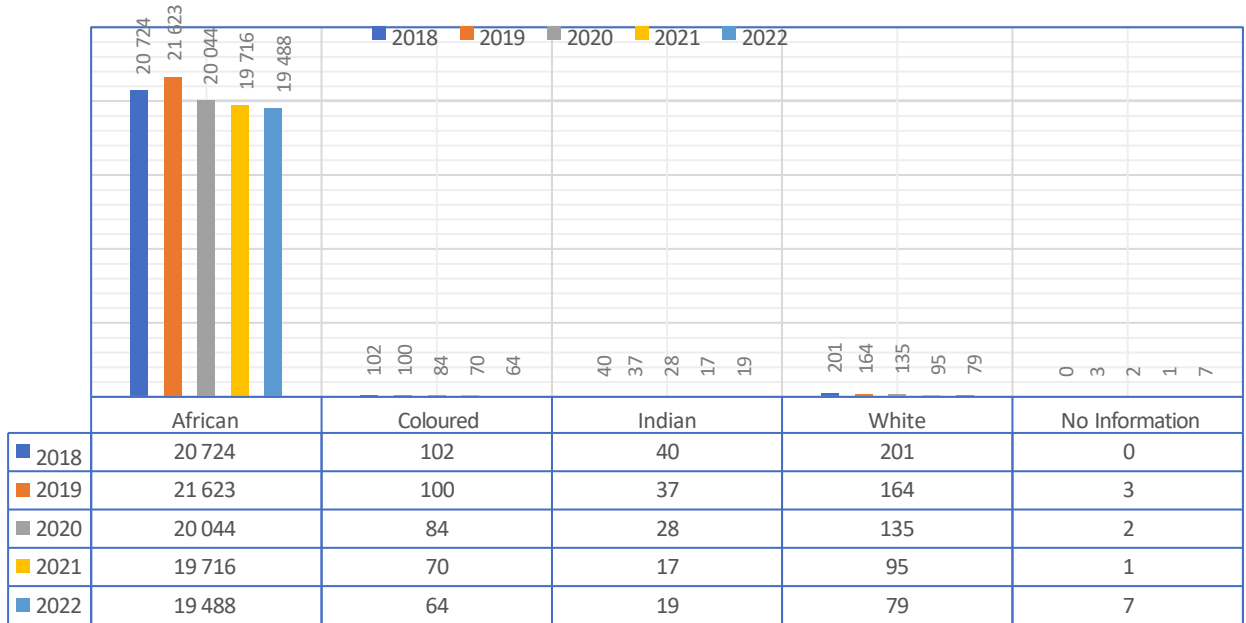
The table above shows the different headcounts per various entering categories: entering students, i.e. students who are switching qualifications, first time entering (FTEN) students, i.e. students who are enrolling at VUT for the first time, non-entering, i.e. senior or returning students, and transfer, i.e. students transferring from another institution. The table shows that all entering, and the transfer category experienced a slight increase from 2021, while the others showed a decline in headcount enrolments on average. The number of transferring students has been declining sharply since 2018, with a slight growth in 2021 and 2022 due to the closure of sites of delivery.

STUDENT HEADCOUNT BY NATIONALITY 2018 - 2022



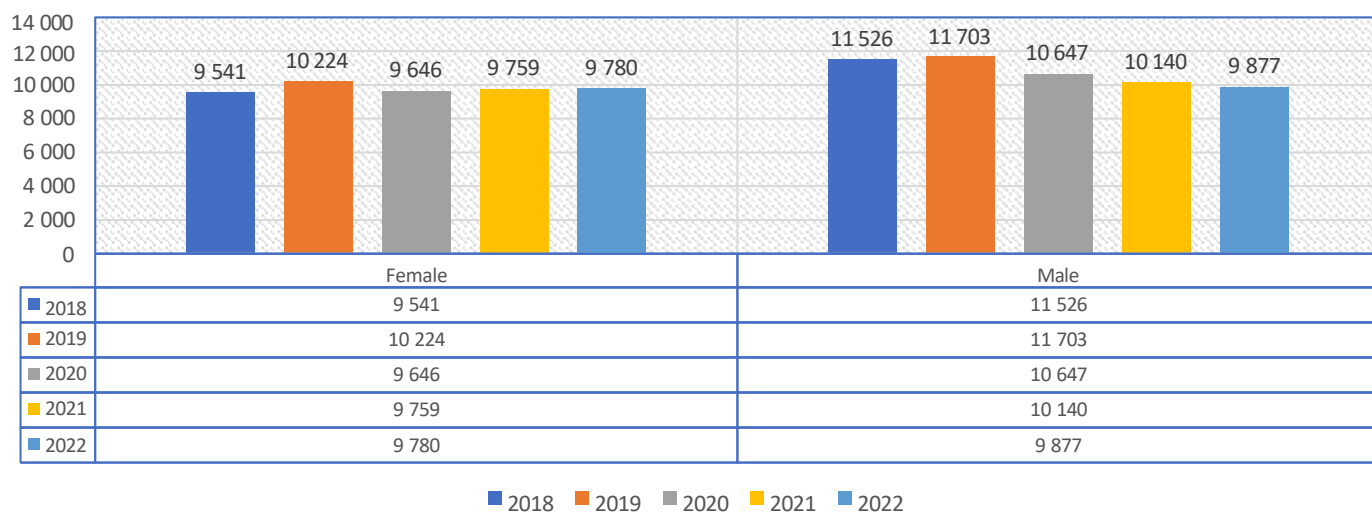
The number of international students has been declining since 2020 (1 376 headcount enrolments), and appears to be a result of many factors including COVID-19 as students seemed not to return post lock-down.

STUDENT HEADCOUNT BY RACE 2018 - 2022



The table above indicates the demographic profile of the student body by Race and indicates the majority of students are African, and this component remains fairly stable, while there is a decline in students from other races. The following table indicates the ratio between male and female students which has remained fairly stable over the period, with male students slightly in the majority.

Student Headcount by Gender 2018 - 2022



The University will work towards addressing these challenges regarding enrolments going forward.

New Qualifications registered during 2022

The introduction of the HEQSF which introduced the articulation pathway of Diploma, Advanced Diploma and Postgraduate diploma is reflected in the registration of new programmes with the Advanced Diploma in Tourism and post graduate diploma's in Policing, Food Service Management and Fashion registered during 2022 at SAQA for offering in 2022. The tables below also reflect our renewal of the PQM with the registration of the Bachelor of Communication Studies and Masters in Education

SAQA Registered Undergraduate qualifications

Programme name	SAQA registered
Advanced Diploma in Tourism Management	12 December 2022
Bachelor of Communication Studies	10 June 2022

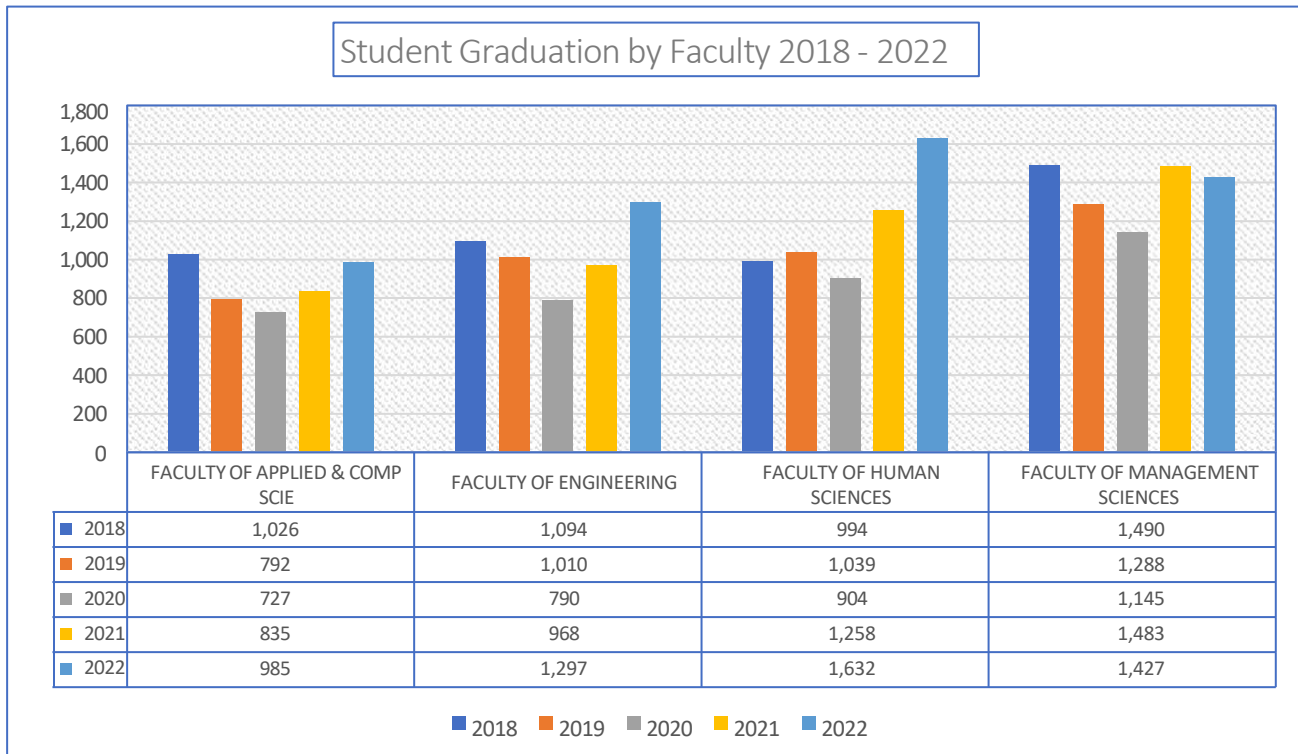
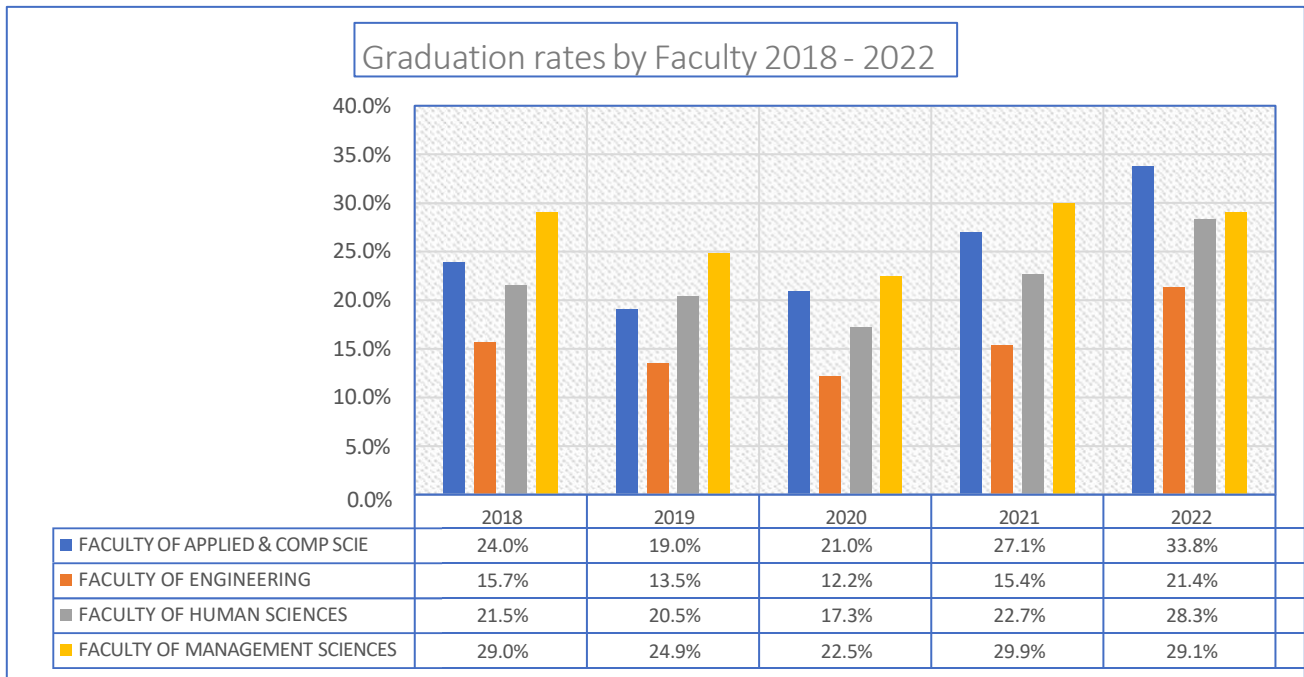
SAQA Registered Postgraduate qualifications

Programme name	SAQA registered
Postgraduate Diploma in Policing	30 March 2022
Postgraduate Diploma in Food Service Management	12 December 2022
Postgraduate Diploma in Fashion	12 December 2022
Master of Education in Higher Education	12 December 2022

Senate role is to be accountable to the Council for all the academic and research functions within the University. Exiting COVID restrictions in a manner that brought back contact in classrooms, in recreation, in student life, while maintaining the good practices and learning from experiences of 2020 and 2021 dominated activities of Senate in 2022. Senate approved the blended teaching and learning approach of faculty for 2023 in line with CHE condonation for blended learning and based on lessons learnt during the lockdown period. Reflection on student success is core to Senate's function and approval of amended admission requirements and progression rules were considered in this regard. A New Council and Vice-Chancellor required Senate to build on the hard work of implementing the new policies that were reviewed and approved by Senate in the previous 2 years. Senate reviewed the new academia promotions policy after the policy had been implemented for the first time in 2021, clarifying criteria and expectations as part of its governance mandate to continuously improve academic activities at VUT. A major activity undertaken by VUT and supported by Senate was the production of the Self-evaluation report (SER) for the Institutional Audit by the CHE, to be conducted in 2023. Furthermore, Senate engaged on strategic matters including the revised strategic plan, where the future vision for teaching, learning, research, innovation and community engagement were interrogated.

Graduations

This section shows graduation figures for the University over the period 2018 to 2022



The figures above show the graduation rates for the various faculties as well as the graduation numbers per faculty. The first figure shows that the Faculty of Management Sciences has consistently had the highest graduation rate over the period 2018 to 2021, whereas the graduation rates in the Faculty of Applied and Computer Sciences were highest for 2022. The second figure shows the actual graduation numbers per faculty. It indicates that the Faculty of Management Sciences graduated more students per year, except for 2022, where the Faculty of Human Sciences had the highest numbers which follows on their 2020 and 2021 numbers where the Faculty came in second. The numbers in the Faculty of Engineering and Technology as well as the total graduation numbers shows a sharp decline in graduations overall for the year 2020, with a sharp increase thereafter. The 2020 numbers were ascribable to the outbreak of Covid-19 and the concomitant lockdowns which led to delayed completion by a number of students.

The graduation rates and numbers by qualification type over the period of 2018-2022 is tabulated in the following tables. Postgraduate diplomas are one-year qualifications and thus the graduation rate is far higher than for other qualifications. Diploma and certificate graduations provide the bulk of graduates. The graduation numbers for both the postgraduate diploma and Masters are increasing steadily.

Graduation rates by Qualification Type - Grouping 2018 - 2022					
Qualification Type - Grouping	Calendar Year				
	2018	2019	2020	2021	2022
Degrees	46,58%	41,89%	47,60%	45,82%	39,30%
Diplomas and Certificates	17,16%	13,77%	14,87%	21,16%	25,60%
Doctoral	10,20%	7,76%	14,96%	10,48%	12,00%
Masters	21,40%	12,56%	8,94%	14,35%	20,80%
Other Postgraduate	60,43%	85,12%	49,60%	57,58%	82,00%
Total	21,85%	18,83%	17,70%	22,86%	27,20%

Student Graduation numbers by Qualification Type - Grouping 2018 - 2022					
Qualification type	Calendar Year				
	2018	2019	2020	2021	2022
Degrees	1 473	1 431	753	400	325
Diplomas and Certificates	2 936	2 426	2 647	3 809	4 567
Doctoral	10	9	19	13	15
Masters	46	57	44	60	92
Other Postgraduate	139	206	125	262	342
Total	4 604	4 129	3 588	4 544	5 341

The graduation rate of females is greater than that of males (31% vs 24%) which is opposition to the enrolment figures, this trend is found across the higher education landscape. In 2022 VUT graduated 3025 females and 2316 males.

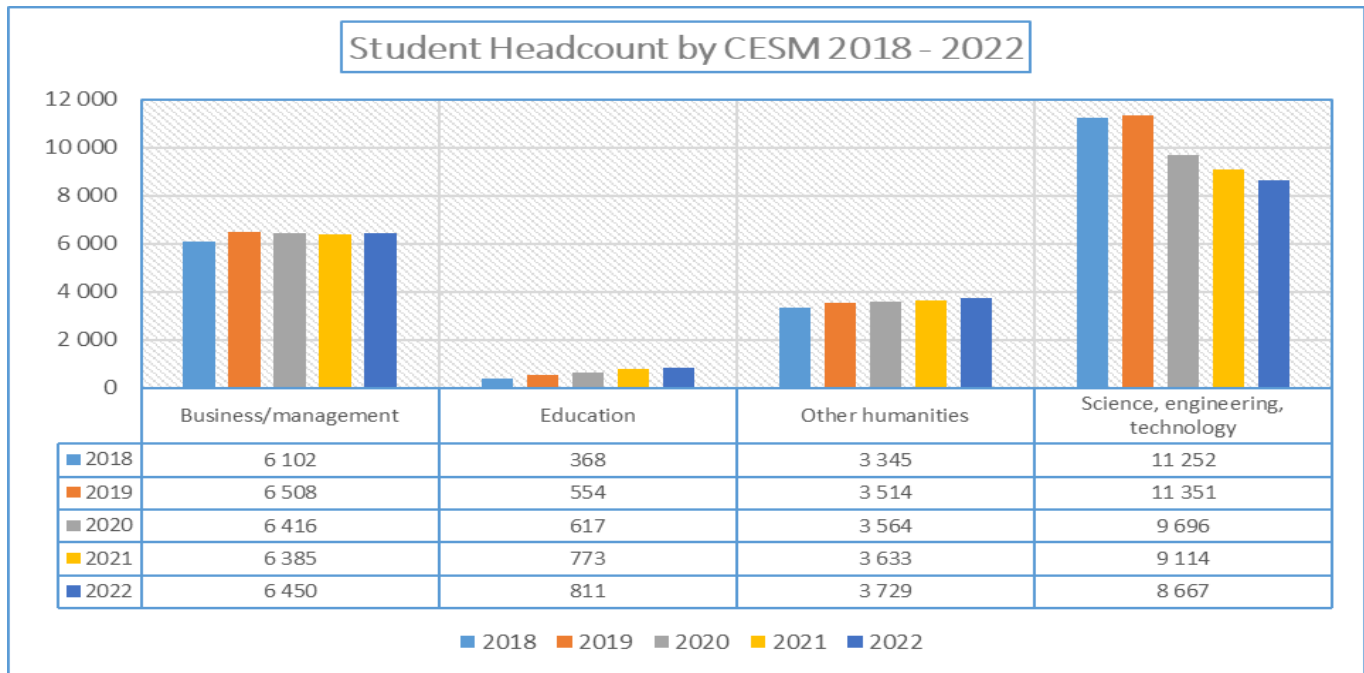
Student Success

The following figures shows student success rates by race from 2018-2022. Student success rates continue to improve. There is no significant difference in success rates across race, however female students have a 9% higher success than their counterparts (89.4% vs. 80.8%).

Success rates by Race 2018 - 2022					
Race Description	Calendar Year				
	2018	2019	2020	2021	2022
African	76,3%	73,9%	84,2%	85,2%	83,4%
Coloured	77,3%	79,7%	82,0%	79,0%	83,2%
Indian	76,3%	83,6%	95,5%	73,8%	79,4%
White	67,6%	71,9%	74,9%	76,4%	78,1%
No Information		9,2%	85,1%	100,0%	76,7%
Total	76,2%	73,9%	84,0%	85,1%	83,3%

Student Full Time Equivalents (FTE) Headcount and CESM category

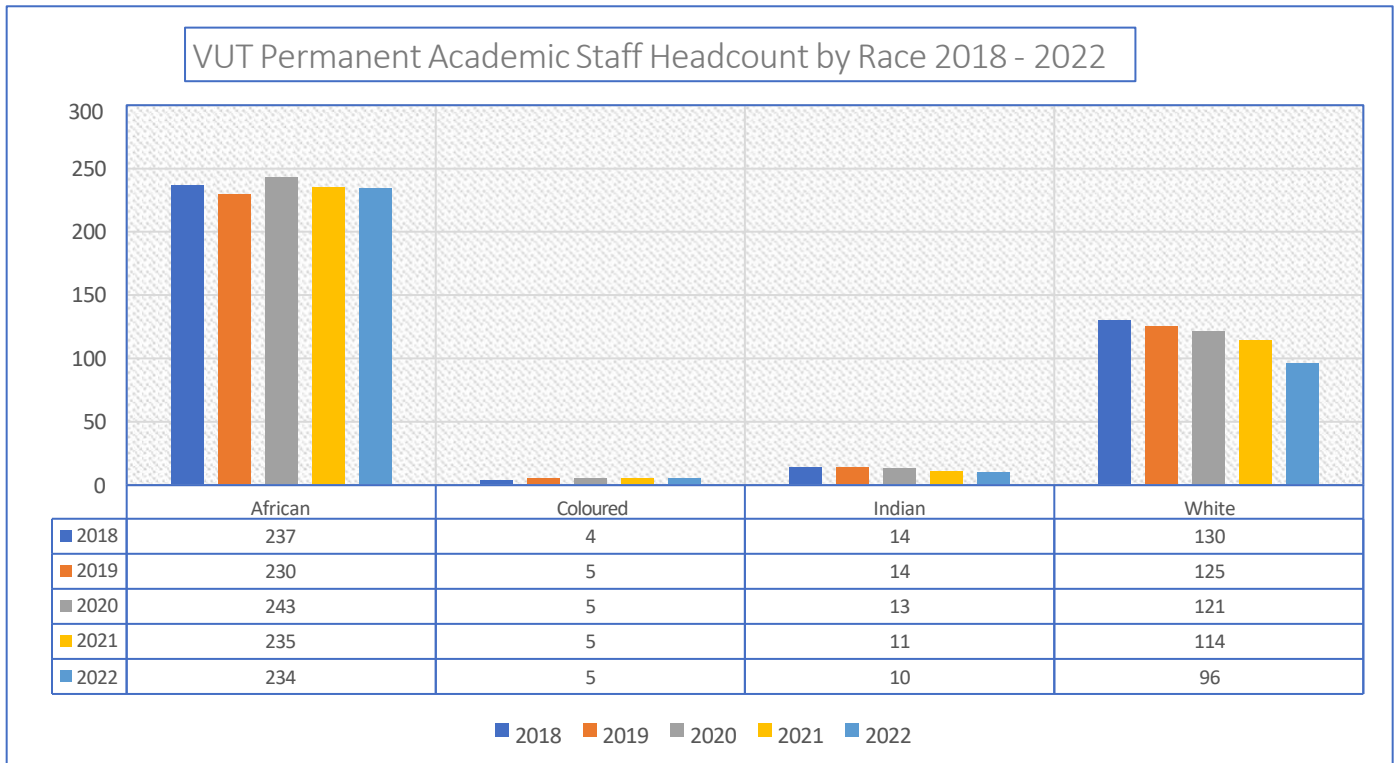
The figure and table below show the total headcount by CESM category as well as the student FTE data for the period of 2018 to 2022.



The student headcount in terms of both FTE and total number has been steadily increasing in all categories, while there has been a decline in the Science Engineering and Technology category. This reflects the national shortage of potential students with the requisite Science, Mathematics and English performance at NSC level. The study load (a measure of the number of modules a student is taking) varies from 65% in Science, engineering, and technology to 97% in other humanities and averages at 73%. The VUT will introduce an extended T&L programme in engineering qualification next year to create access and success in these qualifications.

Academic Staff Analysis

VUT uses both permanent and temporary academic staff to fulfil its teaching and learning functions. The total permanent academic staff complement by race is shown in the figure below and has decreased slightly from 385 in 2018 to 345 in 2022 as depicted in the graph below. The tables below reflect the academic staff profile by race, gender and rank from 2018 to 2022. The total number of lecturers has decreased by 110 over the period, mainly due to a decrease in temporary teaching staff, specifically at Junior lecture level. This reflects our intention to professionalise our academics. The demographics indicate that 71% of the teaching staff are African and 40% are female. This indicates that further attention needs to be given to gender equity issues. The number of professors and associate professors has increased 25 to 31 in the same period; however the seniority of the instructional and research staff remains a matter that is receiving attention.



VUT Permanent and Temporary Academic Staff Headcount by Race, Gender and Rank 2018 - 2022					
Race Description	Calendar Year				
	2018	2019	2020	2021	2022
African	639	681	647	572	588
Coloured	8	7	7	7	7
Indian	30	26	23	29	25
White	251	245	224	209	194
No Information			1	4	4
Gender Description	Calendar Year				
	2018	2019	2020	2021	2022
Female	373	408	371	333	328
Male	555	551	531	488	490
Rank Of Staff Member Description	Calendar Year				
	2018	2019	2020	2021	2022
Associate professor	18	21	19	20	21
Junior lecturer	186	219	188	93	102
Lecturer	603	599	573	592	592
Professor	7	6	6	13	10
Senior lecturer	114	114	116	103	93
Total	928	959	902	821	818

Concluding Remarks on the 2022 Senate data analysis

The satisfactory degree credit success rate achieved and improved over the years reflect the work of senate and its subcommittees to improve our teaching and learning, our curriculum and our overall academic quality. The remaining area of concern is under-enrolment specifically in the Faculty of Engineering and Technology. Much attention has been given to this in 2022 and it is hoped this will be reflected in our 2023 data. The work of both faculties and the Centre for Academic development (CAD) drive the academic activities of the university and the reports reflect progress made during 2022.

FACULTY OF APPLIED AND COMPUTER SCIENCES

During the 2022 academic year, the Faculty of Applied and Computer Sciences (FACS) continued with blended teaching and learning. All models were offered and completed, and quality assurance measures have been maintained. Research efforts continued.

Departments in the Faculty

The FACS comprises four (4) Departments. These Departments are, (a) Biotechnology & Chemistry, (b) Health Sciences, (c) Information & Communication Technology, and (d) Mathematics, Non-Destructive Testing & Physics.

Composition and size of the student body

An enrolment percentage of 70% was achieved in 2022. The actual enrolment against the enrolment target for 2022 are reported in Table 1.

Table 1: Actual enrolment against enrolment target

	Diploma	Advanced Diploma	BTech	Bachelors Degree (480 - NQF 8)	Postgraduate	Masters Degree	Doctoral Degree	Total
Biotechnology	419	19	2	0	8	31	10	489
Chemistry	451	53	8	0	8	39	13	572
Health Sciences	134	48	10	148	15	0	0	355
ICT	1224	79	13	0	45	33	11	1405
NDT & Physics	26	1	0	0	0	0	0	27
Actual enrolment:	2254	200	33	148	76	103	34	2848
Enrolment Target:	3616	395	0	238	192	88	39	4568

Work Integrated Learning

Work Integrated Learning (WIL) allows students an opportunity to be exposed to industry and the world of work and to develop a sense and awareness of workplace culture.

The percentage of students have been placed in industry is reported in Table 2 and indicates that there is room for improvement to ensure that all students are placed for WIL in the industry for Biotechnology, Chemistry and Non-destructive testing.

Table 2: Students placed in Industry for the WIL

Biomedical Technology	Biotechnology	Chemistry	Non-destructive Testing
100%	70%	63%	90%

Faculty Owned Entities

The Faculty has two (2) Faculty research Units, namely, the Centre for Chemical and Biotechnology (CCBT), and the Centre of Excellence for Traditional Knowledge and Traditional Medicine (CETKTM).

- a) CCBT secured R3,8 million from GDARD on top of the R10 million secured during the first semester to purchase instruments for the laboratory towards cannabis lab accreditation.
- b) A prototype has been a formulation used for respiratory infections by the community. VUT (CEKTM)

Quality Teaching and Learning

Students and lecturers have adjusted to teaching and learning via blended and technology-enabled teaching and learning methods. A variety of tracking and communication systems were implemented (ex. WhatsApp groups, VUTela, and emails).

Significant Developments

The following significant modes of delivery were implemented:

a. Blended Teaching and Learning

All theoretical subjects were taught and assessed via VUTela, while for practicals requiring a laboratory component, the use of a blended strategy that included face-to-face practical sessions facilitated via online teaching and tutorials was implemented. All staff members explored additional functionalities in the Learning Management System (LMS) such as group roll and group assignments, Blackboard Collaborate for presentations, and Microsoft Teams integration with VUTela. During the second half of the year, lecturers created video content on different platforms such as EON-AVR, Baudicam and Screencastify.

b. The importance of the Faculty Safety, Health and Environmental Committee (FSHEC)

The FSHEC was established on 29 July 2022. The nominated SHE Representatives were formally communicated in the FACS faculty board meeting on 17 August 2022. Training for Heads of Departments, OHS custodians, leaders and SHE Representatives was carried out. The SHE Committee prioritised the

management of the disposal of chemical waste that raised concerns regarding complying with the OHS and ethics requirements. They also addressed the lack of fire alarms. The safety inspection checklists were updated and tailored to fit the FACS laboratories.

Awards and Achievements

- a) A total of two hundred and sixteen (216) graduates. Where one hundred and twenty-nine (129) were for Diplomas, fifty-two (52) were for National
- b) Diplomas, fifteen (15) were for BTech degrees, ten (10) were for Advanced Diploma/Bachelor of Technology, eight (8) were for the Postgraduate Diploma, one (1) was for the Masters degree and one (1) was for the Doctoral studies.
- c) The aggregate staff performance was 3.34 (5 – point index).
- d) One staff member in the Information & Communication Technology Department was promoted from a Junior Lecturer to a Lecturer.
- e) A degree credit success rate of 86.4% and the success rate of 74.6% were obtained.
- f) In March 2022, the Faculty had eight (8) first-year top achievers, where one (1) student from the Diploma in Information Technology received the platinum award.
- g) In November 2022 CAD hosted teaching excellence awards, where two (2) Faculty staff members received recognition awards and one (1) staff member received the highest award in teaching excellence.
- h) Prof CJ Grobler was appointed by the Council of Higher Education (CHE) to serve as a member of an Institutional Audit Panel.
- i) Prof CJ Grobler was appointed to serve on the Society of Medical Laboratory Technologists of South Africa (SMLTSA), Scientific Advisory Committee (Immunology).
- j) The Vaal University of Technology's (VUT) Health Sciences Department welcomed a delegation from the Department of Higher Education Training (DHET) as part of the Clinical Training Grant (CTG) oversight visit at the Vanderbijlpark campus.
- k) On the 8th of September 2022, a delegation from Redshift, a Johannesburg-based cyber security company, visited the Vaal University of Technology (VUT). A lecturer in the Information Communication Technology (ICT) Department, arranged the visit for ICT students with the primary aim of providing them with an opportunity to interact first-hand with industry experts.
- l) The ICT Department received a certificate of accreditation to certify VUT as an accredited training provider from the Institute of Chartered IT Professionals (ICITP) to provide tuition towards Professional Designation / Certifications: Registered on the NQF. Accreditation Number PR2021044GP.
- m) On the 15th of July 2022, NDT staff participated in the Life After Matric Program at the Quest Conference Centre.
- n) A successful NDT showcasing for Industry was held at Sisonke on the 1st of November 2022.

- o) The 1st Environmental Science Advisory Board Committee was held on the 29th of November 2022, where the chairperson and the deputy chairperson were appointed.

Research

Research Activities

The FACS research highlights include:

- A total of forty (40) output units were generated during 2022, compared to the 24 output units generated in 2021.
- A total of R 8.68 million in external funding was raised. The majority was brought in by Prof Mtunzi based on cannabis research. Grants worth 3.5 million have been submitted for consideration.
- Four Post-Doctoral Fellows joined the FACS in 2022.
- The FACS and Research Directorate provided support to staff through UCDP grants for the improvement of their qualifications. Eight (8) female staff members and one (1) male graduated with PhD in 2022. Furthermore, twelve (12) staff members have registered for Masters' degrees and fourteen (14) for doctoral studies.
- Several research groups were established, namely: Omics; Agriculture and environmental; Medicinal plants; Cell Biology; Nanotechnology; Sorption; Polymer; ICT education; Mathematics modelling; Health and wellbeing; and Organic synthesis and catalysis.

Table 3a: Number of Full Professors in the Faculty

Race	Female	Male	Total
African	-	2	2
Coloured	-	-	0
Indian	1	-	1
White	-	-	0
Total	1	2	3

Table 3b: Number of Associate Professors in the Faculty

Race	Female	Male	Total
African	1	2	3
Coloured	-	1	1
Indian	-	-	

White	1		1
Total	2	3	5

As indicated in Tables 3a and 3b indicate much is to be done to increase the number of female staff members to supervise postgraduate students and present papers at conferences as well as publish them in accredited journals.

- f) A total of one hundred and three (103) Masters and thirty-four (34) Doctoral students enrolled in 2022. The FACS hosted five (5) Post-Doctoral Research Fellows.
- g) Two researchers from the FACS have been nominated to serve as guest editors for a special issue of Applied Sciences – an open-access journal on all aspects of applied natural sciences published semimonthly online by the Multidisciplinary Digital Publishing Institute (MDPI).
- h) Dr Tozama Ogunleye from the Vaal University of Technology (VUT) represented the South African Young Scientists (under 40) at the 2022 IAP General Assembly and Conference –a hybrid event that took place both virtually and in person in Arizona, USA on 1 – 3 November 2022.

Challenges experienced and addressed

Research within our faculty remains a challenge. The power outages compromise the consumables that require a cold chain to maintain their integrity despite the availability of a generator. Postgraduate students other than those in the Chemistry program do not have any allocated sitting spaces. The lowest intake of postgraduate students at both a Masters and Doctoral level was in 2022. Examiners are not paid on time thus delaying the return of dissertations and theses. In 2023 there will be no MTech or DTech registrations. This directly affects some of the Faculty's Postgraduate students and staff members. In an attempt to address the low enrolment in the NDT Diploma a VUT NDT Showcase was held, where influential industry partners were hosted. They were exposed to the content of the programme, the infrastructure available and students' experiences of the program. Positive feedback and commitment to collaborate with VUT were received after the event.

Improvement plan

The faculty plans to improve the operations of the faculty through:

- a) Inspiring change using the FACS strategic plan.
- b) Effectively manage and monitor the established Faculty committees and incorporate the roles and responsibilities of each member into their performance contracts and workloads.
- c) Conducting various Faculty in-house workshops for staff members.
- d) Addressing laboratory materials that can become hazardous.

- e) Focussing on identifying and establishing Standard Operating Procedures for all activities within the faculty.
- f) Encouraging the Faculty staff members to finalise the development of Short Learning Programmes to assist with third-stream income.

Community engagement

The ICT Department adopted Suncrest High School as its community project. Talks regarding the ICT field were given, and simple computer exercises were also completed with the learners. The Department donated 15 computers to Suncrest High School on the 20th of October 2022, which enabled the school to create a third computer laboratory that is accessible to all learners in the school.

Policies/procedures

- a) The Faculty Ethics Committee managed to approve Standard Operating Procedures (SOP) that were compiled for the laboratories in the faculty. Approval of the SOPs by the Occupational Health Officer is in the progress.
- b) Members of staff have been notified of all new policies. Approved policies were circulated via email to all staff members.

FACULTY OF ENGINEERING AND TECHNOLOGY

The FET is a prominent faculty in the university with a student population of 6054 in 2022, with 4 academic departments:

- Department of Chemical and Metallurgical Engineering
- Department of Civil Engineering
- Department of Electrical Engineering which consist of: Electronic Engineering, Power Engineering, Process Control and Computer Systems Engineering
- Department of Industrial Engineering & Operations Management and Mechanical Engineering

Faculty enrolment numbers

A total headcount of 799 first years enrolled in January 2022. The faculty therefore did not reach the planned quotas of new first year intake of approximately 1600 students as envisaged.

In 2022 the Advanced Diploma target enrolment percentage increased to 64.1% (compared to 57% in 2021), with a total headcount of 604 Advanced Diploma students.

Postgraduate Diplomas were implemented at the start of January 2022, and a total of 38 students registered for various PGDs within the faculty (a target percentage of 13%).

The enrolments for Masters and Doctoral degrees have continue to grow in the faculty since previous years. A total of 146 students enrolled for Masters degrees and 41 students for Doctoral studies.

A total of 539 students graduated in 2022. Within the postgraduate category, 6 Masters students graduated and 6 Doctoral students graduated in 2022.

Teaching and learning strategy

All departments in the faculty implemented the blended learning (hybrid model) and Continuous Assessment (CASS) as teaching and learning methodology for 2022 in the following format:

- All students attending practical may return to campus.
- All exit level modules assessments will be executed on campus.
- First year students will return to campus for a maximum third of their classes.
- 33% face to face will be used for teaching and learning or assessment.

Some students faced challenges with data and load shedding during the course of the year. The online class attendance was on average, but the recordings of the classes made it possible for students to follow the classes after hours or at their own convenience.

Old diploma students are being assisted to complete remainder modules and these qualifications are phasing out. Where applicable, they were given special examinations to expedite the process. All BTech programmes are being phased out and only a few students registered for final year subjects.

DHET has approved the offering of extended/foundation programmes for the 2021 academic year onwards within the FET. The purpose of the extended programme is to provide a proper foundation to first year students that will enable them to cope with their academic workload. The programme was designed to improve success of the new intake as the majority of the students are from historically disadvantaged societies that do not have standard educational systems. Due to the high dropout rate among these students (first year) in engineering, it was proper to come up with a curriculum system that will allow qualifying students to successfully progress through their first year of studies. The programmes were designed with fully

foundational modules with few augmented first year regular modules. Due to various factors beyond the faculty's control, the extended programmes could not be offered in the 2022 academic year.

In August 2021, the entrance criteria for the Faculty of Engineering & Technology was revised and it was presented at the Academic Planning & Development Committee for approval.

The degree credit success rate for 2022 was at 69.2%.

Significant breakthroughs

The faculty underwent the Engineering Council of South Africa (ECSA) accreditation visit from 28 February 2022 – 4 March 2022. The purpose of the accreditation visit was to conduct the provisional and regular accreditation visits of the Higher Education Qualifications Sub-framework (HEQSF)-aligned eleven Diploma in Engineering programmes and eight Advanced Diploma in Engineering programmes.

All the accreditation teams of the six engineering disciplines, i.e. Chemical, Civil, Electrical, Industrial, Mechanical and Metallurgy recommended that all the Diplomas in Engineering and the Advanced Diplomas in Engineering be provisionally accredited.

Regular accreditation was carried out by ECSA due to provisional accreditation that was granted to all the disciplines. Only the Advanced Diploma in Chemical Engineering were granted full accreditation till the next cycle. All other programmes in the faculty were accredited till end of 2023. ECSA requested interim report to be submitted by March 31, 2023. The report needs to give actions that were used to overcome the deficiencies and concerns by ECSA and, the outcome of the accreditation will be based on the submitted interim report and feedback will be given before the end of 2023.

Community engagement

The Civil Engineering department launched a pilot project in Sebokeng Township, Sedibeng District Municipality. The project involves a partnership with a consortium of companies in the Built Environment domain to use locally available resources to develop models and intellectual property (IPs) that can be used to uplift the community e.g. Alternative building materials, Indigenous Knowledge (IK) in treatment of potable water etc.

The Industrial Engineering & Operations Management and Mechanical Engineering department initiated the following project in 2021:

To maximize (process & supply for) metal and plastic recycling in the Vaal area. The title of the project is: Community development through the application of modelling and simulation and the objective is to assist and show medium-sized companies or local shops the power of modelling and simulation in making effective decisions.

FSASEC (French South Africa Schneider Electric Education Centre) is under the umbrella of community engagement in faculty of engineering and technology. There exists a strong collaboration between Schneider Electric company and VUT. The responsibility to oversee the management of the Centre by the faculty of engineering was granted around a year ago. The purpose of the FSASEC program was to prepare youth who did not have university entry requirements as electricians. Students in the programme have to do N-courses and write exams at Sedibeng college which FSASEC collaborated with. Majority of the students are from disadvantage communities. After graduating they can seek a job, prepare for trade tests on their own, or articulate to VUT depending if they are able to meet the required achievement level into Diploma.

Relationship with industry

The faculty relationship with industries has grown from strength to strength through a well-organized Advisory Committee Meetings that took place last year with almost 60 members present at the 23 November 2022 meeting.

The department of Civil Engineering has strong collaborations with Lafarge South Africa, Department of Water and Sanitation, CSIR; and Water Research Commission.

Within the Electrical Engineering department: Through VUT Telkom Centre of Excellence and Research Centre for Alternative Energy, strong collaboration is ongoing with Telkom and ATC (American Tower Company). The total research funding for these centres are sponsored by these companies.

The IEOM Department has collaborated with two companies (CBI Electric/African Cables and Samancor) to upskill some of their production personnel by training them in the National Diploma in Operations Management. The Department has a Memorandum of Understanding with TTI that is in the final stages of approval. Several Industrial Engineering students will receive intensive training in the processes involved in the manufacturing of shoes. This will follow three months practical training in the COFE (Centre of Footwear Entrepreneurship) at the Science Park, and after that, they will receive one (1) month hands-on training in a production shoe factory in Durban (Labora Shoes). Hereafter, they should be highly employable in the shoe industry in the fields of quality control, supervision, middle management, productivity managers and will be typically applying the following techniques: work study, facility layout and line balancing, costing, quality

control, and quality assurance etcetera. The main objective of the COFE is to incorporate the program into Industrial Engineering allowing students to specialise.

The department has ongoing relationships with companies who provide student internships and bursaries. Companies that have provided WIL training to students include: Electric SA; IEC Holdings; Benteler Automotive; Transnet Freight Rail; Akzo Nobel Powder Coatings; BMW SA; SA Canopy; VUT Technology Station; Robken Projects Ltd; Joy Global; Ford Motor Company; Transnet SOC Ltd; PFG Building Glass; Lear Corporation; MAN truck and bus; Gundle Plastic Group; MattCast; Noko Analytical; Nissan SA; SA Mint; Sasol; Wispeco Aluminium; Element 6; Toga Industries; Airport company South Africa; Arcelor Mittal; IEC Holden (Pty); Pharma-Q; RMAA SA Pty Ltd; LTM Mulondo Holdings (Pty) Ltd; Duvha Foundry; Hulamin Limited; Nkomati; Anglo American Thermal Coal; Scaw Metals Group; Scaw McKinnon Chain; Bokoni Platinum Mine; Western Chrome Mines; Mineral Operations Executive (Pty) Ltd; Zinchem; Glencore (Xstrata Coal); Thusang Metco; MINTEK; Minopex; Sasol Synfuels; Rheinmetal Denel Munition; Polokwane Silicon Smelters; ZF Auto Industrial Foundry; Heric Ferrochrome; Black Mountain Mining (Pty) Ltd; Arcelor Mittal South Africa; Anglo Gold Ashanti.

FACULTY OF MANAGEMENT SCIENCES

The Faculty of Management Sciences (FMS) has four academic departments, namely Accountancy, Logistics and Supply Chain Management, Human Resource Management and Marketing, Retail Business and Sport Management. The year 2022 saw the faculty contributing significantly to the VUTs mission and vision by demonstrating its commitment to uplifting the standards within the three cornerstones of academia, namely teaching and learning, research and innovation and community engagement. The faculty continued to grow steadily in most areas, bolstered by the commitment of its staff and the rising demand for its eight undergraduate and 20 postgraduate programmes. The faculty's complement of student headcounts at all levels of qualifications is presented in Table 1.

Table 1: Registered qualification headcounts

Qualification	Accountancy	Human Resource Man	Logistics& Supply Chain Man	Marketing Retail Bus & Sport Man	Total
Diploma	1433	642	613	1440	4128
AD	203	189	120	172	684
PGD	76	47	20	11	154
Masters	13	56	28	14	111
Masters / PhD	0	41	0	4	45
TOTAL	1725	975	781	1641	5122

The total number of students registered for diploma qualifications in 2022 totalled 4128 across the four departments in the FMS. The largest number of students were registered in the Department of Marketing, Retail Business and Sport Management (1440), followed by Accountancy (1433). The Department of Logistics and Supply Chain Management had the least number of diploma students (613).

At the AD level, a total of 684 students were registered in the faculty, with the highest number in the Accountancy Department (76). A total of 154 PGD students were registered in the faculty, with the majority (76) studying within the Accountancy Department. The large number of AD and PGD students in the Accountancy Department could be attributed to the availability of funding provided by the BankSETA and the INSETA.

A total of 156 students were registered for various master's and doctoral degrees offered by the faculty. Most of these students (97) were registered in the HRM Department, which offers the generic Master of Management in Business Administration degree that attracts students from various disciplines.

In sum, the faculty had a total of 5122 students registered from the undergraduate to postgraduate level, thereby contributing to the satisfaction of expected student enrolment targets at VUT.

The easing of the COVID-19 pandemic in 2022 also contributed to the meeting of enrolment quotas set for the faculty and bolstered the interest of staff towards their educational responsibilities and students towards successful learning. 11 students graduated with master's degrees in the autumn graduation and eight in the autumn graduations. Of note are the five doctoral qualifications awarded during the autumn graduations and two in the spring graduations. Tables 2 and 3 present an overview of the various master's and doctoral qualifications awarded in the FMS during the Spring and Autumn graduations in 2022.

Table 2: Masters and Doctoral Graduations in the 2022 Autumn Graduations

Name	Qualification	Graduation Ceremony
MF Tshabalala	Magister Technologiae: Business Administration	Autumn 2022
AW Masungini	Master of Management in Management Accounting	
MJ Thithi	Master of Cost and Management Accounting	
T Mashapa	Magister Technologiae: Marketing	
M Marx	Magister Technologiae: Cost and Management Accounting	
MM Brinda	Magister Technologiae: Logistics	
SC Masemola	Master of Management in Supply Chain Management	
SM Mahlangu	Master of Management in Marketing	
M Kgomo	Master of Labour Relations Management	
S Mbuli	Master of Labour Relations Management	
P Mabunda	Master of Labour Relations Management	
I Lington	PhD: Business Administration	
J Zuva	PhD: Business Administration	
MJ Matsheke	PhD: Business Administration	
SA Mofokeng	PhD: Business Administration	
JC Masoka	PhD: Business Administration	

In sum, 11 master's students graduated in the Autumn graduations and five students graduated with doctorates. In the Spring graduations, eight master's students and two doctoral students graduated

Table 3: Masters and Doctoral Graduations in the 2022 Spring Graduations

Name	Qualification	Graduation Ceremony
WM Khanyeza	Master of Management: Business Administration	Spring 2022
PN Mabasa	Master of Management: Business Administration	
J Matlaletsa	Magister: Technologiae: Business Administration	
TF Mohambi	Master of Management: Business Administration	
MM Mbobo-Muthige	Master of Management: Management Accounting	
CM Modise	Magister Technologiae: Human Resources Management	
S Khoza	Magister Technologiae: Logistics	
MEntso	Magister Technologiae: Logistics	
GL Mofokeng	PhD: Business Administration	
SI Marweshe	PhD: Business Administration	

The total graduations per each level for the FMS in 2022 are indicated in Table 4

Table 4: Total Graduations in 2022

Qualification	Number Of Graduates
PhD: Business Administration	7
Masters	18
Postgraduate Diploma:	91
Baccalareus Technologiae:	34
Advance Diploma	413
National Diploma	61
Diploma	910
Total number of graduates	1934

In total, 1934 students graduated in 2022, up from 1217 in 2021, indicating an increase of 37%. This increase in the graduation headcounts demonstrates the faculty's efforts to contribute to the financial sustainability of the VUT.

Advisory meetings were held in all four departments and were attended by various industry partners, further improving the curriculum of the faculty, and strengthening the collaborative efforts with industry and other relevant communities of practice. Other critical faculty goals that were monitored closely and continuously by the faculty include success rates, research outputs, at-risk modules and students, and improving staff qualifications.

Teaching and Learning Mode

With the COVID-19 pandemic dissipating, students became more available and active in their studies in 2022 when compared to the 2020-2021 academic years. The faculty shifted from the emergency remote teaching (ERT) model adopted by the VUT in 2020 to the Blended learning model. Blended learning entailed using a hybrid approach involving both online and campus-based face-to-face tuition and assessment. This was also maintained within the faculty. The online model depended on the application of technologies to facilitate teaching and learning and assessments through virtual platforms. The primary tool for online mode is the university's official LMS (VUTELA) and other supporting platforms such as email, WhatsApp and Facebook. However, staff and students began to meet on campus for face-to-face tuition in the lecture halls, supported by office-based consultations. A blended learning plan for the FMS was subsequently developed and approved by the university's Senate. After adopting blended learning, the overall examination success rate for the year 2022 was 79.2%, which is higher than the 77% prescribed minimum threshold. The faculty also maintained the Continuous Assessment (CASS) Model from the diploma to the postgraduate diploma level.

A total of 60 students in Sports Management were placed at various sports facilities to complete their work-integrated learning. Further, the students registered for Sport Practical 2 participated in a SAFA-Coaching training session over eight days, facilitated by various licensed officials from SAFA.

Research

The faculty attained a total of 20.875 units in 2022, up from the 13 units achieved in 2021. The increase in research outputs was attributed to the easing of the COVID-19 pandemic, which ensured that staff members were able to conduct fieldwork for the collection of research data. The publications involved both conference proceedings and DHET-accredited journal articles. The number of staff members involved in research publications has improved and staff continue to make inroads in publishing in high-impact factor journals or journals.

Students that registered for master's and doctoral programmes in the faculty for the first time in 2022 participated in postgraduate induction workshops. In total, eight workshops were held using a hybrid model between March and July 2022. Four postgraduate induction sessions were held between May and June 2022.

to support first-time students registered for master’s and doctoral studies. All students registered for the first time were allocated supervisors who provided them with guidance on how to formulate research topics and complete their research proposals. Several consulting supervisors were appointed in 2022 to assist the faculty in providing additional postgraduate supervision to registered students. The faculty is currently facing a shortage of qualified internal supervisors.

In terms of research capacity building, the faculty organised several workshops to upskill staff members. Several sessions were held, facilitated by Prof R Chinomona, which focused on quantitative data analysis skills using tools such as SPSS and AMOS. Three supervisors’ workshops were held, facilitated by experienced supervisors in the form of Profs M Dhurup, KC Moloji and R Chinomona. A research colloquium themed ‘The journey of a research scholar from novice to expert’ was held virtually in August 2022 to sharpen the research skills of staff Bendt from Jönköping Business School in Sweden, prof M Mpinganjira from UJ, and Prof D Petzer from Henley Business School. Most research undertaken in 2022 fell within the Research Focus Areas developed in 2021.

Community Engagement

In 2022, the FMS embarked on a new community engagement path, in which each department was expected to identify and launch its own flagship CE program. This was a distinctive departure from the previous years in which all four departments participated in a single faculty flagship program. Subsequently, each department was successful in developing a unique CE program, which was monitored throughout the year by faculty management. This was in addition to being the host faculty for the VUT ENACTUS team, which was involved in various projects aimed at equipping students with entrepreneurship skills. The programs are indicated in Table 5.

Table 5: Community Engagement Projects

Project Name	Description
Dr Molefi Olifant Project	<p>The Department of Accountancy partnered with the Dr Molefi Olifant Secondary School in Bophelong for community engagement. The engagement is in the following areas:</p> <ul style="list-style-type: none"> • Financial Accounting lecturers conducting Accounting classes to Grade 10 -12 learners. • Statistics lecturers conducting Mathematics classes to Grade 10 -12 learners

	<ul style="list-style-type: none"> • Career guidance <p>Dr Molefi Oliphant Secondary School, in Bophelong, Vanderbijlpark, has established itself as a centre of academic excellence, at the sharp end of league statistics and offering students a comprehensive learning experience, not just in subjects and curriculum learning, but also in sports and supporting activities</p>
Emfuleni Shelter for Boys Project	<p>As part of a community engagement project, the Logistics & SCM department recently met the newly appointed manager Mr Mokhethi Vinger of the Emfuleni Shelter for Boys (ESfB) and offered their time and commitment as part of management coaching to the manager. The department further identified some community education interventions such as mobile and digital literacy training, career coaching, and entrepreneurial and green supply chain workshops. As part of this project, the department will present and facilitate the transfer of these skills and empower the boys and the staff at the shelter. The first series of workshops commenced during the weekend of 17 & 18 March 2022. and was facilitated by Unathi Pendu from the E skills department</p>
Tabita Care Centre	<p>The HRM Department was involved in a community engagement program involving the Tabita Care Center for Mental Health was made. A library facility at the Tabita Care Centre in Vereeniging was launched on 6 June 2022.</p> <p>Other activities conducted by the HRM department included</p> <ul style="list-style-type: none"> • Propagating succulents • Wool & warmth project • Launch of the Tabita Care Centre In-house library facility • Tabita's got Talent competition <p>The Marketing Retail Business and Sport Management also participated in the same centre through the following activities;</p> <ul style="list-style-type: none"> • Facilitating various exercises to improve the physical mobility as well as mental well-being of the residents. • Providing recreational activities as well as providing an opportunity for students to also engage with the residence.

<p>ENACTUS</p>	<p>The VUT ENACTUS team was very active throughout the 2022 year. They participated in the National Competitions that took place on Thursday, 14 July 2022. The ENACTUS-VUT team made the following achievements:</p> <p>2nd position in the developmental league;</p> <p>The 2022 Ford Motors Award was also presented to the VUT ENACTUS Team at the main event;</p> <p>Ms Onica Matsheke received the Administrator of the year 2022 recognition award</p> <p>Mr Katleho Motaung, ENACTUS VUT Financial Information Systems alumni, received an award for Senior alumni of the year 2022.</p> <p>VUT ENACTUS team won the MTN BUSINESS APP of the year campus challenge. Notes Technologies, one of the Vaal University of Technology (VUT) Enactus businesses came out in first place at the MTN App of the Year Campus Cup Challenge, winning a cash prize of R50 000.00. The application was developed by Musa Rikhotso, Enactus VUT President for 2022.</p> <p>One of the groundbreaking projects undertaken by the VUT ENACTUS team is the Clorganic Project, which manufactures briquettes. These briquettes are all made from natural resources which include coal waste and clay. They release less smoke and burn for longer periods than normal coal. Online research was conducted as the ENACTUS VUT team first targeted the Boiketlong informal settlement, which does not have electricity, and the residents depend on using wood to make fire for cooking and heat. The need analysis was conducted through interviews with the Enactus-VUT team. The engagement with the community members revealed that there is a need for this product. The need assessments were also conducted by observing the environment within this community.</p> <p>Enactus-VUT faculty advisor, Mrs. Onica Matsheke, Lecturer: Logistics and Supply Chain Management was invited to a meeting by the correctional services representative Mr Solly and SANCA's Mrs Magriet and Zanele to discuss how survivors of drugs and substance abuse and Ex-offenders can be assisted to</p>
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	eliminate poverty, unemployment and crime. They reached an agreement to transfer skills to ex-offenders and drug abuse survivors. The demonstrations on how to make fire with this coal were conducted at social events and to some employees at the social development department during lunch times.
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Strategic Partnerships

The department of Logistics and Supply Chain Management partnered with the National Treasury's Office of the Chief Procurement Officer to offer training and other skills-based services to students in the Department of Logistics and Supply Chain Management. Over 100 students drawn from this department attended the training, which covered the role of supply chain management in the various divisions of the National Treasury, and the various opportunities available to graduates.

Partnerships with various SETAs continued into the year 2022, with the faculty securing funding totalling R4m from the WRSETA for the tuition fees of students in the Department of Marketing Retail Business and Sport Management. An additional R4 million was sourced from the BANKSETA and R3 million from the INSETA for the tuition fees for Accountancy students at the AD and PGD levels. Another partnership was formed between the Department of Marketing, Retail Business and Sport Management and the Gauteng Department of Sport, Arts and Culture for the Women in Sports program. The Women in Sport event was held as a collaboration between the two partners at VUT in February 2022 and included activities such as panel discussions on how to improve the inclusiveness of sport.

Staff Development

The faculty continued on a positive trajectory within the area of staff development. Three staff members graduated with doctoral degrees in 2022 and several were pursuing doctoral degrees at various universities in the same year. Staff in the four departments attended various training programs hosted by the different service divisions within and outside VUT. All HoDs and Dean attended Employment Equity Training organised by the Transformation and Social Justice Unit in March 2022. Two HoDs attended the Higher Education Leadership Management (HELM) Foundations of Leadership program in April and September 2022. The program focused on strategic management, budgeting and people management. A total of 11 staff members drawn from the four departments received training on the EON Virtual Reality technology in February 2022. All HoDs were also trained to use the Nevada Library Asset Management System training for the procurement of Library material in May 2022. Staff members drawn from the various departments also received training on the use of the Respondus Proctoring Tool in September.

Policies

A policy familiarisation drive was launched by the faculty to ensure that management and staff understood most of the recent university policies and charters. The faculty developed its unique standard operating procedures for conference funding and the remuneration of adjunct appointees.

CONCLUSION

The dedication of faculty management and staff to duty throughout 2022 is acknowledged and appreciated. More notable is their ability to embrace various leadership and procedural changes that occurred in the faculty over the course of the year. The commitment of students to their studies and their cooperative spirit as they interacted with staff members is notable. The faculty looks poised to maintain its growth trajectory in the post COVID-19 era.

FACULTY OF HUMAN SCIENCES

The Faculty of Human Sciences is diverse, wide and ideally placed for transdisciplinary disciplines. As such the Faculty seeks to position itself as a leader in research, teaching and community engagement in a transformed manner. During the year under review it contributed significantly to the university's strategic mission and vision as contained in the 2020-2025 Strategic Plan. It comprises of four departments that are: Education, Tourism and Integrated Communication, Legal Sciences and Visual Arts and Design. The four departments offer 17 qualifications.

Table 1: Registered qualification headcounts

Department	Undergraduate headcounts	Postgraduates		Total
		Masters	Doctoral	
Legal Sciences	2 601			2 601
Hospitality, Tourism & PR	1738	32	4	1774
Education	720	35	0	755
Visual Arts and Design	702	15	1	718
Total	5761	82	5	5848

Our aspiration to change the human condition is supported by an outstanding qualification offering that attracts students mostly from across the SADC region. The Faculty had 5848 enrolments in total, 5761 of whom were undergraduate students including advanced and postgraduate diplomas. Our focus on improving postgraduate levels can be seen in the number of enrolments of 87 in 2022 of whom 82 were for master's studies, 5 for Doctoral studies.

In its endeavour to achieve its academic performance and excellence, students' pass and success rate is presented in the next table 2:

Table 2: Student Pass and Throughput Rates from 2020-2022

	2020		2021		2022	
	Pass Rate	Success Rate	Pass Rate	Success Rate	Pass Rate	Success Rate
EDUCATION						
Total all Campuses	89%	87%	98%	96%	98%	94%
TOURISM AND INTEGRATED COMMUNICATION						
Total all Campuses	86%	95%	91%	86%	91%	89%

LEGAL SCIENCES						
Total all Campuses	87%	87%	93%	89%	94%	88%
VISUAL ARTS AND DESIGN						
Total all Campuses	84%	83%	85%	77%	87%	81%
Total all Departments	87%	86%	93%	87%	93%	88%

The faculty achieved an average of 93% pass rate and 88% success rate which is relatively higher as compared to 2020. Furthermore, the Faculty awarded eight master’s qualifications in 2022. The faculty consistently continued to identify those modules that are at risk and plan intervention strategies to mitigate student challenges, hence gradual increase of pass and success rate.

Teaching and Learning under the New Normal (Emergency Remote Teaching and Learning)

The year 2022 was challenging for the faculty. This was the beginning of the students and staff back to campus using different approaches (phases). The Faculty adapted to the blended learning approach that the university suggested. It created access to more learner and blended learning provided opportunities to learn in a variety of different learning preferences. The lectures and students also embrace the contact classes where practical’s took place in a face-to-face manner. Moreover, all exit modules were conducted face to face.

Research in the Faculty

Although the picture looks promising, the Faculty of Human Sciences has a small pool of active researchers.

Table 3: Research and Development

Departments	Education	Tourism and Integrated Communication	Legal Sciences	Visual Arts and Design	Dean’s office
Journal articles	33.3	3	1	1	0
Chapters in books	0	1	0	0	0
Conference presentations	0	5	4	1	0
Total	33.3	9	5	1	0

Unaudited results for 2022 show that the Faculty of Human Sciences accumulated about 21.5 units from journal outputs, 2.5 units from Conference Proceedings and 1 unit from book chapters. This brings the total output to about 25 units. This signifies a drop of 1.77 in comparison to the 2021 outputs. The decline can be attributed to several factors that affected the year's research outcomes, a hostile research funding policy, procurement challenges and a lack of several active researchers in the faculty.

The faculty has adopted several initiatives to assist in its quest for increased research outputs, i.e. encouraging Masters and PhD students to publish their Masters work. Four units from the 2022 outputs came from publications from master's students work co-authoring with their supervisors. This will be further encouraged and strengthened by looking at several interventions through incentives and other measures, such as, Recruitment of Post-Doctoral Fellows: The Faculty took the first batch of two post-Doctoral fellows who joined the Faculty to increase research outputs. The faculty anticipates recruiting more Post Docs in 2023 to inject new blood into its research activities and increase output. The faculty has also taken advantage of the adjunct appointments to recruit 3 adjunct researchers to increase research productivity. The faculty will increase its recruitment of adjunct appointees' drive going forward.

The faculty also organised a writing retreat for a cohort of 15 individuals. This initiative is expected to increase the research outputs, with dividends expected to pay off in 2023. Based on complete cycle analysis, there are plans to roll out more of these in the future to encourage research and publication. The vigorous campaign to increase the number of Rated Researchers is a well-intended intervention. The faculty has witnessed a growth of NRF-rated researchers from one in 2021 to 4 in 2022. More effort will be made in encouraging recent graduates to be rated to foster a culture of research.

Improving staff qualification

The faculty has been making a determined effort to ensure that new staff members who are appointed have at least a doctoral qualification, and furthermore encourage existing staff to improve their qualifications to master's and doctoral level. In 2022, the faculty saw 5 staff members registered for their PhDs and 4 for master's degrees, and 2 staff members completed their PhDs and 6 staff members for their Master's degree. The faculty will continue and is committed to support staff who want to improve their qualifications.

Community collaboration

The faculty is committed to social impact through community engagement programmes. The Law clinic remains the flagship of the faculty. The law clinic organised a community engagement project where members of the community were invited, and an opportunity was afforded to estate agents and conveyancers to speak

about the Do's and Don'ts of selling and buying property i.e. RDP's rental disputes and evictions at the Our Land, Our Heritage, Our Rights took place at the Lekoa Auditorium on the 30th of September 2022.

To sensitize the community about the importance of drafting the Will. Law Clinic organized the Wills Week on the 17th-21st of October 2022. Wills were drafted by the staff at the Law Clinic for members of the community at no cost. The faculty was involved in numerous outreach projects or programs with the Vaal community, this ranges from the Sharpeville imbizo visual, arts, fashion, culinary. The faculty participated in the Imbizo held in Sharpeville Museum to bring various artists from Universities and Kasi art to start engaging about the arts especially the arts in the Vaal Region. Furthermore, the faculty collaborated with Rotary club to embark on Mapheo Project. This is Early Childhood Development (ECD) project currently running in Zamdela involving 29 preschools. This community project is a joint venture between Sasol and Rotary.

Faculty Highlights

The appointment of NRF B-rated Professor Michael Masemola as the Executive Dean. Fully accreditation of the first bachelor's degree to be offered in the department of Tourism and Integrated communication, Bachelor of Communication Studies. Accreditation of the Postgraduate diploma in Public Relations Management. Name change to Digital Media Production approved at CHE but awaiting the final documentation from SAQA. The faculty saw its first intake of the M Ed programme in 2022. The Department of education was able to get over 18 million from DoBE through the Funza Lushaka Bursaries. Prof Dube was appointed as a visiting Professor for Emirates Aviation University (Dubai)

Fine Art students (digital arts) participated in an international 24 animation contest in October 2022. Ms. van der Bank was invited to present at the Rand Water Webiner on Climate Change on the 21st of September 2022 on the Impact of Climate Change on the Environment to municipalities in the Rand Water area of supply.

CONCLUSION

Despite various challenges experienced due to Covid-19, valuable lessons were learnt in terms of Teaching and Learning in a Blended way. The faculty's future position looks solid with several staff having master's and PhD qualifications. Investment in postgraduate recruitment and supervision is expected to boost future research outputs. As the faculty grows the hosting of post-Doctoral and other research fellows can leverage and catapult faculty research position to greater heights. The faculty is humbled by all staff members and students who put in the time and contributed to the faculty success under very difficult circumstances of the pandemic.

CENTRE FOR ACADEMIC DEVELOPMENT (CAD)

During 2022, the Centre for Academic Development (CAD) played a key role in realizing the academic project at the University. Our interventions, support programmes, initiatives and faculty partnerships are all intended to maximise the possibilities of retention and success. Our ultimate focus is thus on contributing substantially to the reduction of dropouts, and the improvement in the module pass rate and the qualification throughput rate. The CAD consists of four units / departments, namely Professional and Academic Development and Support; Student Academic Development and Support and Work Integrated Learning; Digital *Hub* for Teaching and Learning; Short Learning Programmes and Skills Development Provision. During the academic year 2022 CAD enjoyed a productive year, characterized by continued progress in building productive partnerships with faculties as well as strengthening and sustaining services. The strategic driver of CAD involved the widening and the deepening of the Centre's impact on student success, as well as establishing network internal and external to VUT, i.e. being part of Siyaphumelela network. CAD also manage the implementation and evaluation University Capacity Development Programme (UCDP) resources and projects as well as the National Programmes such as Next Generation of Academics Programme (nGAP), Nurturing Emerging Scholars Programme (NSEP), Future Professors Programme (FPP), Higher Education Leadership and Management Programme (HELMP), and Teaching Advancement University (TAU).

CAD endeavors to contribute to all the VUT strategic objectives by supporting undergraduate students and teaching in a variety of ways. It specifically contributed towards VUT's **Strategic Goal 1: Quality Teaching and Learning** that is realized through Strategic Objective 1: Increased Student Success, Strategic Objective 2: Enhanced Student Academic Development, Strategic Objective 3: Increased Technology-Enabled Learning, and Strategic Objective 4: Improved Staff Development, as well as strategic objective number 6: Building a Curriculum of Excellence. Our work also includes **Strategic Goal 2: Increase research productivity: Strategic Objective 9: Increase Research Outputs.**

PROFESSIONAL AND ACADEMIC DEVELOPMENT AND SUPPORT

Academic Staff Orientation - The academic orientation programme as customary focused on facilitation that enhances student learning, Scholarship of teaching and learning (SoTL) and the services that are offered by CAD and other support unit in VUT. This initial introduction is being followed- up by developmental workshop's that took place throughout the year. During the year 2022, 15 newly appointed academics join and participated. License to teach programme is also introduced during this orientation session.

VUT Fellowship with Advance Higher Education - The VUT fellowship programme forms part of the UCDP Projects aimed at developing a cohort of academics as internationally accredited teaching fellows.

Teaching Advancement at Universities (TAU) - The specific benefit to VUT is the establishment of national collaborative network with the purpose of advancing teaching and learning in the disciplines. During the year 2022, VUT had three participants in the TAU and are expecting to complete the programme in July 2023. Their expertise will be used in contextualizing the national framework of developing academics as university teachers and contributing to the drive toward the scholarship of teaching and learning.

Remote Teaching and Learning Resources for Academics - The onset of the global pandemic COVID19 and adopting of remote learning by VUT necessitated our unit to develop and source material to for ERTL. The team consulted with best national practice on ERTL and shared the material in the table below. The material developed this term has been uploaded on VUTela and the dissemination is done in collaboration with E- Learning

CAD Conference and Teaching Excellence Awards - The CAD had delivered two Conferences during the year 2022. Conference is regarded as a space for Academic Developers, practitioners, academics and university leaders, educational experts etc., to reflect and advance the future of higher education by broaching meaningful conversations and a way forward on teaching and learning. Ten academic members of staff were awarded with VUT Teaching Excellence Awards after they submitted their teaching portfolios for assessment.

AFRICAN LANGUAGES DEVELOPMENT UNIT

The Unit coordinated and managed the below mentioned activities under the period of review.

Development of Glossaries - The Unit managed to develop 4 glossaries in English, Sesotho and Sepedi for the following module: General Nursing Science 3 Part A, General Nursing Science 3 Part B, Electronics 1 Part A, Electronics 1 Part B. These glossaries were also verified and authenticated through working group meetings.

Translation and Editing Activities - The Unit also has done work at different modules for translation and editing purpose in Sepedi and Sesotho.

The Provision of Videos with Subtitles - We have managed to video record 2 lectures (i.e., Risk Management 1 and Travel & Tourism Management 1) so far which was not according to our plan. The booking for the remaining videos was made, however, the responsible lecturers are not available to video record.

Language Policy - The Unit managed to finalise the Language Policy Review Process and the Policy is now awaiting approval by MANCOM and the Council. We are now conducting a road-shows just to educate and inform the VUT stakeholders about the Language Policy issues and sharing key issues around the implementation guidelines.

Unit Special Events - The following is the highlight of events which were honoured under the period of review: International Mother Tongue Day Celebrations, Freedom Day Celebration, Africa Day, Youth Day Celebration, Heritage Day Celebration, Translation Day Celebration, PanSALB Multilingualism Conference.

Sesotho and Sepedi Conversational Modules - We have managed to correct the first draft / version and submitted it to the Short Learning Programmes Unit for approval.

STUDENT ACADEMIC DEVELOPMENT AND SUPPORT

The development and implementation of a blended orientation module formed part of the development and implementation of a university wide orientation programme for first-year students. The orientation programme for first-year students registered for the 2022 academic year was implemented from the 6th to 18th February.

Award Ceremony for the 2021 first-year student top achievers - The award ceremony for the 2021 first-year student top achievers was hosted on the 30th of March 2022 in Desmond Tutu Great Hall. All Covid-19 protocols were observed. The Faculty Head Administrators identified the eight 2021 first-year top achieving students across all programmes in their respective faculties. In total, 32 top achievers were awarded. In addition, 64 parents/guardians attended the ceremony in support of their children's' academic achievements.

Communities of Practice for Staff Teaching First-Year Students - The community of practice (CoP) workshops are aimed at enhancing the knowledge and practice of lecturers teaching first-year students. The topics discussed during the workshop included: first year experience: South African higher education contextual issue, bridging the school-university gap: the first-year student lecturer's role, from physical to epistemological access: designing and implementing the first-year curriculum, and sustaining the momentum: strategies for minimizing first-year drop-out rates.

2020 Top Achiever Research Study - Following on the UCDP award ceremony project for first-year students', ethical clearance was obtained from the VUT Research Directorate to conduct a research study titled: *Exploring first year students' academic success at a higher education institution*. The aim of the study is to provide information about first year student success at the VUT that could be used to inform the development of the University's services and policies, as well as improving the experience of students who study at VUT. Interviews with eight top achievers across the four faculties were conducted and the interview recordings were transcribed. The data is in a process of analyses, where after a research paper will be developed for publication in a DHET accredited journal.

Beginning University Survey of Student Engagement (BUSSE) - The Vaal University of Technology, together with the University of the Free State (UFS), is conducting research on student engagement levels (the extent to which first-year students expect to participate in conditions that matter to student success at the VUT). The researchers are interested in first-year students high school experiences and how often they expect to participate in certain activities during their first year of study at the VUT. The VUT Beginning University Survey of Student Engagement data is intended to enhance our understanding of first-year students' expected engagement with their learning community and higher education studies.

FYE Student Satisfaction Survey - The FYE student satisfaction survey was developed to evaluate first-year student perceptions about the following aspects of the FYE: orientation, learning communities, academic advising, writing development for first-year students, mathematics, science, engineering, and technology development for first-year students, as well as the enhancement of multilingualism amongst peer mentors and tutors that mentor and tutor first-year students in their respective areas.

Orientation - As part of the academic activity of VUT, CAD organized a hybrid first-year students' orientation programme and campus tour at the institute premises on the 7th – 12th February 2022 (O-Week 1) and 14th – 18th February, O-Week 2 (student academic success workshops). The programme kicked off with parents meeting on the 6th February 2022. The main objective of the first-year students' orientation programme was to make the first-year students aware of the academic and social aspects of the institution, to expedite their transition at VUT. The total attendance during **week 1 = 1363** students while **week 2 = 1158** first year students.

Parents Meeting - The programme was inaugurated with the online parents meeting (via zoom) on the 6th February 2021 by Vice Chancellor, Prof Ntate Dan Kgwadi. Addressing Parents was also the DVC, Prof Maggie Linington; ED-CAD, Dr Muntuwenkosi Chili; Acting Director Library, Mrs Nomthandazo; ED-SSS, Dr Sibusiso Mchunu; HOD - Student Counselling & Support, Dr Majtabedi Mazibuko; NSFAS, Mrs Busisiwe Radebe. The programme was directed by Mrs Kediemetse Mokotsi, Director Marketing and Public Relations.

TUTOR PROGRAMME

Tutor Development Workshops - About 29 Tutors were appointed and undergo tutor training that was face to face facilitated by the tutor programme facilitator.

Tutor Programme Review - CAD received the external review report of the tutor programme and has started working on an improvement plan. A monitoring and evaluation process have been put into place.

Mathematics, Science, Engineering and Technology Centre - The main goal of MSET is to improve pass rates in foundation modules across these disciplines. The key activities undertaken is recruitment and training

of tutors. During year 2022, MSET was able to see **2112 students**, conduct a total of **813 one on one and group consultations**, and have about **76 tutorial sessions**.

Diagnostic Assessment - A diagnostic instrument was developed to assess the quantitative and mathematical skills of the 2022 first-year students. The assessment instrument was moderated by Dr. R Mahlobo of the Department of Mathematics, Non-destructive Testing and Physics. The full report of the exercise was made available to all relevant stakeholders.

ACADEMIC ADVISING

Student Faculty advisors coordinated the programme and facilitated the sessions in collaboration with other student support services. Topics were relevant to: understanding higher education/university; stress management and self-care; emotional intelligence; engaging in an online classroom; MSET; diversity; planning and managing finances; study techniques; social skills and tolerance; taking care of your mental health; writing lab, library; goal setting & motivation; the study process; healthy relationships. The students were also acquainted with the support and guidance necessary from student support services available at VUT. The total head count of O-Week 2 first-year students' participation = 1158.

LEARNING COMMUNITIES / MENTORSHIP PROGRAMME

110 senior students were recruited, trained and developed to participate as mentors in 2022 from the four faculties; Applied & Computer Sciences = 22, Engineering & Technology = 23, Human Sciences = 39, and Management Sciences = 26. All the appointed mentors were trained to acquaint mentors with information related mentorship and their roles and responsibilities. It included topics like: Overview of mentorship programme, understanding higher education students, success at university, emotional intelligence, and academic engagements. About 1223 first-year students were provided with psychosocial support by mentors including 5 career development projects.

WRITING LAB

The writing lab provides academic support to students from different disciplines and writing abilities by our professional staff. This is done through one-on-one sessions, group work and arranged writing workshops to enhance students writing skills and thus their chances of success in their studies. A total of 2391 of students attended workshops in the writing while 20 students had one-on-one consultations during the year 2022.

DIGITAL HUB FOR TEACHING AND LEARNING (E-LEARNING)

VUTela Staff Training and Support - Blackboard is VUT's official Learner Management System and is used institutionally. Thus, it is imperative to ensure that all academics within the faculties are adequately skilled to use the system effectively. This project aims at ensuring that the VUT staff always have access to the necessary skillset to use the institutions LMS. All 6789 modules on VUTela are designed on a template.

VUTela Student Training and Support - The aim of the training is to equip students with the necessary skills to enable them to understand and navigate VUTela and in using blackboard collaborate tools.

Hiring of Student Buddies - The aim of this project is to enhance student support, which is in line with Strategic Objective 2, increase student academic development.

Early Warning System - The aim of this project is to identify at risk students and allow academics adequate time to implement intervention as early as possible. The Early Warning system configuration setup is successfully done. Trainings have also been successfully completed by all those who were identified.

Respondus Proctoring Tool - The Respondus system was procured to act as the official proctoring tool to minimize the risk of assessment irregularities. The system is currently integrated with VUTela. About 231 of academics have been trained and about 10 000 students were trained during the 2nd Semester of 2022.

The Grade Journey Project - The configuration and testing of marks extraction from VUTela to ITS is completed on both systems testing environment. The next step is to move to the Production environment.

Product-One - The project is still at the early stage the team had three meetings throughout the year to discuss the implementation of the project. The labs which the application will be installed was identified and secured. The following step is to meet with the technical team to do testing of the system.

Smart Classroom/ eLearning Centre - eLearning team was tasked to establish the technology enhanced teaching and learning strategic/concept paper. The committee was established and consists of four faculties representatives. Benchmarking was done with two universities, CPUT and Wits in order to observe the types of technologies that these institutions utilize. Importantly, it was to understand the pedagogical focus of technology infused teaching and learning.

Academic Staff Development Workshops - Various workshops have been planned and conducted; this includes: Assessment mapping for curriculum alignment; Course design; Engaging students in an online including a list of online and monthly webinars.

E-SKILLS and SHORT LEARNING PROGRAMMES

The E-skills Colab is part of a Government E-Skills project under the auspices of NEMISA (National Electronic Media Institute of South Africa) and DCDT (Department of Communications and Digital Technologies). The main purpose of the CoLab is skilling, upskilling and reskilling of citizens, unemployed youth and other community members, within the digital context. The digital context is moving rapidly and the 4IR is with us, thus training within this space plays a vital role in the future of South Africa's. A lot of the CoLab training is focused on participants within the urban, rural and deep rural areas of Southern Gauteng and Northern Cape and also include ad-hoc projects in various other provinces.

Activities for the Year:

The 2022 year was indeed an exciting and challenging year with various big projects from both Nemisa as well as Bankseta. The Covid Pandemic showed us the inequalities in terms of ICT and ICT infrastructure in the country and this meant the E-Skills CoLab had an even greater role to play in building up our country in terms of ICT skills, upskilling and re-skilling. Despite all the challenges, the CoLab managed to train and change lives in communities throughout the country. The CoLab trained in different categories for 2022: basic digital literacy for citizens, ICT specialist and COURSERA courses and ICT SMME development. It is important to note that the CoLab works on the Government year-end dates which is March of each year, thus this report covers the Nemisa Quarter 4 (Jan to Mar 2022) as well as Quarter 1,2 and 3 of 2022.

The following numbers were trained for 2022 (excluding mid-November to mid-December)

Category	Participants	Number trained
Basic Digital Literacy (Microsoft and Mobile Literacy)	Communities, Inmates	2076
ICT Specialist 4IR (COURSERA)	Participants with IT Background including VUT IT Students, VUT Staff and Northern Cape and Gauteng Government employees	490
ICT Specialist & SMME	Communities trained in Cell Phone Repair and DTT - with established businesses	79
Digital Entrepreneurship	SMME's trained in Digital Entrepreneurship	181

Ad-hoc projects (Numbers included above).

Department of Military Veterans - The year 2022 started with a NEMISA project where we trained over 700 participants from the Department of Military Veterans (DMV), both at the VUT Main campus and in Kimberley during February and March.

BANKSETA - The CoLab applied for funding from the Bankseta to train ICT SMME's in the Northern Cape. We received funding for the amount of R597 000 to train 15 young people to become ICT SMME's. The training for Digital Terrestrial Television was offered to the qualifying participants after a rigorous selection process.

NEMISA BANKSETA CPR (Cell Phone Repair) - Due to the CoLab's history and experience in offering cell phone repairs to communities over the past 5 years, we were offered the unique opportunity by Nemisa to train 200 Cell Phone repairers in 6 provinces in the country between October 2022 to March 2023. This project gave the CoLab the opportunity to also work directly with the different provincial government departments within the various provinces (North West, Limpopo, Mpumalanga, Northern Cape, Kwa-Zulu Natal and Free State). The CoLab will receive additional funding for this project worth R3 460 000.

Department of Social Development training - The CoLab had the opportunity to present the Mobile Literacy course to participant arranged by DSD Gauteng. The training took place in Tshwane, Soshanguve, Winterveldt and Mamelodi.

Digital Entrepreneurship - The **Digital Entrepreneurship** is a new course developed by Nemisa and offered by the CoLabs to existing SMME's. During the second quarter of Nemisa (July to Sept) it was offered for the first time by the CoLab. We have since trained 166 SMME's and moving steadily towards our target for the year.

SAPO - The VUT CoLab was also approached by Nemisa to handle a SAPO (South African Post Office) training for employees of various department within SAPO. We are responsible for the Digital Literacy training before they will move into more advance ICT courses like Data Science.

VUT Staff and Students - VUT staff and students enrolled for various international courses on the COURSERA platform to enhance their skills for work of study purposes. About 423 students and 13 staff member enrolled for various courses such as Project Execution, Foundations of Project Management, Applied Data Science, Data Visualization with Python, Data Analysis with Python, Databases and SQL for Data Science with Python, Python Project for Data Science, Digital Product Management, Design Thinking for Innovation, Digital Transformation, Introduction to Artificial Intelligence (AI), Emerging Technologies: From Smartphones to IoT to Big Data, and various other relevant courses.

Internal & Phiri-Phiri Security - The CoLab has been training or own newly appointed security staff as well as staff from Phiri Phiri working on our campus on basic digital literacy skills. This has been done in conjunction with Protection Service.

KAXU Solar – Mentoring and Coaching - The KAXU Solar project is a project where the CoLab is involved in the mentoring and coaching of new and upcoming SMMS'ein the Khai-Ma district (Pofadder, Pella, Witbank & Aggenyes) in the Northern Cape.

SHORT LEARNING PROGRAMMES

The Short Learning Programmes portfolio forms part of the core business of the university, therefore SLPs should have a positive impact academically and socially to both the participant and the University. During the year 2022, the SLP committee was established with faculty representatives and the support units. The role will be to oversee the implementation of SLPs at the institution and serve as an approval structure for new SLPs. In total, 8 new SLPs have been reviewed for the SLP Committee approval, 6 Faculties applications has been reviewed - to serve at the SLP committee for approval and 2 SLPs from CAD. The other 4 programmes are at the stage of advertisement and processes for the design of the advert is ongoing.

CO-OPERATIVE EDUCATION UNIT

Co-operative Education facilitates a unique learning experience which delivers a specific type and level of knowledge, understanding and skills development through learning by applying theory in practice. The University partners with Industry in order to facilitate this unique learning process. Co-operative Education is the umbrella term that is used to summarize all activities such as placement of WIL students, Internship, etc. Work Integrated Learning as a pedagogy of learning consist of different modalities. In VUT, Workplace Based Learning is used as a compulsory modality in most disciplines offered.

SPECIAL PROJECTS

DHET – USAF Presidential Youth Employment Stimulus Initiative - Co-operative Education was coordinating the placement of graduates through the DHET (Department of Higher Education and Training) – USAF (Universities South Africa) Presidential Youth Employment Stimulus Programme. The purpose of the programme was to provide temporary employment opportunities for young graduates from universities who have not been able to find employment. The Department placed 158 students on campus for this project.

Employability Improvement Project (EIP) - The Employability Improvement Program is facilitated by Co-operative Education under the University Capacity Development Programme (UCDP) and is funded under the University Capacity Development Grant (UCDG).

Heineken Intervarsity Brewing Competition - The competition took place from 21 – 23 October 2022 at the Central University of Technology in Bloemfontein. In 2018 the event became a joint venture between SAB and the Central University of Technology (CUT). This unique event challenges university students from local tertiary institutions to show initiative and embrace beer culture through participation in a fun and challenging brewing and tasting competition.

World Association for Co-operative Education (WACE) Global Challenge - The WACE Global Challenge is an award winning program that brings multi-disciplinary, transnational students teams together to undertake a four week, virtual industry project aligned to the United Nations Sustainable Development Goals for real clients. To date over 500 students from 36 universities from across the globe have participated with over 80% of students reporting enhanced employability skills. Co-operative Education submitted 5 students from VUT to participate in this programme.

Funding application

Applications for the following SETA's have been submitted: DG Application for Bankseta, DG Application for MICTSETA, DG Application for CHIETA, DG Application for Cathsseta.

Development of MoA's and MoU's - Co-operative Education develops MoA's and MoU's in conjunction with its industry partners for WIL and Graduate placement. The Department also receives MoA's, MoU's and SLA's from various SETA's and other funders for different funding opportunities for students: Development Bank of South Africa, Emerald Resort & Casino, Emfuleni Local Municipality, EWSETA, Midvaal Local Municipality, NDT INSPECTION, SANPARKS, SASSETA, SISA, SUT, WESSA, Zimco.

Funding approval

Co-operative Education has received positive feedback on the approval of the funding applications made from the following SETA's:

SETA / Funder	Number of Students	WIL/ Internship	Amount Awarded	Fields of Studies
BANKSETA Banking Seta	50	INTERNS	R3 333 000.00	Cost & Management Accounting, Internal Auditing and Financial Information System

FOODBEV SETA Food & Beverages Manufacturing Sector Education and Training Authority	132	WIL	R7 920 000.00	Biotechnology, Electrical (Power, Electronics, Process), Mechanical, Chemical, Analytical, Operations, Industrial, Civil
	74	INTERN	R4 440 000.00	Logistics, Human Resources, Information Technology, Marketing, Business administration
EWSETA The Energy & Water Sector Education Training Authority	50	WIL	R3 000 000.00	Analytical, Civil, Electrical, Mechanical, Biotech, NDT, Chemical, Metallurgical, Industrial
GDARD Gauteng Department of Agriculture and Rural Development	10	WIL	R600 000.00	Biotechnology
HWSETA Health and Welfare Sector Education and Training Authority	105	WIL	R2 835 000.00	Biomedical
PYES Presidential Youth Empowerment Scheme	158	Internship	R4 740 000.00	PR, FIS, Biotech, Logistics, Marketing, IT, Cost Accounting, Business Admin, Chemical, Analytical, Internal Auditing, Metallurgical, Human Resources
TOTAL FUNDING			R26 868 000.00	

RELATIONSHIPS WITH INDUSTRY

Career Fair - Companies were invited to set up stalls and provide students with the necessary information on available job opportunities. The Career Fair for 2022 took place on 07 September 2022. A total number of 22 exhibitors from industry participated in the Career Fair and 652 students attended.

Employer Awards Function - Co-operative Education strengthens its relationship with companies by means of hosting an Employer Function annually. The Employer Awards Function for 2022 took place on 25 November 2022 at Three Rivers Lodge, Vereeniging. 28 Industry Partners received certificates. The function was attended by at least 124 guests.

Companies Hosted on Campus - Co-operative Education host companies on campus for the purpose of interviews and presentations. Companies are assisted with relevant venues and administration in scheduling of the interviews and/or presentations.

Students Requested by Companies - Co-operative Education recruits' companies and these companies contact the Department on a daily basis for WIL, internship as well as permanent placement opportunities for students.

ACTIVITIES

Employability Workshops - Previously Co-operative Education used to invite professional persons from Industry to prepare students in terms of CV writing, job search and interview skills as a preparatory programme for students. To save costs, Co-operative Education is now facilitating these workshops for students.

Awareness Campaigns - The purpose of the Awareness Campaigns is to create awareness amongst students. Students receive an understanding of what Co-operative Education and Work Integrated Learning is all about and the procedures to be followed. These campaigns are not limited to WIL students only, but they are open to all VUT students to attend.

Placements on Campus - Co-operative Education also assists students in finding placement opportunities for Work Integrated Learning and Internship on campus. This excludes students placed on campus for SETA projects.

Monitoring - Co-operative Education monitors the graduates that are placed under the various SETA projects. Currently most of the monitoring will be done online or via telephone due to current restrictions. Most companies were not allowing physical visits.

APPOINTMENTS

- Audio visual and Graphic Design
- 95 % of the UCDP positions have been filled.

PROFESSIONAL DEVELOPMENT and FORMAL STUDIES

Colleagues within the CAD had attended various workshops and conferences, while other are pursuing formal qualifications and programmes for further development. About 15 research publications have been produced with a few still at editorial stage.

SPECIAL PROJECTS

University Capacity Development Grant - The VUT UCDP plan presents an opportunity to establish a coordinated set of activities that support teaching and learning. The plan operates within the three UCDG focus areas namely student development, staff development and programme/curriculum development.

Siyaphumelela Network - VUT in 2022 joined the *Saide* Siyaphumelela Network “We Succeed” initiative which seeks to broaden evidence-based postsecondary student success strategies across South Africa. The project aimed at encouraging the use of data analytics to enhance university student success.

CONCLUSION

Despite the many accomplishments of the Centre during 2022, there is a need to improve and reimagining academic development at VUT. The recently reviewed VUT strategy pave a way on improving our services. This could include, but not limited to, relooking the Centre’s operational model and structure to support the University’s strategic goals more effectively, with emphasis on quality T&L.

STUDENT SUPPORT SERVICES (SSS)

Student Support Services strives to ensure that Vaal University of Technology provides quality student experience in a collegiate environment. Support programmes are provided from the time when students join the university until they complete their studies. The division is made up of the following units/departments that work together with an intention of achieving common goals: VUT Sport, Student Accommodation, Student Counselling Services, HIV/AIDS Unit, Campus Clinic as well as Student Life and Governance. All these components collectively contribute towards serving a specific purpose, which is to prepare students for the world of work and life in general, through education. Student Support Services strives to provide an array

of effective programmes and services that are meant to support students from post-matriculation to the time when they complete their degrees.

HEALTH AND WELLNESS

VUT Campus Clinic focuses on the wellbeing of students as well as Health and Awareness programmes. The Clinic is well-equipped and supported by four Professional Nurses who are qualified in Primary Health Care. There are also six paramedics who provide emergency medical services during the day and after hours.

Services that are rendered include the following:

- Primary Health Care;
- Sexual Reproductive Health Services including the provision of contraceptives;
- Medical risk assessment of VUT Sports students as well as those who are in the 3rd year of study registered for Sports management for their practical to ensure fitness events;
- Monitoring of chronic (non-communicable) diseases such as Hypertension, Diabetes Mellitus, etc.;
- Care and support for HIV positive patients;
- Preventative Healthcare, e.g. Vaccination programmes for students at risk;

The clinic works closely with Faculties at operational level by handling matters affecting individual students in the following areas:

- Absenteeism trend due to ill-health;
- Decreased schoolwork performance;
- Drug abuse;
- Emotional support on family issues and suicidal tendencies;
- Students from the Faculty of Management Sciences who study sports management come for physical assessment in order to ensure fitness in preparations for their practicals.

Activities organised by the Campus Clinic

- SANBS-Blood Drive
 - The Clinic held two SANBS (South African National Blood Services) blood drive. SANBS aimed to collect 15 units of blood per visit at VUT to ensure a safe and sufficient blood supply in the health care system. 66 VUT community members participated in that drive.
- Cancer Awareness week was celebrated in October 2022. 200 Students and staff were pinned with pink ribbons.

- Diabetes Awareness Day
- World Aids Day was celebrated on the 1st of December 2022

The Institutional HIV and AIDS Unit is responsible for the coordination, facilitation and implementation of health, and wellness mobilization and development programmes in alignment with the VUT Policies and Procedures, Post Schooling Education and Training sector (PSET).

Higher Health extended the University Direct Grant Fund to 2021/2023 financial Year. The main purpose of the Grant Fund was to continue to assist with their ongoing institutional-based student health, wellness, and psychosocial support programmes. Those included student Peer Education programme, HIV/TB/Sexually Transmitted Infections (STI,s), Sexual Reproductive Health, Gender Based Violence (GBV), Mental Health, Alcohol and Drug Abuse Prevention, LGBTQI De-stigmatisation, Disability Sensitisation and other social ills that affect young people. The Unit also focuses on the following:

- It enhances student health and wellness in order to increase the proportion of students who complete their studies successfully.
- It builds capacity and develop the attitudes, knowledge, and skills that students acquire at university. Support an environment conducive to health at our institution.
- It supports the Institution's effectiveness and efficiency to reduce organisational costs and increase funding for health and wellness-related projects by applying for third stream income.
- It strengthens and expands partnerships with government and non-governmental organisations funded to render services.
- It implements high level programmes through Innovative Technology.

Accomplishments

- There is an increased number of sustainable partnerships with internal and government and non-governmental organisations.
- There is a two-year Higher Health University Grant Fund to the University to support and strengthen the existing student health, wellness, and development programme.
- There is collaboration with NACOSA GBV Prevention and Post Violence Care Service to support Adolescent Girls and Young Women (AGYW) in tertiary institutions over three years.
- Student Peer Educators were trained and awarded with certificates of recognition, for their commitment and outstanding performance.
- There have been participation and capacity development of staff through seminars, meetings, Virtual and contact Webinars hosted by Higher Health and Foundation for Professional Development.
- There is an increased number of students reached and who participated in all our programmes.

STUDENT COUNSELLING AND SUPPORT

The Student Counselling and Support Department (SCS) offers professional psychosocial support and developmental services to the Vaal University student community. The Department comprises of various units, each of which specializes in a specific service to optimize students' success. Services offered include Psychometric assessments, career development and orientation, social work services, pastoral counselling, and therapeutic services. The Department is committed to ensuring that students receive care and support through addressing barriers that may inhibit them from reaching their academic goals and creating opportunities for students to gain critical skills needed for lifetime success.

SCS offers the psychosocial service to all registered students as well as prospective students. The department is also involved in community outreach programs where they engage teachers and students from surrounding communities in workshops that address psychosocial ills as well as motivational talks.

Accomplishments

One of the Unit objectives is to increase student success and or satisfaction. This can only be realised when students are satisfied with their chosen fields and performing at their true potential as well as being emotionally and psychologically well. In reaching this goal, 2000 students received counselling and therapy, 1000 were guided on career and course choice and 650 were taken through study skills training.

In order to sensitize first years and make they are aware of challenges that they might come across, the department rolled out the 'hands off our first years' and 'first things first' project and campaign. That involved talks, seminars and workshops which were conducted at the residences.

The department successfully collaborated with other stakeholders to offer first years' the necessary skills and empower them to navigate through their studies. That involved 'time management'; adjustment to university; goal setting and motivation; building healthy relationships; taking care of your mental health as well as training mentors to enable them to offer internal academic support to the first years.

VUT SPORT AND RECREATION

The VUT Sport Department facilitates the engagement of students and staff in sport and recreation activities that provides them with opportunities to actively participate in sport and represent the VUT brand. Sport and recreation activities make an important contribution to the holistic development students, specifically in terms of promoting institutional values, personal wellness, inclusivity and social cohesion. The Sport & Recreation department commits to providing professionally managed sport services, that range from club-based competitive sport and social participation activities. VUT Sport students who form part of the 16 sporting

codes on offer, regularly participate in leagues and tournaments. These sporting codes are in most cases presented at the university stadium facility.

Ultimately the goal is for VUT Sport, in partnership with key stakeholders, to be a forerunner as South Africa's most livable academic and sport institution, where people want to study and pursue their academic & sport development.

VUT Sport accomplishments

The VUT sport brand has raised the level of expectation to produce exceptional results, because the brand is synonymous with sporting excellence. VUT Sport is perceived as a platform for aspirant youth from dynamic backgrounds to change their lives, using their sporting talents as a foundation to academic development and greater personal achievements. The 2022, performances epitomised the institutional Sport culture of winning to contribute to a strong national profile. Therefore, major VUT sport accomplishments are summed up as follows:

VUT Stadium and Marketing

The VUT stadium is a marketing point of the university and in 2022 it enjoyed a safe and incident free year. Our stadium is a platform to contribute to an enabling environment for students to prepare and host competitions. The fields and facilities are clean, well-maintained and a preferred facility to partner and to host successful events, such as the Rhino week (rugby development programme), local schools Astro hockey hiring) and football professional clubs hiring for their training sessions. VUT Sport Marketing capture a narrative that recognizes and celebrate achievements of sport, increase the digital footprint and production of media publications. The inhouse departmental 8th edition Newsletter crafted and circulated, sport articles on the VUT website, VUT FM sports news slot (*student intern initiative*); increased the digital footprint (2393 *followers*) on Facebook and it became the highest student article post that reached 20000 views.

Creating access for success through Talent identification, recruitment and provision of coaches

VUT Sport through the Sport Merit bursary provides access to High Education to afford aspirants' athletes, not only in South Africa but in the continent an opportunity to impact their lives positively. The Sport Merit bursary is a commitment to financially assist outstanding student athletes that are successful in academics and sport. In 2022 VUT allocated two (2) million rands to financially assist 190 eligible student athletes. Also, 28 coaches / mentors were contracted to ensure teaching, preparation, and good student's athlete conduct and sport services delivery.

The 2022 Sport orientation programme took a unique collaborative approach working with Student Support Services (SSS) units. On the 07th May 2022, over 350 university students registered to take part in the inaugural 5km Colour Fun Run and Sport Orientation fun day which began from the residences and assisted by the Peer Educators and Mentors to guide the participants to the end point at Isak Steyl Stadium. The strategic objective was to create awareness of SSS services, Health & Wellness, SGBV, Substance abuse, Crime & Safety and Discrimination towards the Queer Community. All internal relevant Stakeholders i.e., Protection Services, Centre for Academic Development, Centre for Health Education and Development, Campus Clinic, Residence and Hospitality, and Student Life and Governance in alliance with the SAPS and Traffic Department, including the address by the Vice Chancellor Prof. Kgwadi and SSS Executive Director Dr Mchunu who contributed to bring this sport fun day to fruition.

2022 Competition achievements

- a. USSA National champions in Volleyball and Basketball (men & women);
- b. Football top 4 (2023 Varsity Football qualification);
- c. At national, provincial and international 2 student athletes were supported to travel to the Softball World Cup Senior men in New Zealand (international exposure);
- d. Five players in the USSA National team.

Varsity competition is the epitome of student sport experience and a *high-performance* platform for all South African student athlete to showcase their talents, and have them broadcast live on television. In 2022, the VUT soccer squad qualified to form part of the top 8 universities in South Africa who would participate in Varsity football. The qualification of our football team provided VUT with invaluable marketing contributing to a positive image about the University. Similarly, we believe that students and coaches lives can change in an instant because the Varsity competitions are televised and innately provides exposure of players and coaches to top clubs and scouts. The institution is proud of the of the football club for representing the institution with pride in a fiercely contested space.

STUDENT LIFE AND GOVERNANCE

The Student Life and Governance Department is one of the six subdivisions of Student Support Services.

Students are encouraged to participate in different student structures to keep them busy and prepare them to assume leadership roles apart from the academic space as they spend 70% of their varsity life outside the lecture halls. Student Life and Governance provides support to the SRC, its sub structures through training and development, elections, policy review, administration, and management.

Student Life and Governance projects

SRC elections

The SRC Elections is an indispensable process that allows students an opportunity to vote into office their preferred candidates and structures that will serve and represent their interest in the SRC. This is done through well organised series of events from the appointment of service providers, adjudication of nominations, objections, and to the final stage of the announcement of results which is concluded by constituting of the SRC at the end of the counting process.

In 2022, Student Life and Governance successfully held SRC Elections in the month of September which were conducted by the INSTITUTE OF ELECTION MANAGEMENT SERVICES IN SOUTH AFRICA (IEMSA)

Below were the statistics associated with the process:

- There were 8 structures contesting the SRC elections.
- There were 21 independent candidates.
- There were 73 candidates were nominated.
- Forty eight candidates passed the vetting process.
- Five Student structures and 10 candidates were confirmed to contest.

There were 17 406 students on the voter's roll. In the proportional seat election, the EFFSC received the largest proportion of votes.

Class Representative Workshop

The SLG Department secured data of the current class representatives and organised a workshop for them.

The workshop was a multi-facet initiative: -

- To establish whether these individuals know their responsibilities
- To empower them with the necessary skills they lack for these portfolios
- To allow the attendees space to form communication groups for ease of information dispersal
- To find out how they would like to be assisted

The processing of functional rights for student structures

The SRC managed to give functional rights to structures since 2019. For the first time the process was online. It involved the following:

- 12 religious structures
- 8 social structures
- 7 cultural structures
- 12 political structures and
- 6 academic structures were approved and allocated a budget worth a total amount of R142,500.00

SRC training

The SRC Training that took place from the 25th November 2022 to the 27th November 2022 at Magaliesburg aimed at covering the following topics:

- Conflict resolution
- SRC Programme of Action and many other topics

The SRC training consisted of different stakeholders, and they were as follows: the ED SSS, director of Student Life and Governance, the SRC Administrator, the 14 SRC members and the external and internal facilitators. Towards the end of the 2nd day of the programme, the VUT Vice-Chancellor joined the workshop and addressed the SRC on leadership.

Community engagement/ Mandela Day

The Student Life and Governance Department facilitated a renovation project in commemoration of Mandela Day. The renovation project included painting of the home of Ms Selloane Phetane, a heroine and apartheid activist who provided shelter for apartheid activists. The team also provided a facelift to the wendy house that houses victims of violence in the community. The day started with a visit to one of the Sharpeville massacres at her house and painted the house which is currently used as a shelter to victims.

ASISA financial literacy programme

The Student Life and Governance Department partnered with the ASISA Foundation to provide a financial education programme to VUT students to strengthen and improve their money management knowledge, skills and behaviour.

A session was held at the Auditorium and students participated in the session on financial development. Online platforms were also created for students to participate in and be trained and developed on Financial Literacy. Mentors and advisors were also made available for the guidance of students.

Youth Day celebrations

The Student Life and Governance Department hosted the Deputy Minister of Higher Education and Training, Science and Innovation, Mr Bhuti Manamela as well as other nationally recognised public speakers for an online Youth Day Indaba on the 15th of June 2022 for the commemoration of Youth Day.

The Webinar was a great success and students engaged with experts on issues that mostly affect the youth. As a department SLG continues with the project annually to establish an ongoing platform for the youth particularly students to engage on matters affecting the youth in South Africa.

Golden Key partnership and launch

The Student Life and Governance Department has engaged and made an application to the Golden Key International Honour Society with the hope of establishing a new chapter for the recognition and promotion of academic excellence amongst our post graduate students.

The process has begun and VUT currently did not have the sufficient numbers required for the establishment of this partnership. We are hopeful for the year 2023 that SLG will reach the required number of students to launch this partnership.

Theatre Festival Stokvel

The SL&G Department partnered with the Emfuleni Municipality and the Creative Arts Industries to host a Theatre Festival with 6 outstanding productions including the VUT Creative Arts Student Structure. This initiative was aimed at promoting the up-and-coming production companies by creating a stage where all artists from around Gauteng join hands in boosting the genre itself and attract audience that will form the core of the viewership that will propel and coax the love for theatre to the public. The VUT accepted to host these theatre productions in the month of November at the Desmond Tutu Hall, and the SLG supported the VUT Creative Arts (student structure) by buying 100 tickets and distributed them to students.

Edutainment Programmes

VUT Fun Day

This day was organized to resuscitate student life at VUT after the COVID-19 pandemic. The SL&G Department partnered with CAD, TTO and SRC to host a fun day and Intellectual Property Edutainment event for VUT students. The day included games, entertainment and food that was available for all students to enjoy, have fun and distress.

SRC Picnic

The SRC made a request to host an edutainment event at the main residences for social cohesion for all VUT students.

SRC Gumba

The SRC hosted the Gumba as a social cohesion and edutainment event for all VUT students. It was mainly a dance music event that successfully attracted a large number of students.

Entrepreneurship Week

Vaal University of Technology hosted the SEW 2022 on the 27th of September to the 29th. The event was hosted at CAD building at the Vanderbijlpark Campus.

The event was opened by Dr Sibusiso Mchunu, VUT Executive Director: Student Support Services (SSS). In his welcoming address, he stated that he is glad to see that several students are participating in SEW 2022. He further explained the process of converting skills into a business that will improve the economy of the surrounding community and making profit. Moreover, bearing in mind that South Africa and the

Rest of the continent are currently faced with so many challenges and both seek solutions. In a program packed with useful nuggets for the young entrepreneurs, the VUT Enactus team presented its businesses. Other presentations were from different sectors including Financial and non-financial support from Small Enterprise Development Agency, Commercialisation, and IP, how to use Design Thinking process to generate business ideas etc.

STUDENT ACCOMMODATION AND CATERING

The Department of Student accommodation & Catering consists of various units, which include Hospitality & Maintenance. The hospitality unit deals with the daily cleaning in residences, passages, kitchens, bathrooms, toilets and deep cleaning of rooms twice a year.

The Maintenance Unit in residences deals with the daily minor maintenance in residences where there is a team that collects waste in residences, the electricians team, plumbing team & carpentry team. These teams ensure that all the daily maintenance team is attended to and recommend any tools that they will require for them to carry out their daily duties. The goals of this units is to improve the environment of the students that live in University residences.

Accomplishments

Distribution of food Parcels

Handing out of food parcels to deserving and unfunded students has been one of the salient accomplishments that was achieved by means of donations from RISE and TIGER BRANDS. The process was always run smoothly and fairly. Hundreds of needy students benefitted from the project. Those included the students who were still awaiting NSFAS allowances at the beginning of the year.

Distribution of sanitary towels

The Student Accommodation and Catering Department received, from MINANAWE, sanitary towels and cups to give to female students that cannot afford to buy them on their own. The Victim Empowerment Office, which is under the Student Accommodation was at the forefront of supporting female students when it came to safety, sanitation and hygiene.

New house parents

House Parents were identified towards the end of last year and they will be handling different kinds of challenges that face students in their respective blocks of residences. They have improved their skills towards handling cases and students feel happy with their services.

House Committee Intervention

The residences had an active House Committee in 2022, which always helped to share information with students so that they availed themselves to events and activities that were planned. They collaborated well at most times with house parents and that was one of the new achievements that had to be sustained.

Residence House Committee elections

Fair and transparent elections for all university residences were held. There were 64 House committee members that were appointed for 4 portfolios in each residence:

- Premarius
- Academics
- Maintenance
- Sports

Gym workouts and Aerobics

Residence students are now committed to their daily workouts and aerobics under they are committed to working hard at the gym. Aerobics were introduced at the Sebokeng Campus on Wednesdays and Fridays.



Dr TD Mokoena

11 August 2023

Date

Acting Vice-Chancellor and Principal

SECTION 12

REPORT OF SENATE ON RESEARCH AND TECHNOLOGY TRANSFER AND INNOVATION

Research, together with Teaching and Learning is one of the main pillars of the Vaal University of Technology. In the last few years, efforts have been made to improve the research capacity of staff and students and the general research outputs and outcomes of the university. This document reports on core research activities undertaken during the year 2022, including research outputs, summary of NRF grant holders and rated researchers, research capacity development undertaken, research achievements and recognition of researchers at VUT, postdoctoral research fellows, adjunct appointees and research policies.

The office of the Research Directorate comprises the following core functions:

- Higher Degrees Unit (HDU)
- Research management and administration

The Higher Degrees Unit (HDU) undertakes the following functions:

- Administers and manages Masters and Doctorate applications
- Processes Masters and Doctorate registrations
- Provides postgraduate scholarship support
- Coordinates postgraduate capacity development programmes

In terms of research management and administration, the following activities are undertaken:

- Captures and reports for research Publications/Research Outputs
- Compiles the annual research report
- Provides support in appointing external supervisors and promoters for postgraduate studies.
- Supports the management of research grants and funding
- Administrates research ethics
- Coordinates the appointment, payments and programme for postdoctoral research fellows
- Coordinates the appointment and provides support for adjunct appointees at VUT
- Manages and monitors research information management systems
- Coordinates research capacity development programmes for VUT staff through University Capacity Development Programme (UCDP) and internal funding mechanisms.
- Develops and monitors research and research-related policies
- Develops and maintains strategic relations with stakeholders such as CHE, NRF and DHET.

RESEARCH MANAGEMENT

Research Outputs for 2022

The target for research output units for 2022 was 130 units, to date, a total of 115.1706 units were recorded for 2022. At this point in time, the VUT is below the target in terms of its research outputs. Several factors contribute to this, some of which include changes in the payment structure of the research incentive as per the new research funding policy and difficulties in procuring research-related resources.

The process of capturing research outputs for 2022, however, is still ongoing and VUT staff have until 17 March 2023 to submit 2022 outputs to the Research Directorate. The following tables provide a breakdown of the outputs according to different parameters. Note that these research outputs have not yet been audited or verified by DHET.

Table 1: Research outputs for 2022 by publication type

Publication type	Distinct Count of Article Title	Distinct Count of Student / employee No.	Sum of Author Units Claimed
Chapters	3	5	0.9
Conference proceeding	37	41	16.0005
Journals	142	136	98.2701
Grand Total	182	169	115.1706

According to Table 1, it is clear that most of the 2022 research outputs are contributions in the form of journal publications.

Table 2: Research outputs for 2022 per faculty

Faculty	Distinct Count of Student / employee No.	Distinct Count of Article Title	Sum of Author Units Claimed
Applied & Computer Sciences	65	57	34.5651
Engineering & Technology	39	40	29.8541
Human Sciences	23	40	23.6756
Management Sciences	35	41	22.283
Non-faculty	10	15	4.7928

Grand Total	169	182	115.1706
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Table 2 shows, that the Faculty of Applied and Computer

Sciences contributed the majority (57) of research outputs in 2022 followed by Management Sciences (41).

Table 3: Top 15 VUT researchers for 2022

	Staff Name	Faculty	Units
1	MADZIMURE J	Non-faculty	7.7499
2	RUTTO HL	Engineering & Technology	5.2913
3	ZUVA T	Applied & Computer Sciences	4.9165
4	DUBE K	Human Sciences	3.9165
5	MTUNZI F	Applied & Computer Sciences	2.375
6	TSHILENGE JK	Engineering & Technology	2.2499
7	LEBELO S	Human Sciences	2.0095
8	MAFINI CC	Management Sciences	1.9583
9	ALUGONGO AA	Engineering & Technology	1.8751
10	PAKADE V	Applied & Computer Sciences	1.8
11	CHINOMONA E	Management Sciences	1.75
12	ROBBETZE N	Management Sciences	1.75
13	SEODIGENG T	Engineering & Technology	1.6999
14	HARMSE A	Applied & Computer Sciences	1.6666
15	NZIU P	Engineering & Technology	1.6665

According to Table 3, the researcher contributing most research outputs is a non-faculty staff member. However, the remainder of the researchers is situated within specific faculties.

Table 4: Research outputs for 2022 per faculty and gender

Faculty	Female	Male	Grand Total
Applied & Computer Sciences	10.8712	23.6939	34.5651
Engineering & Technology	1.7291	28.125	29.8541
Human Sciences	9.2497	14.4259	23.6756
Management Sciences	10.5	11.783	22.283
Non-faculty	0.5	4.2928	4.7928
Grand Total	32.85	82.3206	115.1706

From Table 4, it is evident that male researchers contribute more towards research outputs than female researchers.

SUMMARY OF NRF GRANT HOLDERS AND RATED RESEARCHERS

NRF-rated researchers

The list of rated researchers is shown Table 4 (below). It must be noted that *four (4) rated researchers resumed in January 2022*. Three (3) of these researchers were awarded under the Y2 category, and one (1) researcher was awarded a C2 rating. In 2022, VUT also appointed a new Executive Dean in the Faculty for Human Sciences with a B3 rating. These new rating approvals and appointments have increased the number of NRF-rated researchers at VUT to 14 at the end of 2022. Additionally, one NRF-rating was awarded in 2022 to resume in 2023 (see Table 5).

It is clear from the list that all VUT NRF-rated researchers are male. Whilst female staff constitutes about 45% of all instructional and research staff, VUT does not have a single female NRF-rated researcher. Additionally, the majority of the current VUT NRF-rated researchers are affiliated with the Science and Engineering faculties, there is therefore a need to encourage researchers from the Faculties of Management and Human Sciences to participate in the NRF rating process.

Table 4: VUT NRF-Rated Researchers

	Surname	Initials	Title	Race	Gender	Rating Category	Valid From	Valid Until
1	Akpotu	SO	Dr	Black	Male	Y2	01 Jan 2022	31 Dec 2027
2	Campbell	RI	Prof.	White	Male	C1	01 Jan 2019	31 Dec 2024
3	Dube	K	Dr	Black	Male	Y2	01 Jan 2021	31 Dec 2026
4	Masemola	KM	Prof.	Black	Male	B3	01 Jan 2022	31 Dec 2027
5	Nyamupangedengu	C	Prof	Black	Male	C2	01 Jan 2021	31 Dec 2026
6	Okosun	O	Prof.	Black	Male	C2	01 Jan 2018	31 Dec 2023
7	Osifo	PO	Prof.	Black	Male	C2	01 Jan 2017	31 Dec 2022
8	Otunniyi	IO	Prof.	Black	Male	C2	01 Jan 2022	31 Dec 2027
9	Pakade	VE	Prof.	Black	Male	Y2	01 Jan 2018	31 Dec 2023
10	Pillay	M	Prof.	Indian	Male	C3	01 Jan 2019	31 Dec 2024
11	Rutto	HL	Prof.	Black	Male	C3	01 Jan 2020	31 Dec 2025
12	Shooto	ND	Dr	Black	Male	Y2	01 Jan 2022	31 Dec 2027
13	Tengen	TB	Prof.	Black	Male	C3	01 Jan 2017	31 Dec 2022
14	Venter	D	Dr	White	Male	Y2	01 Jan 2022	31 Dec 2027

Table 5: 2023 NRF-rated researcher to commence in 2023

1	Lebelo	S	Dr	Black	Male	C2	01 Jan 2023	31 Dec 2028
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NRF Grant-holders

Table 6 shows the list of VUT researchers that are NRF grant holders. Amongst these grant holders, three researchers were awarded Thuthuka Programme grants and two researchers received International Science and Technology Agreement grants in 2022. Two new NRF prestigious grants namely the Black Academics Advancement Programme and Competitive Support for Unrated Researchers, were awarded to Mr Melato and Dr Ssemakalu, respectively in 2022. Notably, most of the NRF grant holders are affiliated with the departments in the Faculty of Applied and Computer Sciences.

Table 6: Current NRF grant-holders

Grant-holder	Programme	Short Title	Start	End
Akpotu, SO	Evaluation and Rating	Monitoring and Evaluation application	01 Jan 2022	31 Dec 2022
Harmse, A	International Science and Technology Agreements	Travel grants for SA Researchers Participating in the South Africa-France Higher Education and Researcher Week	16 May 2022	31 Dec 2022
Kohitlhetse, IC	Thuthuka	Beneficiation of Blast Furnace Desilicated Ironmaking Slag for Co2 Sequestration	01 Jan 2022	31 Dec 2024
Maboya, WK	Thuthuka	Modified Carbon Nanotubes as Electrochemical Detectors and Adsorbents for Persistent Pharmaceuticals	01 Jan 2022	31 Dec 2024
Masemola, KM	Evaluation and Rating	Monitoring and Evaluation application	01 Jan 2022	31 Dec 2022
Melato, LT	Black Academics Advancement Programme	Boosting Performance of NoN-Fullerene Based Bulk Hetero Junction Organic Solar Cell Devices Using lu	01 Jan 2022	31 Dec 2022
Modise, SJ	Competitive Support for Unrated Researchers	Wetlands' Restoration and Phytoremediation	01 Jan 2021	31 Dec 2023
Mpela, MD	Global Change Grand Challenge	A Methodology for Contextual Recommendation Using Artificial Neural Networks	01 Jan 2022	31 Dec 2024
Mukundamago, V	S&F - Research Development Grants for nGAP Scholars	S&F - Research Development Grants for nGAP Scholars	01 Jan 2021	31 Dec 2022
Mutekwe, LT	Global Change Grand Challenge	The Influence of Innovation on Supply Chain Ambidexterity	01 Jan 2022	31 Dec 2023

		and Flexibility in SA Manufacturing		
Otunniyi, IO	Evaluation and Rating	Monitoring and Evaluation application	01 Jan 2022	31 Dec 2022
Pakade, VE	Research Development Grants for Y-Rated Researchers	Development of Dual-Imprinted Polymers Decorated on Graphene Oxide for Selective Removal of Antibiot	01 Jan 2020	31 Dec 2022
Pholosi, A	Thuthuka	PolydopaminE-Cyclodextrin Coated Magnetic YoIK-Shell Nanoparticles for Adsorption/photodegradation	01 Jan 2022	31 Dec 2024
Ramalisa, RJ	Thuthuka	A Model to Cultivate Attentiveness of Nurses Working in Mental Healthcare	01 Jan 2021	31 Dec 2023
Sefothhelo, GN	Competitive Programme for Rated Researchers	A Visual Exploration of a Lesbian's Life: Liminalities Through Clothing	01 Jan 2022	31 Dec 2023
Shooto, ND	Thuthuka	Adsorption Study of Toxic Metal Ions and Methylene Blue Dye from Solution Using Black Cumin (nigella	01 Jan 2020	31 Dec 2022
Shooto, ND	Evaluation and Rating	Monitoring and Evaluation application	01 Jan 2022	31 Dec 2022
Sibanda, EM	S&F - Research Development Grants for nGAP Scholars	S&F - Research Development Grants for nGAP Scholars	01 Jan 2021	31 Dec 2022
Ssemakalu, CC	Competitive Support for Unrated Researchers	Screening for Retained Intronic Sequences Exclusive to Colorectal Cancerous Tissue.	01 Jan 2022	31 Dec 2022
Takaidza, S	Thuthuka	The Effect of Tulbaghia Violacea Leaf Extracts on the	01 Jan 2021	31 Dec 2023

		Expression Levels of Proteins Involved in Apop		
Venter, D	Evaluation and Rating	Monitoring and Evaluation application	01 Jan 2022	31 Dec 2022
Zuva, T	International Science and Technology Agreements	Travel grants for SA Researchers Participating in the South Africa-France Higher Education and Researcher Week	16 May 2022	31 Dec 2022

External Grant Funding and Bursaries

The total grant funding received from external funding sources was **R20 168 445 (excluding UCDP funding)** as opposed to the target set for 2022 of R32 million. Sources of funding include ESKOM, SAWS, WRC, LGSETA, CSIR, NRF and MERSETA. It should be noted that some sources of external research funding are administered by the faculties themselves and the Research Directorate does not have a record of all of these. The research directorate will be embarking on a roadshow to faculties to update and track sources of external research funding.

VUT RESEARCH ETHICS COMMITTEES

Meeting Attendance

Since the establishment of the Central Research Ethics Committee (CREC) and Faculty Research Ethics Committees (FREC) in 2020, the CREC committee have been firm in ensuring fairness and transparency in research processes and procedures. In the past year, the CREC managed to have 10 formal CREC meetings.

RESEARCH CAPACITY DEVELOPMENT

In 2022, the research directorate continued to support VUT staff to undertake their masters, doctorate and other postgraduate qualifications. In addition, staff of the university were supported to participate in internal and external research development workshops and conferences. Support for staff to undertake these studies and trainings were funded from the University Capacity Development Grants (UCDG) and internal funds.

Under the UCDP, 18 staff members registered for their PhD's were assisted in 2022. The 18 staff members were supported with funds to pay for their tuition fees, to collect field data, meet with their supervisors and

paying for research assistants to assist them. Additionally, 11 academics who have received their doctorates were awarded seed funding to undertake an approved research initiative within the year. On the VUT internal funding, a total number of 20 staff of the university received funding to undertake masters and doctoral studies.

POSTDOCTORAL RESEARCH FELLOWS (2022)

In 2022, fifteen postdoctoral research fellows were appointed by the Research Directorate (see Table 7).

Table 7: Postdoctoral research fellows 2022

	Surname	Full names	Faculty
1	Otieno	Benton Onyango	Applied and Computer Sciences
2	Koech	Lawrence	Engineering and Technology
3	Moloi	Katleho	Engineering and Technology
4	Ochonogor	Franklin	Engineering and Technology
5	Igberase	Emanuel	Engineering and Technology
6	Ubani	Onyedikachi	Applied and Computer Sciences
7	Mongwe	Thomas Hlamalani	Applied and Computer Sciences
8	Leutjo-Taka	Anny	Applied and Computer Sciences
9	Saheed	Sanni	Applied and Computer Sciences
10	Oladeji	Olatunde Sunday	Applied and Computer Sciences
11	Eposi	Elsie Mbua	Management Sciences
12	Ismaila	Bouba	Management Sciences
13	Langton	Irvin	Management Sciences
14	Chihwai	Peter	Human Sciences
15	Ndhlovu	Emmanuel	Human Sciences

ADJUNCT APPOINTEES AT VUT (2022)

In 2022, fourteen Adjunct appointees were approved. The aim of these appointments is to enhance VUT's research profile and to increase research outputs. Table 8 provides a list of Adjunct Appointees from all faculties.

Table 8: Adjunct Appointees approved in 2022

	Full names	Surname	Title	Faculty
1	Anthony Kiryagana	Isabirye	Dr	Management Sciences
2	Bakae Aubrey	Mokoena	Prof	Management Sciences
3	Michael	Pillay	Prof	Applied and Computer Sciences
4	Meera K.	Joseph	Prof	Applied and Computer Sciences
5	Shivani	Mishra	Prof	Applied and Computer Sciences
6	Ajay Kumar	Mishra	Prof	Engineering and Technology
7	Regis	Musavengane	Dr	Human Sciences
8	Moshe Timothy	Masonta	Dr	Applied and Computer Sciences
9	Asphat	Muphosi	Dr	Management Sciences
10	Tshepo Phuti	Mabotja	Dr	Management Sciences
11	Polycarpe	Feussi	Dr	Management Sciences
12	Maxwell	Sandada	Prof	Management Sciences
13	Amit	Verma	Dr	Human Sciences
14	Erisher	Woyo	Dr	Human Sciences

TECHNOLOGY TRANSFER AND INNOVATION

The Technology Transfer and Innovation (TTI) Department falls under the Research, Innovation, Commercialization, and Internationalization portfolio. It is charged with the responsibility to drive Innovation and Commercialization within and for the benefit of the University. The department experienced some major challenges that resulted in a downtime of its technology platforms thereby significantly hampering its ability to operate, innovate, raise grants, generate income, and ultimately achieve its objectives. Nevertheless, the department turned its downtime and challenges into an opportunity to conduct internal operational restructuring and streamlining.

This report aims to provide highlight some of the challenges experienced and some of the development, activities, and gains achieved by the department during 2022. The report is divided into two parts, with part A focusing on activities and developments at the department level and part B focusing on activities and developments at the divisional level (being the divisions under the department).

STRATEGY DEVELOPMENT

The Technology Transfer and Innovation (TTI) Department held a strategy development workshop in December 2022. The purpose of the workshop was to contribute towards the development of the draft DVC: RICl portfolio strategy whilst also preparing its tactical and operational plan in line with the RICl and newly approved University's strategy. As the RICl strategy is still a work in progress, the department will continue to contribute towards the development and finalization of this strategy.

RESUSCITATING PREVIOUS AND CREATING NEW LINKAGES

In line with the current and the newly approved university strategy, the TTI and its divisions are expected to create linkages with local and international stakeholders to foster innovation and commercialization that will yield returns for the university. Accordingly, the TTI embarked on the following activities:

- Attended the International Association of Science Parks and Areas of Innovation Conference held in Spain, Seville on the 27-30 Sept 2022. Various linkages with stakeholders such as the Konza Technopolis, Kyoto Research Park, and others were created at this event. Talks are currently in place with these stakeholders to explore possible collaborations.
- A big delegation from TTI attended and presented at the Rapid Product Development association of South Africa (RAPDASA) Conference on the first week of November 2022.
- Attended the Formnext Hub for Additive Manufacturing Exhibition in November 2022 to explore new technological developments in the additive manufacturing space as well as create new relationships with service providers and suppliers of additive manufacturing materials and components. The outcome of this visit was linkages with new cost-effective suppliers of advanced manufacturing materials as well as linkages with manufacturers and research companies in the areas of metal printing and recycling of composites. The aim is to embark on research efforts that will the localization of materials used in advanced manufacturing.
- Attended the local Thensa and EDHE Workshops/Conferences to resuscitate local relationships that will foster commercialisation and entrepreneurship amongst staff and students alike.
- Created linkages with the East London SEZ and the newly established Vaal SEZ to drive reindustrialization of the Vaal that will eventually increase innovation and commercialisation.

STREAMLINING OF OPERATIONS

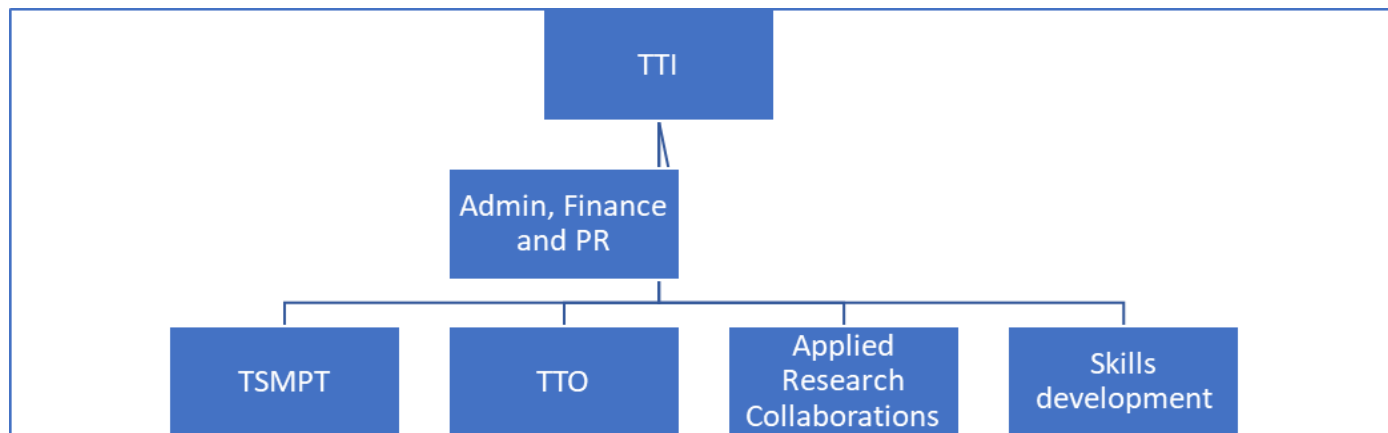


Figure: Streamlined TTI

The Technology Transfer and Innovation Department embarked on a process to streamline its operations for efficiency and effectiveness. As one of the departments within the Research, Innovation, Commercialization, and Internationalization portfolio is charged with the responsibility to drive Innovation and Commercialization within and for the benefit of the University. As such previously, this department comprised only two divisions, namely the technology Transfer Office (TTO), and the Technology Station in materials processing technologies (TSMP). The TTO which was recently revived operated as one unit without delineation of functions or roles.

The TTO has also been streamlined as shown in Figure 4 below, with functions and responsibilities clearly delineated to ensure efficiency and effectiveness of operations. The commercialization unit will be responsible for the commercialization of intellectual property and other inventions through the various commercialization strategies whilst the Intellectual Property unit will be responsible for driving the generation and prosecution of IP within the university and the research contract unit will be responsible for the vetting of all research and collaboration agreements to ensure that the university's interests are well protected.

This streamlined functional structure will be the basis of the TTI's submission to the organization refinement process.



Figure: Streamlined TTO

Over and above the above developments, to remove duplications and confusion within the TTI, whilst driving towards the attainment of the TTI's internal and external objectives; all skills development functions which include Idea to Product (I2P) and Centre for Footwear Manufacturing and Entrepreneurship (CoFE) have been grouped, and all applied research collaborations which include CPAM, DiCOMi programmes have been grouped as well. As such the currently streamlined structure of the TTI is shown below.

FINANCES

Our balance brought forward at the beginning of 20222 was **R 24,759,046.00** from the following accounts:

- Technology Station R 8,937,948.00
- Revenue Account R 2,423,890.00
- E.D.U R 1,544,971.00
- MERSETA R 4,569,919.00
- NIPMO R 3,572,589.00
- CPAM R 2,870,533.00
- DICOMI R 839,197.00.

Grants received were **R 7, 363,914.00** and revenue generated from professional projects was **R 1,018,215.06**. It should be noted that the grants received, and revenue generated was significantly lower than previous due to our machines being down for the whole year, as a result of the flowing and renovation project.

TECHNOLOGY TRANSFER OFFICE (TTO)

Technology transfer offices' roles, activities, and responsibilities form the basis for an effective technology transfer business model framework. Taking a historical context TTO's main roles were namely network development, technology transfer, and managing IP activities. However, the TTO role, activities, and responsibilities have expanded to meet increasing internal and external pressures. To this end, the TTO created linkages with local pivotal stakeholders to foster innovation and commercialisation that will ultimately yield returns for the university. To achieve this, the TTO undertook the following activities:

- Organised an Open Innovation Evening on the 21st of October 2022 at the Riverside Sun Hotel in Vanderbijlpark, to foster working relations between VUT researchers and industry stakeholders, while creating awareness and knowledge of Intellectual Property amongst the university community. The event was also meant to create potential linkages with external stakeholders to improve innovation in our niche areas, thereby increasing the prospects of commercializing VUT's research/innovations.
- The TTO in partnership with North-West University also held a webinar on 31 March 2022, in celebration of World Intellectual Property (IP) Day. The webinar was used to highlight the huge potential of young people in finding new and better solutions aimed at transitioning into a sustainable future. The webinar empowered VUT's youth/students to step up to innovation challenges, by utilising their youthful energy, curiosity, ingenuity, and creativity to steer a course toward a better and brighter future.
- The TTO further undertook an Intellectual Property (IP) awareness campaign for staff and students through a Pop-Up Market event at the Vanderbijlpark Campus on 28 October 2022. The campaign was held a few weeks after the TTO organised the "IP Awareness/Fun Day" for students, where IP was a key feature in the discussions. The TTO used this opportunity to explain to staff and students what IP refers to and the importance thereof.

APPLIED RESEARCH AND COLLABORATION

The ARC unit was established to facilitate the link between the TS, TTI, and researchers from VUT, as well as creating and maintaining research linkages with other institutions. Some notable activities engaged in thus far are:

- Research seminar held on the main campus with HODs and researchers from faculties in August 2022.
- Visit UJ in July 2022. Trilateral research seminar: Nigeria, South Africa, and France. Networking and presentation on VUT's AM capabilities.
- Trilateral delegation visits to Science Park on November 17, 2022.

- Prof Ian Campbell, Professor Emeritus: Loughborough University (UK) visited VUT in August 2022. Seminars for students and meetings held with researchers to expand collaboration on AM.
- Attendance of RAPDASA (November 2022). Networking and attendance of presentations on the current state of the art in AM.
- Assumption of CPAM management duties by ARC office, meeting with Deon de Beer (Chair: Additive Manufacturing Commercialisation, CUT Hardus Greyling: Manager of Research Implementation, CSIR in December 2022 at VUT.
- Meetings with CAMASA: GDED drone development project, RICl included the ARC office as part of VUT's involvement in the project. December 2022.

SKILLS DEVELOPMENT

Accordingly, the Skills Development is working on fostering increased participation and collaboration between various stakeholders within the AM and footwear production ecosystem and thus will create infrastructure using I2P and CoFE workshops for use as centers of excellence in AM and footwear training initiatives that have otherwise been marginalized through financial constraints. The Skills Development program can be used to enable grassroots inventions by providing a platform where SMEs, students, entrepreneurs, and local communities can have access to machinery, advanced tools, and equipment that can help people to locally make products to address local needs and create employment as well as promote local manufacturing and even an export market.

Over and above the above alignment, the Skills Development unit embarked on the following activities:

- **CoFE Accreditation-** The CoFE department is embarking on renewing its accreditation training program through the QCTO, to offer credit-bearing and accredited training.
- **I2P Lab Developments-** I2P Lab activities include, amongst others training, short courses, and skills development in product development by making use of 3D design software and 3D printing. The I2P lab conducted various training programs and offered training to:
 - VUT 4th Year B.Ed students
 - Learnership to unemployed youth and graduates through the Commercial Aerospace Manufacturing Association of South Africa (CAMASA) SLA.
 - Training to entrepreneurs, youth, and students through partnership guided by the MOU signed between VUT and East London Industrial Development Zone (ELIDZ).
 - **GDARD program-** Offer business incubation skills and development, guided by the Funding Agreement signed between VUT and the Gauteng Provincial Government Department of Agriculture and Rural Development (GDARD) to local entrepreneurs.

ADVANCEMENT DEPARTMENT

The Advancement department is proud of its achievements during the reporting period. In an effort to strengthen the VUT brand and increase its visibility, the department rolled out a successful marketing, communication, stakeholder engagement and brand activations programme, in partnership with internal and external stakeholders.

The range of activities including community outreach, academic information dissemination, student recruitment, alumni relations, media campaigns, international partnerships events as well continuation of the recently approved rebranding campaign. The list below includes just some of the highlights, excluding normal internal staff engagements.

Community Outreach

The programme included the following events and engagement platforms:

- Desmond Tutu Memorial Lecture and Africa Day. Both were sponsored by the Department of Sport, Arts and Culture. Minister Nathi Mthethwa delivered the keynote speech at the Desmond Tutu Memorial Lecture.
- VUT Youth Day Indaba. The keynote address was delivered by Deputy Minister Buti Manamela (Higher Education, Science and Technology)
- Boipatong 30th Anniversary Memorial held at the Boipatong Memorial Precinct featuring MEC Lebohang Maile was co-sponsored by Emfuleni Local Municipality, the Moral Regeneration Movement and the Social Cohesion Advocate.
- Women's Dialogue. The keynote speaker was Dr Gwen Ramokgopa
- Rhino Week Sports Tournament held at the VUT Isak Steyl Stadium (hosted in partnership with various organisations and donors)
- Vaal Special Economic Zone. Joint meeting and walk about with the Gauteng Development Agency, VUT and Northwest University. The three entities Vaal SEZ; VUT and NWU resolved to host an MoU Signing Ceremony (held in February 2023).
- Poverty Alleviation Project: the Advancement department received a donation of R100 000 from President Hyper Vaal. Donated funds will be used to buy groceries for registered students (on the database of the Victim Empowerment Centre). It is estimated that on average, an amount of R10 000 per month will be spent over a period of 10 months (February to November 2023).

Academic Engagements

- First Year Parents Meeting. A very important gathering between parents of first year students and the university leadership
- Career Day. A two-day programme hosted in partnership with Life After Matric Program (LAMP) executives.
- National Science Week. Attended by several matriculants from high schools within the Vaal Region
- Autumn and Spring Graduation Ceremonies
- VUT and Industry Partners Gala Dinner facilitated by the VUT Technology Transfer Office

International Stakeholders

MoU Signing Ceremony between VUT and the Masai Mara university in Kenya. The high-level delegation from the Masai Mara university included the VC, Chairperson of Council and representatives from the Kenyan Embassy. Among a host of possible areas for collaboration is the VUT Nursing Department which received a lot of interest from Masai Mara delegation.

Alumni engagements

These include face-to-face and online engagements with VUT Alumni Chapters, in collaboration with faculties:

- Tshepiso Dumasi Book Launch
- Engineering 1st Year Seminar
- Centre for Academic Development/Faculties Orientation Week
- Graduates Programme Assessment (in partnership with the Department of Labour)

Partnership between VUT FM and Media Development and Diversity Agency (MDDA):

Another highlight of the department during the period under review is the approval of a grant application for funding support of VUT FM by the MDDA. The grant will ensure a refurbishment and upgrade of the VUT FM broadcast equipment and studio.

Student Recruitment

VUT received approximately 121 000 applicants for the 2023 intake. The majority of students applied for admission into the Faculty of Human Sciences, followed by Management Sciences, then Applied and Computer Sciences. The Faculty of Engineering received the least number of applicants. This of course,

raises concerns about VUT's ability to market itself as a University of Technology. Plans are afoot to mount a dedicated recruitment campaign for meet Engineering student quotas for 2024. Students were recruited through a number of platforms including:

- *Open Day/MaVUTi Voice Publication:* In 2022 the physical Open Day was replaced by an online booklet. The e-booklet was shared via a link with all Life Orientation teachers at all high schools. The booklet has a QR and code for easy access to information.
- *School visits:* Given the relaxed lockdown rules in 2022 the Student Recruitment team engaged in active and physical student recruitment drives. Most of the high schools within a driving distance were visited for purposes of marketing and recruiting grade 12 learners. In some recruitment drives such as school visits and career exhibitions, the student recruitment team was accompanied by faculty representatives.
- *Career exhibitions:* The recruitment team participated in critical national career exhibitions at hosted by Careers Exhibition and Information Association (CEIA). These were held in various provinces throughout the year.
- *Integrated student recruitment Committee:* An internal multi-stakeholder committee developed a student recruitment business process map – an institutionalised recruitment guideline.
- *ITUKISE:* Is a programme that is geared to give matriculants that have failed to meet VUT admission requirements a second full time chance to re-write matric in order to meet the admission requirements. ITUKISE and VUT were still in the process of finalising negotiations on how the programme would rollout.

Internal VUT Rebranding Project

The year under review was a ground-breaking season in the implementation of the new VUT brand internally since its re-launch in October 2021. A Brand Style Guide and various templates were launched through online faculty and departmental roadshows. The roadshows were a powerful platform where staff could post clarifying questions and receive guidance firsthand.

Change can be experienced differently by different people. Therefore, the transition from old to new had to be as smooth as possible and was dealt with much understanding and empathy, as some stakeholders still have immense brand loyalty toward the previous brand as their alma mater.

The previous brand matured at the age of 56, and like all brands, it evolved and needed to adapt to remain relevant. Thus, it was necessary to ensure a clear understanding of the essence and personality of the new brand, what it represents, and, most importantly, why it was essential for the evolution of the VUT brand.

- **Brand and Corporate identity policy:** The policy was broken down into digestible concepts, and the Daily Billboard was used to publish it weekly over three months under the #BRANDCHANNEL BRAND ALERT heading. This initiative will be repeated in 2023 to ensure maximum internal reach.
- **Signage – away with the old and in with the new:** In 2022, the focus was to visually bring the new brand to life by converting all signage and promotional items. Phase 1 Signage included the directional signs on the outer skirts and entrance of the campus, used mainly by visitors and external stakeholders, whereas phase2 focused more on the signage of buildings, corridors, and walkways.
- **MaVUTi Shop:** Plans are at completion stage to ensure the MaVUTi Shop is fully stocked with branded corporate merchandise from February 2023. The Shop is the only licenced outlet where alumni, staff and students can purchase branded merchandise. Inventory includes custom-designed apparel and branded desk and gift items. The MaVUTi Shop is one of the most significant brand touchpoints to push the brand into the market through the quality and variety of items offered to customers.
- **VUT Multilingual Policy:** The VUT Language Policy was approved and is being implemented incrementally subject to funding availability.

Corporate Communication Platforms

To achieve its mandate, the Corporate Communication unit expanded its communication platforms to include, but not limited to: social media (Facebook, Twitter, LinkedIn), digital media (the VUT website, YouTube), e-communication (the Daily Billboard), broadcast media (VUT FM) print (paid advertorials) as well as virtual press (Biz Community). The platforms cater to the varied needs of our stakeholders. During 2022, our followership statistics grew impressively. At the time of writing, the unit had recorded:

Facebook: 46k Likes and 56k Followers; Twitter: 10.7k Followers and LinkedIn: 1,153 Follower

- **Media Engagement:** VUT constantly engages the media through issuing of media releases and timeously responses to enquiries. All the media releases issued during the reporting period can be accessed on the VUT website: <https://www.vut.ac.za/for-the-media/>
- **Media Motoring:** The services of an independent media monitoring agency were secured towards the end of the reporting cycle. The impact will be measured and included in the 2023 report.
- **Social Media:** As part of our communication strategy, VUT aims to increase its online traction, and the best and quicker way to do that is through social media which the unit has doubled efforts in that

space. VUT social media platforms remain vibrant due to consistent sharing of compelling content with a good balance of student life, research, institutional highlights and achievements.

- *Database of Experts:* The opinions of VUT academics and NRF rated professors and experts in their research fields were sought out throughout the reporting period. Their inputs were featured in various local and international print and broadcast channels.

SECTION 13

THE REPORT OF THE INSTITUTIONAL FORUM TO COUNCIL

The Institutional Forum is established in terms of the Higher Education Act (Section 31(1) of Act 101 of 1997. The institutional forum (IF) advice the university Council on policy matters, including the execution of the provision of the Act and National Policy on Higher Education. The HE Act and the University Statute sets out the following areas of focus for IF:

- The Implementation of the HE Act and the National Policy on Higher Education.
- Race and Gender Equity policies
- The Selection of Candidates for senior executive management posts.
- Codes of conduct, mediation and dispute resolution procedures, and the fostering of an institutional culture which promotes tolerance and respect for fundamental human rights and creates an appropriate environment for teaching, research, and learning.
- Performs such functions as determine by the Council
- Advice Council on the Appointment of senior managers

The Institutional Forum participated in the recruitment of the following:

- Vice Chancellor and Principal
- Deputy Vice Chancellor of RICl: Research, Innovation, Commercialization, and Internationalization
- Deputy Vice Chancellor of Resources and Planning (Process not finalized)
- Executive Director Human Resources
- Dean of Management Science
- Dean of Human Sciences
- Dean of Engineering

The Composition of the Institutional Forum

Name	Designation	Gender
Radebe, J (Mr) (Chairperson)	NEHAWU Representative	Male
Mokotsi, K (Deputy Chairperson)	Women and Gender Representative	Female
Da Rocha, R (Mr)	Academic Representative	Male
Maseko, GJ (Dr)	Senate Representative	Male
Padayachee, T (Prof)	Senate Representative	Female
Mawele, T (Mr)	NTEU Representative	Male
Shashaoka, L (Mr)	Convocation Representative	Male
Mahlalela, S (Mr)	Council Representative	Male
Khanyile, S (Mr)	Council Representative	Male
Mabasa, J (Mr)	Non-Academic Representative	Male
Maleke, M (Mr)	Non-Academic Representative	Male
Kgwadi, D (Prof)	Mancom Representative	Male
Swana, L (Mr)	Mancom Representative	Male
Letlhaku, B(Ms)	HR Representative	Female
Mchunu, S (Mr)	Student Support Representative	Male
Moyo, S (Mr)	Disability Representative	Male
Mvalo, G (Mr)	Director Transformation Representative	Male
Matlaleng, N (Ms)	SRC Representative	Female
Committee Section		
Mokoena, D (Dr) (Secretariat)	Registrar	Male
Mofokeng, R (Ms)	Committee Secretariat	Female
Institutional Executive Committee		
Radebe, J (Mr) (Chairperson)	Nehawu Representative	Male
Mokotsi, K (Ms) (Deputy Chairperson)	Women and Gender Representative	Female
Maseko, GJ (Dr)	Senate Representative	Male
Padayachee, T (Prof)	Senate Representative	Female
Mokoena, D (Dr)	Registrar	Male
Kgwadi, D (Prof)	Mancom Representative	Male

The institutional Forum at VUT is fully functional and have attended all four ordinary meetings and two executive committee meetings.

Institutional forum is currently consulting of the following policies:

- Draft EE and diversity policy
- Draft appointment of foreign nationals' policy
- Draft reasonable accommodation guidelines.
- Draft VUT Integrated Transformation Plan
- Draft Transformation Policy

Institutional Forum Submission to VUT Council for Consideration

Our mandate as IF includes but not limited to restoring and maintaining of confidence in the university and ensuring stakeholder trust, support the council and the university towards promoting access, success, equity, policies, and strategies related to the transformation trajectory of the university and further determine any function bestowed by the university council.

In accordance with the higher education act (act 101 of 1997) as amended and observed in Chapter 7 of the Vaal University of Technology statute, it is the responsibility of the VUT Institutional Forum to advise the University Council on policy and governance matters We therefore wish to formally table the following recommendations before the governance committee for consideration and approval by the University Council:

- IF recommends the immediate review of the university statute.
- The inclusion of the following critical stakeholders of the university to officially form part of the VUT Council:
- As per the approved charter of the IF, the Chairperson of the Institutional Forum becomes a full member of Council.
- The district municipality and the local municipality should have a permanent representation on the VUT Council.
- Organized Labour in the form of regional representation should have a permanent seat on VUT Council.
- There should be no limitation in the participation on the University Council. Council members should be appointed on merits on qualifications and experience in any area of interest and relevance to the governance and operations of the university and its community at large.
- Advice from the Institutional Forum to the University Council must not be limited to the recruitment process and the selection of executive personnel but must be extended to all critical matters related to governance that fall within the jurisdiction of the University Councils responsibilities.

- Council must consider the participation of community / industry representation (Community Engagement) on the University Council as they constitute the third pillar of the mandate of universities alongside teaching, learning and research.

The requests indicated in this memorandum is presented to the University Council through the Governance Committee by the Chairperson and the Deputy Chairperson of the Institutional Forum Committee.

Activities of the Institutional Focus

The following activities were conducted in the reporting period:

- The IF is part of the task team responsible for the appointment of the University Chancellor
- The institutional Forum has concluded its Charter/ Terms of Reference that is referred to governance committee for approval.
- IF requested that it be accorded and granted its full participation and equal rights in the recruitment, selection, and appointment of senior executive management position.
- The IF has adopted the approved Council Code of conduct as their guiding document to guide its conduct.

Challenges

Institutional Forum (IF) at VUT is properly constituted and functional and the main challenge is its participation in the process of selection, recruitment, and appointment of senior executive management.



Mr J Radebe

Chairperson of IF

11 August 2023

Date

SECTION 14

THE REPORT OF THE FINANCE EXECUTIVE AND THE CHAIRPERSON OF THE FINANCE COMMITTEE

INTRODUCTION

The Vaal University of Technology (VUT) believes that systematic sustainability is the responsibility of all stakeholders, including management, staff, and students. To achieve common goals, VUT supports consultative engagements with its staff, students, and external partners, promoting inclusivity, representativeness, and transparency. Financial management is also a top priority at VUT, with decisions being evaluated in financial terms and various control mechanisms in place. These mechanisms include centralized control over assets, procurement, and the university's bank accounts. Additionally, quarterly reports are submitted to the Management Committee and Council, ensuring compliance with approved policies and procedures.

Budgeting Process

The budget process at VUT aims to ensure the equitable and transparent distribution of university resources to support core business strategies. It is viewed as a significant event that impacts the institution's business continuity. The process is interactive and involves various levels of management actively participating in compiling the budget for the next year, considering past trends and future goals. The Budget Committee oversees the process and recommends the budget to MANCOM, which then makes further recommendations to the Finance Committee and Council for approval.

The MANCOM approved budget parameters prior to commencing the budget process. The Budget Committee ensured proper allocations within the available resources and prioritized the enhancement of the core business areas: teaching and learning, and research. Several factors were taken into account during this phase, including:

- All contractual increments in line with the contract agreements.
- Departments were urged to adopt a zero-based budgeting approach, ensuring that requests were comprehensive and well-justified.
- Allocation for new or replacement teaching and instructional equipment within the academic sector.
- Limited acquisition of new furniture and equipment designated solely for new offices. Additionally, provisions were set aside for replacing obsolete capital items used by current employees.
- Staff costs expressed as a percentage of income.

The Budget Committee's consideration of these parameters contributes to the overall financial framework, aligning resource distribution with the institution's strategic objectives.

A rigorous process was followed with the participation of the various Departments and Faculties in the development of the final budget. The allocation of funds is guided by strict methodology which is premised on prioritizing the objectives set out in the Annual Performance Plan. The total budgeted expenses for 2022 exceeded the total budgeted income by R2.7 million. The deficit budget is not an enviable situation and Management is working on recovery strategies. MANCOM is mindful of the financial situation in the Sector and it is therefore aware that such interventions or recovery measures may take longer as the system improves.

Overview of financial results

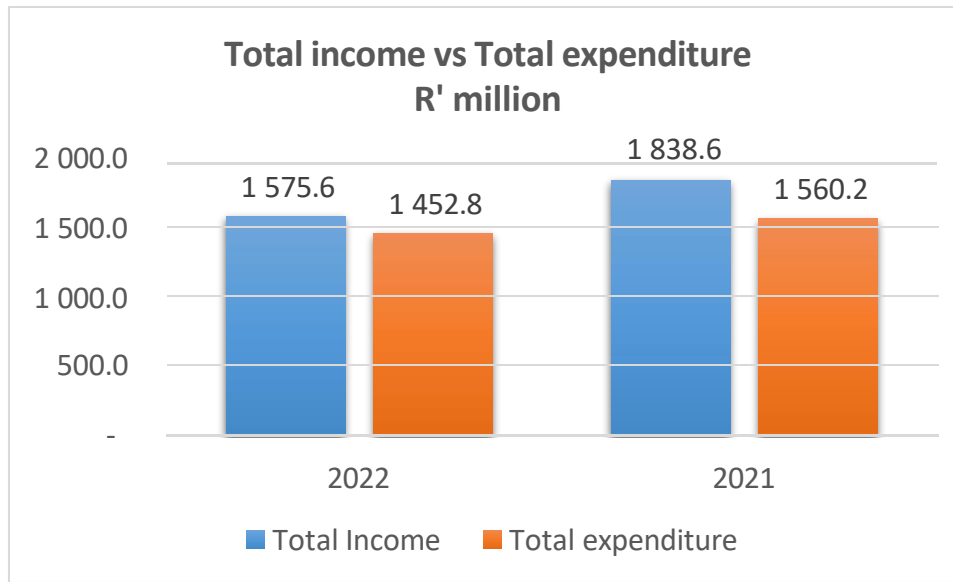
The 2022 VUT financial results are affected by significant economic challenges. The financial effects on the University resulted in an increase to financial risks faced by VUT due to the following challenges:

- Reduction in block grant and Infrastructure grant;
- Increase in student debt
- Limited third-stream income
- Unfordable salary increases and
- The uncertainty of first-time enrolments for 2022.

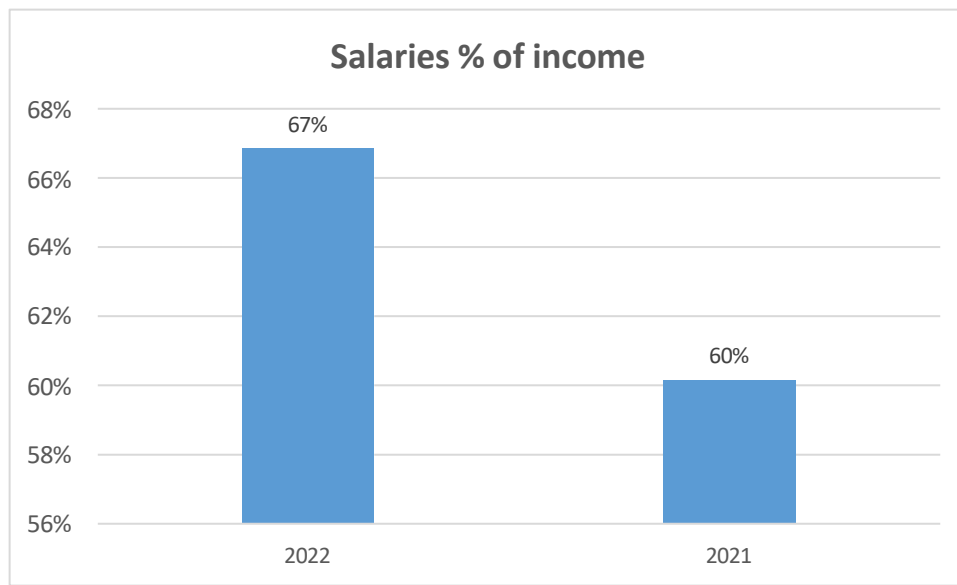
While there is a significant threat to total income, the university is still facing similar expenditure costs, especially personnel costs.

The total income of the University decreased by 14% to R1 575.6 million (2021: R 1 838.7 million) while the total expenses decreased by 8% to R1,452.9 million for the financial year 2022 (2021: 1 560,2 million). The surplus for the university's operations is R122.3 million for the current year (2021: R279,3 million) and the budgeted deficit is R2.7 million.

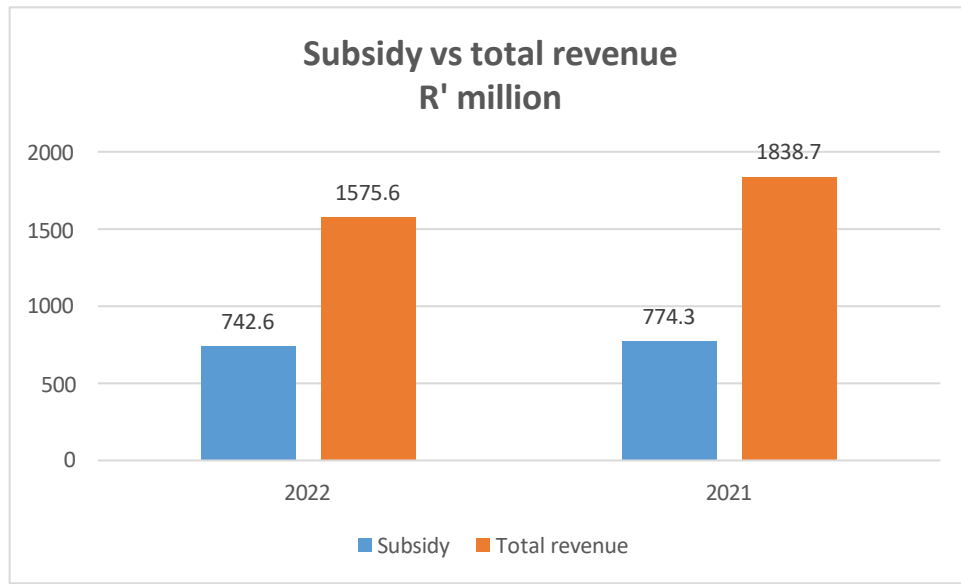
The substantial excess is a result of minimal fluctuations in personnel expenses, with the university unable to implement salary and experiencing limited staffing changes through appointments and resignations. Furthermore, the university continues to implement austerity measures in order to achieve cost savings in operational expenses through effective strategies. The university also needs to enhance its efforts in developing third-stream income initiatives.



Personnel costs is 67% (compared to 2021's 60%) of the income from the 1st and 2nd streams. This ratio falls outside the DHET recommended threshold of 63%. Currently, the university is actively engaged in organizational refinement to aid the Management and Council in gaining a clearer understanding of the required resources and their associated costs. As a component of this project, the university will prioritize addressing critical vacancies to reduce reliance on contracts. The organizational refinement will contribute to the management of these costs.



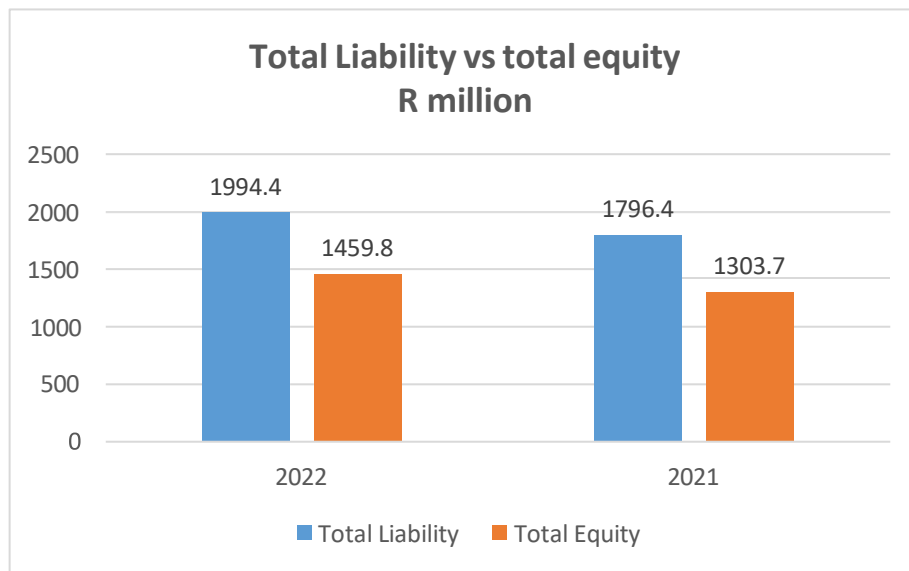
The total income of the university is still largely dependent on the government subsidy at 53% of total income (2021: 46%). The University generated 9% (2021:14%) of the income from total income from other sources and activities other than government subsidies and tuition and accommodation fees.



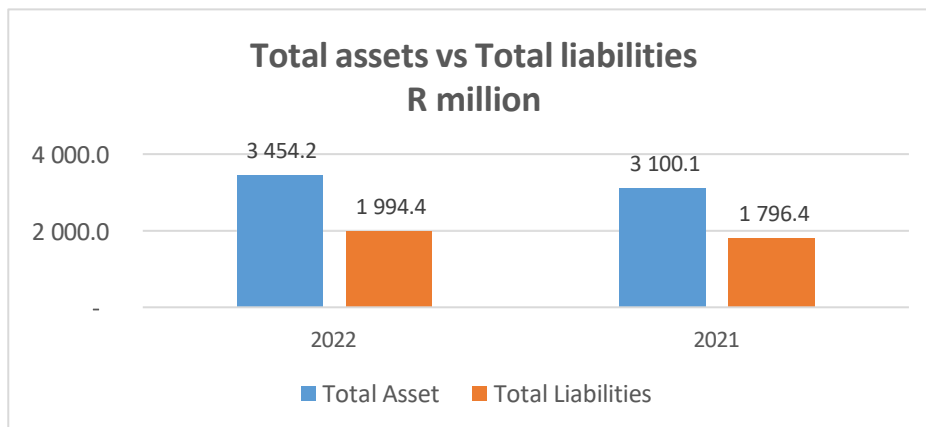
Solvency

This is a measure of the ability of the University to meet its long-term debts.

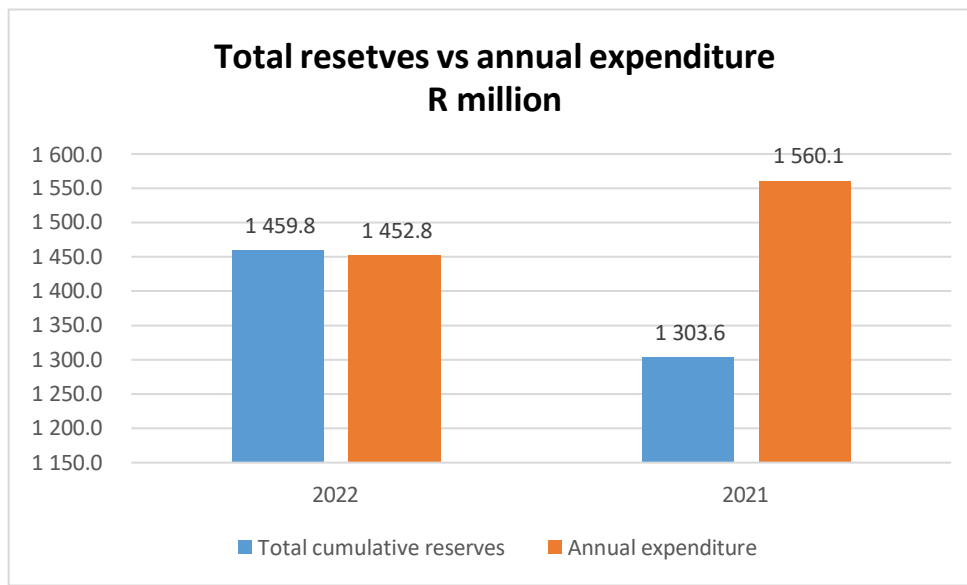
The total liabilities (R1 994,4 million) expressed over accumulated reserves (R1 459,8 million) indicate the university's ratio of debt to equity as 1.37 (2021: 1.36). This ratio has slightly improved compared to the previous year due to the increase on increase on council-controlled reserves.



Total assets increased by 11% while total liabilities increased by 13% in the current year this is mainly due to increase in cash and cash equivalents, increase in other receivables and increase in financial assets.



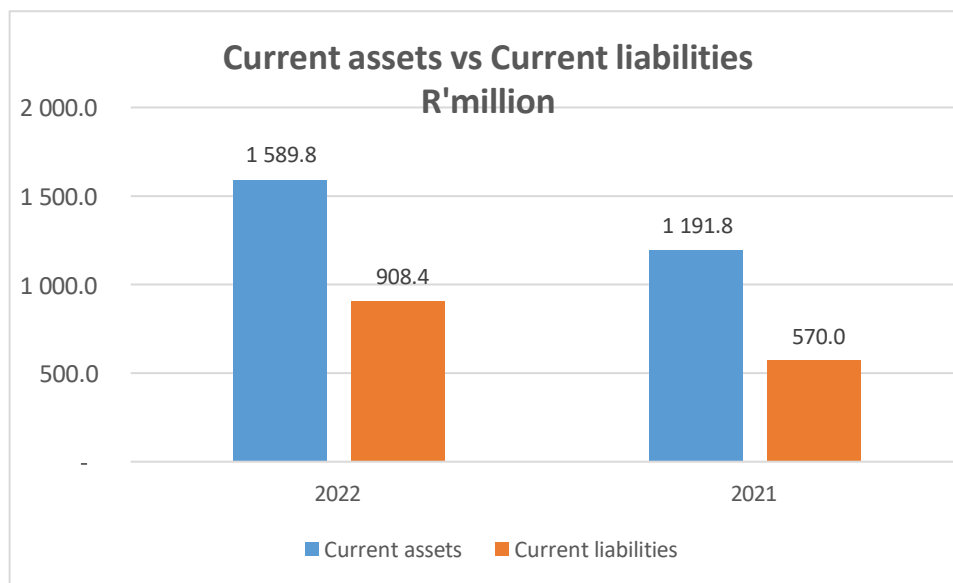
Sustainability



This ratio indicates the ability for an institution to continue in operation without new funding in the next financial year. A trend of a higher than 1 ratio signifies a viable institution while below 1 means may not cover the following year’s expenses without new funding. The ratio of total cumulative reserves over annual expenditure is 1.01 in the current year (2021: 0.88). Compared to the previous year, the ratio has normalised, and VUT aims to further improve the situation by implementing a Financial Strategy that is set to be approved by Council in the third quarter of 2023.

Liquidity

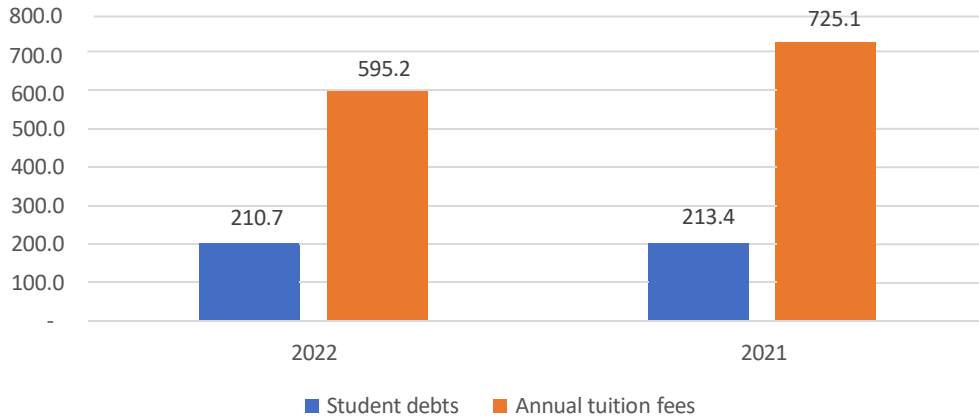
The current ratio determines the extent to which current liabilities are covered by current assets. The ratio is 1,75 times for 2022 (2021:2,09 times). The ratio has slightly decreased compared to the previous year; however, the University's current liabilities are fully covered by current assets. The liquidity ratio of the university is monitored both monthly and quarterly to ensure that all obligations are serviced.



Student Debt

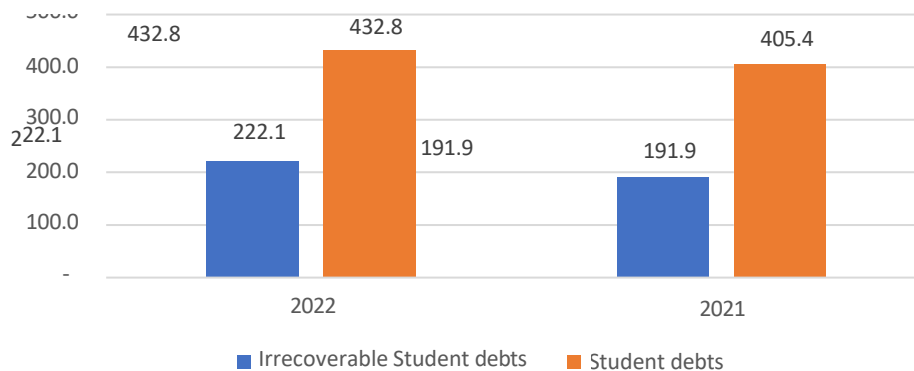
Student debt remains one of the greatest financial concerns for the Institution as it has a significant impact on the financial sustainability and cash focus of the Institution in the long term. The student debt have slightly decreased from R 213 million to R210 million (1%) during the current year, compared to a decrease of 9% in the previous year. While the recoverability of student debt is a national concern, VUT is significantly affected, as 38% of its operational budget relies on tuition and other fees. The university is actively working towards enhancing its debt recovery approach to mitigate losses. The percentage of fees owed to the University calculated as not recoverable is 56% (2021:47%).

Student debts vs Annual tuition fees R'million



As of 2023, the proportion of cumulative total student debt receivables compared to total tuition fees is 97% (2021:88%). This indicates that a significant portion of tuition fees and other student fees are still outstanding at the end of the year, with potential improvement expected during registration for the upcoming academic year.

Irrecoverable student debts vs Student debts R'million



The student debt that cannot be recovered has risen compared to the previous year, primarily due to the underperformance of self-funded students, as well as the adverse effects of increased unemployment rates and a weakened economy.

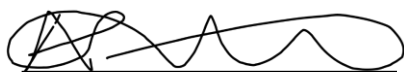
Access to Financial Aid

The majority of Vaal University of Technology students are from disadvantaged families and this situation has placed pressure on the financial resources of the University. The biggest source of funding for students is NSFAS. The University also provides various forms of financial assistance to deserving students. VUT is also actively involved with other private bursary providers to obtain more resources to assist students.

Conclusion

In conclusion, the Vaal University of Technology (VUT) places strong emphasis on sustainability and financial management as the responsibility of all stakeholders. VUT is currently facing economic challenges, including a reduction in block grant and infrastructure funding, an increase in student debt, limited third-stream income, and unaffordable salary increases. These factors have collectively elevated the financial risk for the institution.

Personnel costs represent a substantial portion of VUT's expenses and must be carefully managed to ensure the institution's sustainability. Both solvency and sustainability ratios have deteriorated compared to the previous year, prompting VUT to implement a comprehensive financial strategy. The university is committed to restoring stability within a two-year timeframe. In light of these financial challenges, VUT is actively devising recovery strategies to ensure its long-term sustainability.



Mr SA Mahlalela

Chairperson of FINCOM



Ms NR Mgobo

Chief Financial Officer

SECTION 15

THE STATEMENT OF THE CHAIRPERSON OF THE AUDIT AND RISK COMMITTEE

VUT endeavors to establish and uphold internal control systems that offer a reasonable level of assurance to the University Council through the Management Committee (Mancom) and the Audit and Risk Committee (ARC). The ARC has been operational throughout the entire 2022 financial year. These systems of control foster an operational environment that prioritizes the protection of University assets and the provision of dependable financial information.

Audit and Risk Committee Charter

The audit and Risk Committee has adopted a formal charter which was approved by Council in 2021 financial year. The overall objective of the Audit and Risk Committee Charter is to assist the University Council in fulfilling its governance and oversight responsibilities i.e.:

- Planning and reporting
- Risk Management
- Finance and resources; and
- Audit process.

The Audit and Risk Committee membership and meetings

The Audit and Risk Committee of Council, whose Chairperson is an external member of Council was established in terms of the Higher Education Act, 1997 (as amended). The constituencies of the external members include appointees from Chamber of Commerce/Business, Donors and the Convocation, who are independent of the University's executive management.

The Charter specifies the Composition of the Committee as:

- Four external members of Council;
- The Vice-Chancellor and Principal;
- The Deputy Vice-Chancellor responsible for finances;
- The Chief Financial Officer;
- The Secretary to the Committee is the Registrar;
- The Internal and External Auditors (on advisory and expert capacity); and
- Office of the Auditor-General (on advisory and expert capacity).

The ARC had four meetings which were attended by all members.

Financial Management and Internal Controls

Organisational policies and procedures, structures and values are some of the controls implemented by Management. The initiatives taken by Management to improve the control environment are ongoing and will continue into the future. Information systems and internal controls are audited by external and internal auditors on an annual basis.

Management is responsible for implementing internal and transparent financial management controls which include information systems on financial and operational matters, compliance and sustainability issues. Financial management reports are compiled quarterly and discussed by a properly constituted Mancom that meet at least twice every month (ARC from last quarter and will meet quarterly) to deliberate on the following:

- Risk management-related governance frameworks;
- Review/approval of external and internal audit plans, findings, reports and fees;
- Senate Reports and requests pertaining academic matters;
- Annual Report and quarterly reports;
- Information Technology Report;
- OHS Report;
- Compliance with the Code of Corporate Practices and Conduct, and
- Compliance with Higher Education Institution's Code of Ethics.

The ARC serves both Management and Council and evaluates the response on the abilities and duties of the external and internal auditors, by ensuring that all major findings reported on have been satisfactorily resolved and that corrective measures are taken to address deficiencies.

The auditors have unrestricted access to the financial records of the Institution and the ARC should ensure that their independence is not impaired.

Internal Audit Function

The role of the Internal Auditors (SekelaXabiso CA Incorporated) is to provide independent assurance on the adequacy and effectiveness of the internal control systems, as well as financial controls on an ongoing basis. The University makes use of an outsourced internal audit function and they were appointed in 2021 for three (3) years. ARC approves the Internal Audit Plan on an annual basis. Internal auditors adjust its planning accordingly to ensure that the testing of controls is directed in areas where risk has been identified. ARC

reviews audit reports as part of the oversight role in terms of evaluating the effectiveness of processes and controls. Based on the work performed by Internal auditors, internal control systems and financial controls are effective.

External Audit Function

The role of the External Auditors (Ngubane and Co. Chartered Accountants Auditors) is to provide an opinion on the financial statements prepared in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Higher Education Act of South Africa. The external audit opinion is based on executing an audit in accordance with the Public Audit Act of South Africa, the General Notice issued in terms thereof, and International Standards on Auditing (ISAs).

In accordance with the Public Audit Act of South Africa (PAA), and the General Notice issued in terms thereof, the External Auditors are required to report findings relevant to the reported performance against predetermined objectives, compliance with laws and regulations as well as internal control.

External Audit conducts its audits in terms of the risk-based External Audit Plan recommended by Management and approved by the Council for the year ending 31 December 2022.

The external auditors were appointed in April 2020 for 5 years' subject to annual concurrence from Auditor General.

Combined Assurance

Although there is no formal combined assurance model, all assurance providers have a healthy working relationship. This entails continuous sharing and collaboration with the aim of ensuring full coverage.

Financial Statements

The Financial Statements are compiled by Management in accordance with International Financial Reporting Standards (IFRS) and in the manner required by the Minister of Higher Education and Training in terms of Section 41 of the Higher Education Act, 1997 (Act 101 of 1997). An unqualified audit opinion for 2022 was issued by the external auditors.



Ms. Clarinda Simpson

Chairperson of Audit and Risk Committee