



2023

Annual Report and Financial Statements



Tshwane University
of Technology
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20 YEARS
2004-2024



Tshwane University
of Technology

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31 DECEMBER 2023 ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

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PERFORMANCE ASSESSMENT REPORT

According to the *Implementation Manual for Reporting by Public Higher Education Institutions* of the Department of Higher Education and Training (DHET), universities are required to report on their performance in relation to the “the key performance indicators and targets as stated in the Annual Performance Plan” (Government Gazette, No. 37726, 9 June 2014).

1. INSTITUTIONAL SUPPORT

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Support alignment of policies and streamline business processes to enhance effective service delivery across the institution and ensure transformation happens	Sustainability (2023)	Provide support to an execute delegated by the Vice-Chancellor	Reports per delegated task: - Number of delegated tasks reports. Reports to manage human resources, assets and overall financial fiduciary.	100% of reports.	All delegated tasks by the Vice-Chancellor were completed.
	Executive oversight and management of all direct reports	Sustainability (2023)	Executive oversight and management of all direct reports	Office administration activities including procurement, asset management, human resources management. All office management and administration Responsibilities executed. Resources, assets and overall financial fiduciary.	All management targets for administration in the Strategic Support Unit are up to date. Budgeting, procurement, leave management, asset management are effectively and efficiently done. 1x annual report.	This is an ongoing task to manage the office responsibilities. All office management tasks are up to date with regards to the 2023 plan.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Support alignment of policies and streamline business processes to enhance effective service delivery across the institution and ensure transformation happens	Sustainability (2023)	Strategic support for development of institutional policies and processes	Policy on integrated gender-based violence and femicide is being developed by the task team (reviewed drafts of policy). Integrated mental health strategy (drafts of strategy reviewed for the Senate approval). Language policy implementation plan development. Task team member for policy reviews, advisory meetings and workshops. Policy review/feedback.	Policy drafts, approved. Policy draft strategies approved. 100% delegated tasks 1x approved language Policy. 100% of tasks determined by the language policy task team.	1. Mental Health Strategy Approved by Senate 11 September 2023 -Strategic Management Support Office played an oversight role and participated in the Task Team on developing the Institutional Mental Health Strategy. The Office of the Director, Student Development and Support coordinated the task team to develop the strategy in 2023. The task, as delegated by Senate, was completed successfully. The second phase is the development of the Implementation plan which will be approved by EMC in 2024. 2. Institutional Language Policy and Plan The Language Policy was approved in 2022. Its related Language Implementation Plan was developed in 2023 and forwarded to the Department of Higher Education in December 2023 in order to source funding to implement it in 2024.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
				TUT language policy review activities and processes.		3. Institutional GBV strategy/Policy The Senate appointed Task Team developed a draft strategy/Policy which was considered at its meeting on 6 March 2023. During this meeting, the Senate resolved that the draft policy on Prevention of Gender-based Violence and Femicide be referred to the university Policy Development Office, and Human Resources and Transformation for further development and leadership of the process. The Senate process for the development of the draft strategy/policy has been concluded.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Implement the University's ISP (2020-2025)	Sustainability (2023)	Strategic support for the implementation of the university ISP (2020-2025)	2023 APP for strategic support directorate completed. Progress update for 2023 APP for strategic support. Participation at EMC strategic Planning workshops. Presentations to EMC at strategic Planning. Monitoring reports included in the VC Management reports to Council and DHET.	2023 APP for Strategic support directorate (1 APP plan). 2023 APP Progress report for strategic support directorate (2 reports). 3x VC management reports to Council annually. 1x annual report to DHET.	2023 APP for strategic management support directorate 100% completed and approved by EMC, Council and submitted to DHET. 2023 APP for strategic support progress report compilation for January to June 2023 (mid-term report) was completed. 3x VC management reports were submitted to Council. 1x 2022 VC Annual report was submitted to DHET in June 2023 as part of the TUT 2022 Annual report and financial statements.
	Coordinate management reports from EMC members and craft the Vice-Chancellor's Management Reports to Council	Sustainability (2023)	Vice-Chancellor – VC management report to council	Three (3) Vice-Chancellor management reports to Council completed annually. Completed VC management report and submitted to Council.	Three (3) Vice Chancellor management reports to Council. 3x annual VC management reports.	The target was to coordinate on behalf of EMC and craft three Vice-Chancellor's management reports to Council for 2023 meeting. All the (three) reports were compiled and submitted in time to the Council Secretariat. The objective has been achieved 100%.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Submit DHET statutory reporting schedule and notices to EMC	Sustainability (2023)	Coordinate and craft Vice-Chancellor's management report for the TUT Annual Statutory reporting to DHET	2022 Vice-Chancellor management report completed and submitted as part of 2022 Annual report to Council and DHET. TUT annual report to DHET.	One (1) Vice-Chancellor management report submitted as part of TUT 2022 annual report to DHET. One (1) Vice-Chancellor management report in the 2022 TUT annual report. 1x Annually.	As required in terms of Section 41 of the Higher Education Act (1997), and the format prescribed by the Regulations for Annual Reporting by Higher Education Institutions (August 2007, 9 June 2014), the university is expected to prepare an Annual report for the preceding academic year. The Vice-Chancellor's Management and Administration report forms part of the Annual report. In line with this mandate, the strategic management support office coordinated the generation of the report from all EMC members. The office also compiled a consolidated Vice-Chancellor's management report that was submitted to the Chief Financial Officer to consolidate it into the institutional 2022 Annual Report and Financial Statements. The Annual Report was approved by Council and subsequently submitted to DHET by 30 June 2023. The objective has been fully achieved.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
	Provide strategic support to the EMC, IMC and other strategic University Committees	Sustainability (2023)	Provide strategic support to EMC, IMC and other university committees	Participation in the EMC, IMC, SENATE, Naming and renaming committee meetings, institutional health and wellness committee. Submit regular reports to EMC. Reports and special projects and task teams meetings. Monitor and submit monthly notices to EMC agenda on DHET statutory report schedule.	1x monthly and as Required. 100% As required 1x monthly.	The strategic support office Director participated and provided support to various university committees and Task Teams; for example: Executive Management Committee, Senate, Institutional Management Committee, Institutional Forum, Institutional Health and Wellness Committee, Task Team on Language Policy and Plan Development. Task Team on Institutional integrated Mental Health Strategy, Task team on Prevention of Gender-based Violence, Naming and Renaming of TUT Facilities Committee. Reports were submitted to the EMC and relevant university committees. All monthly DHET reporting schedule notifications were submitted to be included in the EMC meeting's agenda.
	Monitor, evaluate and report on progress of the implementation of the institutional transformation framework across the university	Sustainability (2023)	Monitor and report on progress of the implementation of the institutional transformation framework	Oversight transformation monitoring report included as part of Vice-Chancellor Management reports to Council and in the TUT annual report. Monitoring reports to EMC and Council.	Oversight transformation monitoring report included as part of Vice-Chancellor management reports to Council and in the TUT annual report. 2x annually.	Transformation progress oversight report forms part of the Vice-Chancellor's management reports to Council (3 x reports in 2023) and as part of the 2022 TUT annual report submitted to DHET in June 2023. The 2023 Annual Report preparation was still underway during this period of reporting. In addition, the Director of Strategic Management Support and Executive Director: Human Resources and Transformation prepared an analytical report on the state of Transformation in Higher Education and presented it to the EMC.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Provide strategic leadership and oversight on anti-Gender Based Violence and Inclusive LGBTQIA	Social Cohesion (2023)	Provide strategic leadership and oversight on anti-gender-based violence and inclusive LGBTQIA communities	Membership and participation in the SENATE task team on Gender based violence and femicide (GBV & F). To compile GBV & F integrated progress reports as part of Vice Chancellor management report to the Council. Monitoring and Reports.	Membership and participation in the SENATE task team on Gender-based violence and femicide (GBV & F). Three GBV & F an integrated report in the Vice Chancellor management report to Council. 1x annual report to Council Quarterly reports to EMC and IMC.	The Senate Task Team on GBV and related matters has completed its task of providing leadership in drafting the institutional report. Prevention of GBV in all TUT campuses. The draft policy has been submitted to Human Resources and Transformation directorate to continue with their mandate of taking the policy through various approval structures in the university. An integrated progress reports on Gender Based Violence & Femicide formed part of the Vice-Chancellor's management reports to Council in April, June and November 2023. The section of the 2023 TUT Annual report (Vice-Chancellor's report) will provide a consolidated GBV and LGBTQI report of activities which took place in TUT in 2023.
	Participate in personal professional development and support professional development of the executive secretary	Sustainability (2023)	Identify and manage professional staff development activities to enhance leadership, management and administrations	Attend leadership Professional development activities/events. : Directorate human Resource professional development plan and individual development plans Human resource management report.	Three minimum events annually. Minimum three leadership development events. 100% of planned reports as required.	Attended two webinars organised by Universities South Africa (USAf) and Higher Education Leadership and Management agency (HELM) on transformation in Higher Education and Engage Seminar for GBV & F respectively.

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PERFORMANCE ASSESSMENT REPORT (continued)

2. ADVANCEMENT AND PARTNERSHIPS

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31 st Dec 2025	To increase annual alumni engagements and relationship building with the alma-mater	Sustainability	To reward alumni for their exceptional work in the industry and their communities	Conduct alumni chapter launch and chancellor's excellence awards.	One Alumni chapter launch One Chancellor's excellence Awards.	Hosted four alumni chapter launches and one chancellor's excellence awards.
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025	To invite APO stakeholders annually to share their real-world expertise and experiences with current students at final year level	Sustainability (2023)	Director: APO oversees that the directorate conducts prospect research for donors and partnership opportunities in 2023	Research new donor and alumni prospects. Update the donor database and engage alumni.	Six prospect research reports per annum. Two research and database reports per annum.	50 Prospective donor research was conducted throughout the year, with corporates, government agencies, trusts, and NGOs to support faculty projects. Bursaries and scholarships more than 300 companies were researched for the alignment. 60 database six reports were done.
	Enhance the relationships with current and potential donors to increase WIL/ internship opportunities, and present philanthropy programmes annually.	Future of Work (2023)	Director: APO oversees that the directorate creates partnerships opportunities for the University for possible students' opportunities	Increase in the number of stakeholders, alumni, and partnerships Engagement (internal and external).	50 interactions with donors, alumni, and partners.	300 interactions with donors, alumni, and partners were completed.
Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025	Enhance the relationships with current and potential donors to increase WIL/ internship opportunities, and present philanthropy programmes annually.	Sustainability (2023)	Director: APO oversees that the directorate creates opportunities for industry partnerships and funding support (through bursaries and scholarships	5% increase in the number of internal and external donors for bursary and scholarship fund.	To the value of R2 million At least two meetings.	The staff members were recruited to support and donate towards the student bursaries. SETAs were also approached for student funding purposes. A total of R3.7 million was raised for the bursary and scholarship fund. To raise funds for bursaries 40 companies and six SETAs were engaged to donate funding towards bursaries.
Goal 04: Engage our students as active participants in their learning experiences by 31 st Dec 2025	To leverage the relationships with current and potential donors for WIL / internships opportunities.	Sustainability (2023)	Director: APO oversees that the directorate raises funds for bursaries and scholarships to enhance the learning experiences of learners.	3% increase in the number of private donors of external donors for bursaries.	To the value of R1 million. One missing middle database campaign per campus. Four alumni chapters and two pre-alumni programmes.	The target of 3% target was reached through the increase in several TUT staff members contributing to the bursary and scholarship fund. A total of 6 SETAs contributed towards reaching the 3% target. A total of R3.7 million was raised towards the bursaries. Through the four Alumni Chapter Launches in 2023, most Alumni contributed towards the Bursary and Scholarship Fund. The establishment of the Alumni Support Fund encouraged Alumni to start donating to the University.
Goal 05: Develop our internal capacity and opportunities for creativity, research, innovation, engagement and technology transfer by 31 st Dec 2025	To solicit funding for flagship multi-disciplinary identified and integrated institutional projects (inclusive of CE, teaching & learning and research) - at least one per faculty.	Sustainability (2023)	Director: APO to conduct prospective donor and alumni research and engage both internal and external stakeholders for financial support	2% Increase the number of sponsors and donors for events. Increase the number of donors funding faculties and identified university projects. Increase the number of alumni engagements.	Host four short-term fundraising events. Coordinate one fundraising initiative per faculty (identified projects) seven fundraising projects. One Alumni recognition Events. One alumni stakeholder Session.	Fundraising golf days were hosted in 2023 to support the bursaries and scholarship fund. Four chapter launches were hosted with the aim to get staff members and alumni to contribute towards the bursary and scholarship fund. One alumni stakeholder session was hosted.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	To annually review APO policies, processes and procedures to ensure compliance with legislation, alignment with institutional strategies and policies, to promote efficiency.	Sustainability (2023)	Director: APO oversee that APO develops policies and continue to mobilise fund for bursaries and identified University projects	Increase awareness about the policy.	Two engagement sessions regarding the APO policy.	Four internal engagements and one consultation with an external University. Policy approved and finalised.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	To offer at least two development opportunities per annum to each staff member as prioritised in their respective IDPs	Social Cohesion (2023)	Director: APO to ensure that the department identifies social development programmes for staff and students	Increase the number of alumni interactions with Students.	Annual alumni conversation with staff & students on GBV, manhood, and skills Development.	Through the four Faculty Alumni Chapter Launches and one Alumni GBV session, social interaction opportunities were created to engage staff, students and alumni on social issues. A book launch session on GBV and manhood skills development was conducted to address matters relating to social development.
Goal 09: Deploy digital and smart technologies to enhance student learning experiences, facilitate knowledge creation, increase engagement and accelerate technology transfer by 31 st Dec 2025	To raise cash and in-kind donations for the implementation of identified / selected digital and next generation technologies	Smart Campus (2023)	Director: APO to ensure that the department identifies donors and raises funds for digital equipment and technologies to support students	Increase the number of corporate engagements to support students with e-learning material.	At least 20 engagement meetings and proposals.	40 engagements were conducted with 13 proposals as per the needs of faculties. Prospective donors were approached to fund student laptops, e-books and ICT events.
Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services by 31 st Dec 2025	Automation of APO donor management process.	Smart Campus (2023)	Director: APO to ensure that the department identifies and raise funds for identified learning technologies to enhance teaching and learning	Increase the number of corporate engagements to support the university to improve teaching and learning technology.	At least 20 engagement meetings and proposals.	A total of 300 interactions with prospective donors, alumni, and partners were completed. Prospect Research and donor alignment was conducted to source funding towards improving learning and technology.

3. REGISTRAR

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31 st Dec 2025	Develop an Institutional Code of Ethics aimed at, amongst others, promoting ethical behaviour of students	Future of Work (2023)	Finalise development of an Institutional Code of Ethics that will support the establishment of an ethical culture, assist students in understanding the difference between right and wrong, and apply that knowledge to their decisions.	Council approved Code of Ethics.	One approved Code of Ethics.	The Ethics Risk Assessment Survey Questionnaire was presented to the DQP Surveys Committee on 17 November 2023 for approval. The committee referred the survey questionnaire back to the team with comments/inputs to improve the tool. We have attended to all comments/inputs as requested by the committee. We shall present the tool in the first meeting of DQP Surveys Committee in 2024 for approval. The questionnaire is designed to understand the culture of ethics and its management relative to TUT. The responses from both staff and students will inform the development of the Code of Ethics. Additionally, we have finalised the draft communiqué after consultation with the Vice-Chancellor. The purpose of the communiqué is to prepare and make the university community aware of the ethics assessment survey before its distribution.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	To digitalise compliance management system to ensure efficiency and effectiveness.	Sustainability (2023)	Improve effectiveness and efficiency through full digitalisation of publication of the University Prospectuses	% in relation to the extent to which the University Prospectus is Digitalised.	Publication of all University Prospectuses in digital format.	Fully digitalised prospectuses are available on the Tshwane University of Technology website.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	Initiate activities aimed at fostering teamwork amongst staff	Social Cohesion (2023)	Conduct awareness campaigns in collaboration with Human Resources and Transformation Portfolio on the Code of Good Practice on the Prevention	Number of workshops conducted and attendance registers.	One workshop with HR&T Executive Directorate to discuss and finalise draft CRMP.	The Compliance Risk Management Plan (CRMP) for the Promotion of Equality and Prevention to Unfair Discrimination Act has been finalised and approved by relevant party to confirm the factual correctness and responsibility for corrective action.
	Initiate activities aimed at fostering teamwork amongst staff.	Social Cohesion (2023)	Elimination of Harassment in the Workplace and raising awareness regarding relevant legislations such as the Promotion of Equality and Prevention of Unfair Discrimination Act across the University to strengthen compliance.	Number of workshops conducted and attendance registers.	One workshop with HR&T Executive Directorate to discuss and finalise the drafting of the CRMP.	The Compliance Risk Management Plan (CRMP) for the Promotion of Equality and Prevention to Unfair Discrimination Act has been finalised and approved by relevant party to confirm the factual correctness and responsibility for corrective action.
Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services. by 31 st Dec 2025	Deploy latest smart technologies to enhance the students' learning experience	Smart Campus (2023)	Deploy digital technology to enhance delivery of student administration services through introduction of a student portal	A functional student portal.	A student Portal with single entry point to academic administration services.	<p>ICT Services Directorate has evaluated potential solutions for the development of the Student Portal and identified two viable solutions, namely, Internal Development on OutSystems and Utilisation of Microsoft Dynamics CRM for Student Portal.</p> <p>OutSystems strategy to mitigate the challenges identified involves the following: (1) Engage with OutSystem-certified partners for development, (2) Conduct a thorough selection process to identify a partner with a proven track record in similar projects, and (3) Establish clear communication and project management guidelines to ensure alignment with our objectives and timelines.</p> <p>Microsoft Dynamics exploration strategy to assess its adaptability to our requirements involves the following: (1) Conduct a feasibility study to assess the adaptability of Microsoft Dynamics CRM to our student portal requirements, (2) Involve stakeholders from relevant departments to ensure the solution encompasses all necessary functionalities, (3) Pilot a small-scale implementation to test the solution's effectiveness and gather feedback for refinements.</p>

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PERFORMANCE ASSESSMENT REPORT (continued)

4. INSTITUTIONAL OPERATIONS

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 01: Deliver research informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025	Delivery of infra-structure as per IEG 3 - 5	Sustainability (2023)	Timeous and cost-effective provision infrastructure conducive for teaching, learning, research and community engagement activities	Number of projects completed on time, quality and within costs.	70% of projects completed on time, quality and costs.	<p>The following projects have been completed, but we are awaiting Occupation Certificate (OC) for the buildings:</p> <ul style="list-style-type: none"> - Soshanguve North Teacher Education Building - Soshanguve South 200 bed residence - Ga-Rankuwa Auditorium <p>The eMalahleni Student residence has been completed and an OC has been obtained.</p> <p>The 100-bed residence at Soshanguve South campus is currently under construction (85% completed).</p> <p>The following projects had contractor terminated for non-performance and the procurement process to appoint new contractors to complete the buildings is in progress:</p> <ul style="list-style-type: none"> - Ga-Rankuwa 100 bed residence - Ga-Rankuwa Specialised Lecture Theatres
Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31 st Dec 2025	To Provide IS awareness programmes annually	Sustainability (2023)	To provide students with Operations awareness programmes	Number of Campaigns implemented.	At least two campaigns Implemented.	<p>The Keep Your Campus Clean campaign was successfully implemented in 2023.</p> <p>The Anti-Vandalism Campaign is in planning phase and scheduled to be implemented in 2024.</p>
Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025	Automate core/ identified IS services, to improve service delivery by 10% on the 2019 baseline, by 2025	Sustainability (2023)	Ensure that all new infra-structure has 4IR technologies installed	Number of new infra-structure projects with provision for 4IR technologies for teaching.	90% of new project to make provision for 4IR technologies for teaching.	Integrated Electronics Security System has been included in the scope of work for all capital projects (new and old).
Goal 04: Engage our students as active participants in their learning experiences by 31 st Dec 2025	Provide opportunities on WIL in IS service.	Social Cohesion (2023)	Implementation of graduate development programme for OPs	Implemented programme	Programme implemented with students placed.	<ul style="list-style-type: none"> - Five students are now placed with consulting firms as interns. The first WIL student who had already agreed to placement declined before commencement of his appointment and wrote back to indicate that he has been offered an opportunity at ESKOM which he preferred rather than taking our offer. - As the university already have a collaboration MoU with Tshwane North College (TNC), TUT's Legal Services was requested to draft a Service Level Agreement (SLA) to be entered into with TNC. This college has now signed the SLA. - An agreement has been reached with TNC management that placement of TNC graduates for apprenticeship and Work-Integrated Learning will take effect from 01 January 2024. A follow up meeting is to be held with the management of Gert Sibande College. The principal made a commitment that he will initiate a follow up meeting after three weeks during our meeting held on 01 November 2023. It was further agreed in principle that if we are going to proceed with the programme, placements should be made with effect from January 2024.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
						<ul style="list-style-type: none"> - The Architecture Intern has already applied for registration with the South African Council for Architectural Profession (SACAP) as a candidate. This intern was advised to pay the relevant fee to SACAP and submit a claim for reimbursement. - Orders for computers to be allocated to the interns are being placed and a needs analysis for PPE is being conducted. Some interns are working from home although they will need PPE when they visit or work at construction sites.
Goal 05: Develop our internal capacity and opportunities for creativity, research, innovation, engagement and technology transfer by 31 st Dec 2025	Provide sustainable institutional support services through IS Strategies reprioritised on annual.	Sustainability (2023)	Inclusion of TUT expertise from academic and research staff members in strategic projects	Number of programmes developed and rolled out.	Develop at least two Programmes.	TUT academic expertise has been used for policy development, implementation of maintenance projects and pre-feasibility study for the Giyani campus.
Goal 06: Increase our productivity and impact to advance growth, development and sustainability. by 31 st Dec 2025	Provide sustainable institutional support services through IS Strategies reprioritised on annual.	Sustainability (2023)	Development of Activity Performance Indices (APIs) for monitoring and management of specific tasks done by Ops staff members	Service level agreements with all Campus Management Committees that contain APIs.	<ul style="list-style-type: none"> -All major functions have developed PI: -Maintenance - Landscaping - Cleaning - Student bus services. 	Draft SLA documents have been developed for selected end-user environments.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	To fully implement documented IS business processes and associated controls by 2025	Sustainability (2023)	Review and amend current processes, and policies to ensure good governance, resource sustainability and effective delivery	Service level agreements with all departments in order to improve governance, resource sustainability and effective delivery of Operations portfolio Services.	<ul style="list-style-type: none"> - All policies have been reviewed. - Some policies have been turned into procedures. - Development at least three new policies per function is in progress. 	All policies for Operations department have been reviewed and updated where necessary.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	Provide sustainable institutional support services through IS Strategies reprioritised on annual.	Sustainability (2023)	Create conducive environment for staff members to contribute positively to the University in their environments.	<ul style="list-style-type: none"> -Conduct two staff engagements that covers all staff members - All staff to have Key Performance Agreements. - All staff Job Profiles to be reviewed. 	Achievement of at least two of the KPIs.	<ul style="list-style-type: none"> - Staff engagements were done for Logistical Services and Campus Protection Services. - Management staff have KPAs. - All jobs have Job Profiles.
Goal 09: Deploy digital and smart technologies to enhance student learning experiences, facilitate knowledge creation, increase engagement and accelerate technology transfer. by 31 st Dec 2025	Automate core/ identified IS services, to improve service delivery by 10% on the 2019 baseline, by 2025	Smart Campus (2023)	Deploy digital and smart technologies in B&E, Logistical Services and Security departments in order to enhance student learning experiences	Completion of the IESS project according to the available budget.	Roll-out of IESS project with 90% expenditure on the available budget.	<ul style="list-style-type: none"> 1. Progress with Integrated Electronic Security System (IESS): - panel of service providers have been established - professional services company to provide engineering and project management services has been appointed.
	Automate core/ identified IS services, to improve service delivery by 10% on the 2019 baseline, by 2025	Smart Campus (2023)	Deploy digital technologies to increase effectiveness of OPs portfolio operations.	<ul style="list-style-type: none"> - Procurement of Project Management software. - Procurement of technology solution for student bus services operations. 	Achievement of the one of the two KPIs.	Initiative to develop the bus monitoring tool has been started with the AI centre.

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PERFORMANCE ASSESSMENT REPORT (continued)

5. HUMAN RESOURCES AND TRANSFORMATION

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31 st Dec 2025	Provide 6 opportunities per annum for student engagement in co-curricular programmes within HR & T.	Transformation	To provide six opportunities (in each directorate per annum for student engagement in co-curricular programmes within HR&T	Number of WIL Students accommodated within HR&T.	Six- A minimum of one student per department within HR&T.	For the Year 2023, this objective has been achieved as the HR&T has 17 students appointed across the various departments.
Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025	To provide a diversified and suitably qualified staff complement: 90%	Transformation	Deliver 90% of the skills development programmes as identified in the Workplace Skills Plan (WSP) play arrow 90% of the skills development programmes as identified in the Workplace Skills Plan (WSP)	Approval of the Workplace Skills Plan (WSP).	90%	Workplace Skills Plan Report Annexure 2 WSPR 2023/2024 was submitted to ETDP SETA and was approved. This KPI is fully achieved for 2023.
		Transformation	To train staff in line with the Skills Development Plan play arrow train staff in line with the Skills Development Plan	% success of training facilitated against implementation of the WSP.	50%	In line with the completed IDPs and the approved Skills Development Plan, 70% of the personnel have received training.
Goal 06: Increase our productivity and impact to advance growth, development and sustainability. by 31 st Dec 2025	To create an organisational environment that is conducive for productivity and impact to growth, development and sustainability: 90%	Transformation	Create awareness of HR&T policies and procedures of your respective environments	Number of training sessions conducted.	Two Sessions Per Department (12 Annual Sessions for HR&T).	In total, 14 awareness campaigns on HR&T policies and procedures have been conducted across HR departments in 2023.
		Sustainability (2023)	Implement HR practices that are supportive to the business needs	Implementation of the Service delivery requirements and standards.	100%	HR&T has developed and implemented a service delivery charter which was shared with all TUT critical stakeholders through a communiqué so that they are aware of all the service standards that HR has committed to upholding. A complain/ suggestion email (HR Resolve) has been set up so that any dissatisfaction in line with the set standards can be reported and addressed. This dedicated email address is monitored daily and a monthly report is compiled for the monthly HR&T EXCO meetings. For 2023, there were no complaints received about service delivery through the dedicated HR resolve email account.
Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services. by 31 st Dec 2025	Deploy efficiency improvement HR systems: Two to five units	Future of Work (2023)	Deploy efficient and improved efficiency in HR systems	HR-related systems upgraded or deployed.	Five deployments for 2023.	70 % of this strategic objective was achieved for the year under review, the remaining 30% was as a result of the project consultative process which needed to be undertaken, the development from the system development from ICT.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	Implement programmes aimed at developing and maintaining a well-balanced staff complement: 95%	Sustainability (2023)	Successful implementation of the Organisational Renewal project	Awareness drives –to increase levels of knowledge on what constitutes culture is a social control system. Survey.	100%	80% of the project plan had been achieved for the year, with the majority of project-related activities executed. This includes the project's approval by EMC, approval of terms of reference, Establishment, and training of the committee and change agent champions. The project scope of identifying the service provider was completed; however, the scope obtained exceeded the budgeted amount, and 20% of this project will be deferred to 2024, and a formal request for extra funds will be submitted to the finance committee to assist with the shortfall.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
	To create an organisational environment that is conducive for productivity and impact to growth, development, and sustainability: 90%	Sustainability (2023) Social Cohesion (2023)	To achieve financial efficiency and increase institutional operational effectiveness to advance university goals (Align the remuneration strategy with the national remuneration principles.)	Optimal ratio between HR expenditure and University unrestricted recurrent income.	Development (90%) and implementation (10%) of a strategy to contain personnel expenditure.	For the year under review, investigative work and a workshop was conducted in order to review the remuneration strategy, a total of seven meetings were held with organised labour and the appointed remunerations consultant to assist with the work at hand. Following extensive discussions and benchmarking with organised labour and other TUT key internal and external stakeholders, it was concluded that the strategy is in alignment with the University Portfolio objective.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	To achieve financial efficiency and increase institutional operational effectiveness to advance university goals	Sustainability (2023) Social Cohesion (2023)	Review Business Processes	Develop a quality Assurance framework.	100%	The strategic objective was 100% achieved and departments have developed process maps to quality assure their processes.
	Provide strategic support to the EMC, IMC and other strategic University Committees	Sustainability (2023) Future of Work (2023)	Enhance HR Divisional efficiency and service delivery	Level of complaints in line with the service Delivery.	100%	HR&T has developed and implemented a service delivery charter which was shared with all TUT critical stakeholders through a communicate so that they are aware of all the service standards that HR has committed to upholding. A complaint/ suggestion email (HR Resolve) has been set up so that any dissatisfaction in line with the set standards can be reported and addressed. This dedicated email address is monitored daily and a monthly report is compiled for the monthly HR&T EXCO meetings. For 2023, we have not received complaints about service delivery through the dedicated HR resolve email account.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	To advance the University's transformation agenda	Transformation Sustainability (2023) Smart Campus (2023) Future of Work (2023) Social Cohesion (2023)	Align all policies, practices, and procedures to the transformation agenda.	Develop a Policy Review Framework for HR&T.	100%	For the year under review, a total of 11 policies were reviewed and discussed with the relevant stakeholders at the policy workshop, only four were adopted and forwarded to the IPDC, seven policies were deferred back for further consultation, and three policies were approved for 2023 which includes: The Policy on the Employment of Persons with Disabilities, The Policy on Employment Equity and Policy on Gender Equality. 100% of this strategic activity was achieved.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Enhance HR Divisional efficiency and service delivery and deploy digital applications & solutions	Sustainability (2023) Future of Work (2023)	Develop and build an HR reporting framework and provide HR intelligence and insights to enable effective decision making	Develop HR Integrated Reporting Framework.	100%	HR&T developed an Integrated Reporting Framework, which was submitted and approved by the Executive Management Committee (EMC) and the Employment Conditions Committee (ECC) in November 2023.
Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025	To provide a diversified and suitably qualified staff complement: 90%	Transformation	To fill 90% vacant key posts in line with the EE Plan & agreed upon the turnaround time.	% of recruitment and selection processes undertaken within agreed-upon turnaround times.	18% Annual Target	18% of the vacant funded positions have been filled in line with the talent acquisition policy and the service delivery charter.
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025, Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31 st Dec 2025, Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025.	To promote a workplace culture and climate that is conducive to performance excellence and social cohesion	Sustainability (2023) Future of Work (2023)	Institutionalise a culture of performance excellence through Integrated Talent Management	To monitor the 2023 implementation plan.	100%	In preparation for the implementation of this project, HR&T developed a project plan which was approved by the EMC and the ECC, and a resolution was taken that the project be implemented in three phases, of which phase one was at 70% completion for 2023, emanating for the following activities which were undertaken: <ul style="list-style-type: none"> • Revision of the PMDS Policy. • Presentation and Demo of an e-PMDS by Adapt IT/ITS and Valio Technologies. • Review and alignment of all the job profiles in preparation for the implementation of the PMDS project.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 06: Increase our productivity and impact to advance growth, development and sustainability. by 31 st Dec 2025						<ul style="list-style-type: none"> Sourcing an external service provider who will assist HR in the effective execution of this project. HR&T worked with the ICT department to ensure that a business case for the project was done and that the correct specifications were identified in line with IT standards.
<p>Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31st Dec 2025,</p> <p>Goal 03: Deploy creative and innovative educational practices in our programmes by 31st Dec 2025,</p> <p>Goal 04: Engage our students as active participants in their learning experiences by 31st Dec 2025,</p> <p>Goal 05: Develop our internal capacity and opportunities for creativity, research, innovation, engagement and technology transfer by 31st Dec 2025</p>	To strengthen Academic, Professional Services, and leadership capacity and capability	Sustainability (2023) Future of Work (2023)	Align organisational structures to institutional strategy. OR Project	To monitor the 2023 implementation plan.	100%	<p>Significant progress has been made on the OR project this includes:</p> <ul style="list-style-type: none"> Approval of the projects three-year plan project by EMC. Approval for the terms of reference for the established committee has been approved by the Executive Management Committee. The establishment of a TUTBF task team that will be working on this project. All the project committee members have been trained on job evaluation and organizational design principles. A change implementation strategy has been developed and the change agents have been trained. Presentations of the structures from the TLT environment have been completed and approvals have been attained. The OD department is in the process of sourcing a consultant who will assist with drafting the design principles for EMC's approval. This project is currently at the 70% stage of completion as this project requires a lot of consultations and approvals throughout the process.
<p>Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31st Dec 2025,</p> <p>Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31st Dec 2025,</p> <p>Goal 03: Deploy creative and innovative educational practices in our programmes by 31st Dec 2025,</p> <p>Goal 06: Increase our productivity and impact to advance growth, development and sustainability. by 31st Dec 2025</p>	To promote a workplace culture and climate that is conducive to performance excellence and social cohesion	Sustainability (2023)	Improve Collective Bargaining and Stakeholder Management	To monitor the 2023 Implementation plan.	100%	The TUTBF had seven successful salary negotiation meetings, which led to the signing of the Annual Salary Review Collective Agreement in June 2023, ten (10) successful ordinary meetings, and seven successful special meetings in 2023, which resulted in the conclusion of 15 TUTBF items and removing same from the TUTBF agenda. The TUTBF further had two successful Policy Workshop meetings where 11 policies were consulted on, four policies were adopted by the TUTBF, and seven policies were deferred back for further consultation. 100% of this strategic objective was achieved for the year 2023.
<p>Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31st Dec 2025,</p> <p>Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31st Dec 2025,</p> <p>Goal 03: Deploy creative and innovative educational practices in our programmes by 31st Dec 2025,</p> <p>Goal 04: Engage our students as active participants in their learning experiences by 31st Dec 2025</p>	To strengthen Academic, Professional Services, and leadership capacity and capability	Sustainability (2023)	Capacity building for human capital across the institution (HRD)	Projects funded by SETA/DHET (GBV, Digital Transformation, Discretionary grants) : To monitor the 2023 Implementation plan.	100%	For 2023/2024, HR&T has three projects funded by SETA/DHET- (GBV, Digital Transformation, and Discretionary grants). These projects aim to advance and support the institutional and HR strategic objectives. To date, the projects are at 90% of the project has been achieved as an award was made by SASSETA. A memorandum agreement was signed and a service provider has been appointed through the tender process. Currently, we are waiting for the project charter and project implementation plan by SASSETA The intended date of implementation is the 5th of February 2024.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025, Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025, Goal 04: Engage our students as active participants in their learning experiences by 31 st Dec 2025	To strengthen Academic, Professional Services, and leadership capacity and capability	Sustainability (2023)	Develop an HR value proposition.	A fully developed Retention and Attraction Strategy : To monitor the 2023 implementation plan.	100%	80% of the set strategic objective has been achieved. The delay in this project was as a result of a consultative process that had to be undertaken with the critical stakeholders.
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025, Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025, Goal 04: Engage our students as active participants in their learning experiences by 31 st Dec 2025, Goal 05: Develop our internal capacity and opportunities for creativity, research, innovation, engagement and technology transfer by 31 st Dec 2025	To strengthen Academic, Professional Services, and leadership capacity & capability	Sustainability (2023)	Develop and implement Integrated Talent and Human Resources Development strategy to improve qualifications of academics, leadership, Professional Services, Scarce and critical skills and general	Develop a competency framework for the institution and an HRD strategy : To monitor the 2023 Implementation plan.	100%	70% of this set strategic objective has been achieved as an Institutional Competency Framework has been developed and a workshop will be scheduled with the critical stakeholders in order to finalise the document before the end of March 2024.
Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025, Goal 06: Increase our productivity and impact to advance growth, development and sustainability. by 31 st Dec 2025, Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	To promote a workplace culture and climate that is conducive to performance excellence and social cohesion	Sustainability (2023)	Drive and maintain the creation of a healthy workforce – Wellness strategy.	To monitor the 2023 HR Implementation plan.	100%	100% of proactive and reactive counselling services have been delivered to TUT employees in accordance with the annual wellness plan, and a comprehensive employee wellness strategy has been developed to ensure full support for employees.

6. STUDENT AFFAIRS AND EXTRACURRICULAR DEVELOPMENT

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 01: Deliver research informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025	SAED 1.1 Conduct annually research-informed SAED activities	Sustainability (2023)	ED SAED oversees that each SAED directorate identifies and plans for at least one activity to be researched in 2023	Number of research reports.	Five research reports or research-informed initiatives.	Target achieved with five research reports.
	SAED 1.2 Provide annually high quality SAED activities	Sustainability (2023)	ED SAED oversees that each directorate develops quality standards for prioritised activities	Availability of Quality standards.	100% quality standards received from directorates.	SAED Directorates developed and reviewed quality standards for prioritised activities.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31 st Dec 2025	SAED 2.1 Provide annual SAED activities aimed at promoting enterprising and responsible citizenship	Future of Work (2023)	ED SAED to oversee that SAED directorates provide out-of-classroom learning opportunities for students to be enterprising and responsible social citizens	Activity 2.1: Number of students who attended the programmes. Activity 2.2: Availability of meeting reports with SRC and student leadership structures.	Activity 2.1: At least 35 percent of students (22750) attended the programme/s (4550 per directorate). Activity 2.2. At least 5 meetings with SRC or leadership structures within the directorates.	Target exceeded with different modalities applied for student-centered programmes. Evidence available upon request. Meetings with Student Representatives is an ongoing exercise. Target exceeded
Goal 03: Deploy creative and innovative educational practices in our programmes by 31 st Dec 2025	SAED 3.1 Introduce resourceful and imaginative practises in SAED before 31 December 2025	Smart Campus (2023)	3.1.1 ED SAED to oversee that directorates develop at least one innovative/creative practice	Activity 3.1 Number of innovative or creative practices.	Activity 3.1 At least five innovative/creative practices (one innovative/creative practice per directorate).	Target achieved. All five SAED Directorates developed and implemented at least one innovative practice in 2023. For example, Radio Drama, Clinic Management System.
		Social Cohesion (2023)	3.1.2 ED to ensure that SAED Directorates initiate and run projects aimed at enhancing student mental health and well-being	Number of initiated projects.	At least one project per directorate (Total: five projects).	Target achieved. SAED Directorates conducted initiatives aimed at enhancing student mental health and well-being. eg, Comedy Show, Mental health & Substance abuse awareness campaigns.
		Social Cohesion (2023)	3.1.3 ED to ensure that SAED directorates reach number of students participating in initiatives and projects aimed at promoting mental health and well-being	Number of students Reached.	At least 35 percent of students (22750) attended the programme (4550 per directorate)	Target exceeded. More than 23000 students reached. E.g., DED recorded 12300.
Goal 04: Engage our students as active participants in their learning experiences by 31 st Dec 2025	SAED 4.1: To annually increase active student participation according to directorate specific targets	Smart Campus (2023)	4.1.1 ED ensure SAED Directorates remove constraints that cause students to feel distant or on the outside of their (SAED Directorates) programmes	Availability of student records. Availability of data capturing tool.	Record of student demographic data for each directorate. One common tool for all directorates.	Target achieved. Records of demographic data available upon request. SAED common data capturing tool for all directorates available.
		Social Cohesion (2023)	4.1.2 ED ensures that SAED Directorates increase opportunities for students to participate in national and/or international initiatives (available within the student affairs domain)	Number of students who participated in national and/or international initiatives.	At least 50 students within SAED participated in national and/or international initiatives (10 Students per directorate).	Target exceeded. Over 50 students from within five SAED Directorates participated in international and national initiatives.
		Future of Work (2023)	4.1.3 ED to ensure that SAED directorates provide work-integrated learning for students	Number of students provided with work-integrated learning.	At least 10 students provided with work integrated learning (two students per directorate).	Target exceeded. A total number of 23 students were provided work-integrated learning opportunities.
Goal 05: Develop our internal capacity and opportunities for creativity, research, innovation, engagement and technology transfer by 31 st Dec 2025	SAED 5.1 Prioritise at least one opportunity for improvement in SAED and conduct research on this focus area	Sustainability (2023)	5.1.1 ED SAED to facilitate research initiatives amongst staff and students to determine the impact of key pandemics such as gender-based violence.	Availability of conference Report. Availability of research report.	One conference held. One research report.	Challenges in obtaining ethical clearance resulted in the target not being reached. The project was deferred to 2024.
		Smart Campus (2023)	5.1.2 ED SAED to ensure that Directorates have the capacity and opportunities for creativity, research, innovation, engagement and technology transfer	Availability of SAED research forum report Availability of Terms of Reference.	Four SAED forum report Terms of reference.	Target could not be achieved. Project deferred to 2024.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 06: Increase our productivity and impact to advance growth, development and sustainability. by 31 st Dec 2025	SAED 6.2 Engage stakeholders to develop mutually beneficial relationships	Smart Campus (2023)	6.2.1 ED SAED ensure that SAED Directorates develop external and internal partnership for the mutual beneficial exchange of knowledge and resources	Number of established partnerships with Memorandum of Understanding (MOU); Number of partnerships with Service Level Agreement (SLA). Number of community outreach projects; Community outreach report. SAED postgraduate forum Terms of Reference; Number of Postgraduate forum meeting reports.	At least one external partnership (Total: five MOUs). At least one internal partnership (At least five SLAs). At least 5 Community outreach (one per directorate). At least five community outreach reports. Terms of Reference; At least two SAED Postgraduate forum meeting reports.	Target achieved. All five SAED Directorates identified their stakeholders for collaboration and partnership. eg. TUT and SuperSport United partnered on women's football. Community outreach initiatives successfully conducted by all the five SAED. Directorates. Target exceeded with six from ARLC.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	SAED 7.1 Revive SAED forums for effective representation, coordination and communication on all campuses, and to ensure that SAED activities happen in conducive and safe campuses	Smart Campus (2023)	7.1.1 ED to revive the SAED forums and to ensure that SAED directorates provide SAED activities in a conducive and safe campus environment	Availability of SAED SHE meeting reports Availability of IHWCC meeting reports Availability of SAED forums reports Availability of Emergency Medical Services (EMS) Number of students applied for the Assist a Student project % of students covered with Group Life Insurance Availability of the monitoring task team; Availability of task team Terms of Reference; Number of residences visited.	Four SAED SHE reports Four Institutional Health and Wellness coordinating committee meeting reports 12 SAED forums reports 100% of students had access to EMS At least 400 students assisted. 100% of TUT students covered One central student Accommodation monitoring task team; Terms of Reference available; At least 10 by November 2023.	Target achieved.
	SAED 7.2 Implement systems to monitor performance of student leadership structures.	Sustainability (2023)	7.2.1 ED SAED to ensure that each directorate audits the availability of facilities and identifies inequities with regard to facilities on all campuses	% of audited facilities.	At least 50% of audited SAED facilities completed by November 2023.	Target achieved. Facility audit findings available.
	SAED 7.3 Align all SAED policies and procedures to the ISP 2020-2025	Sustainability (2023)	7.3.1 ED SAED to ensure that each directorate utilises standards/criteria for student governance performance.	Deserving students Awarded Student award ceremony reports.	One central student award conducted five reports (one per directorate).	Target partially achieved. Four of five directorates hosted their Prestige Awards Ceremonies for the 2023 academic year.
	SAED 7.4 Provide equitable SAED facilities consistent with minimum norms and standards across all TUT campuses	Sustainability (2023)	7.4.1 ED SAED to coordinate audit of SAED policies and procedures.	Records of SAED Directorates /SAED policies, guidelines, and processes available.	100% of SAED policies Audited.	Target achieved. All policies reviewed.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	SAED 8.1 Provide staff development opportunities aligned with best practises	Sustainability (2023)	8.1.1 ED SAED to ensure that each directorate has development plans for their staff and that opportunities are considered	Availability of staff Development needs/plan.	100% of staff attended university-initiated programmes to satisfy their individual development plan (IDP).	Target achieved. Staff completed their IDP's as well as attending programmes to address identified needs.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
	SAED 8.2 Develop personal development plans resulting in specific outputs (aimed at the needs of the environment)	Sustainability (2023)	8.2.1 ED SAED to oversee provision for SAED staff development needs (needs that were not necessarily part of IDP)	% of staff members that Attended development Activities.	At least 5% of SAED staff attended development activities.	Target achieved.
Goal 09: Deploy digital and smart technologies to enhance student learning experiences, facilitate knowledge creation, increase engagement and accelerate technology transfer. by 31 st Dec 2025	SAED 9.1 Identify and utilise advanced, digital and smart technologies available at TUT in SAED	Smart Campus (2023)	9.1.1 ED SAED to oversee that each directorate has opportunities for the provision of e-services	Availability of e-services.	At least four directorates provide e-services.	Target achieved. All five SAED Directorates have e-services implemented.
Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services. by 31 st Dec 2025	SAED 10.1 Develop staff capacity with regard to digital literacy	Smart Campus (2023)	10.1 ED SAED to oversee that SAED environments integrate digital technology tools holistically in their practice	Number of trained staff.	At least 50% attended training by November 2023.	Target achieved.

7. RESEARCH, INNOVATION AND ENGAGEMENT (RIE)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31 st Dec 2025	A well-prepared crop of next generation researchers, postgraduate students and postdoctoral fellows	Future of Work (2023)	4IR aligned research projects for M & D students	Active participation in collaboration with industry for commercial research & innovation projects in the area of future of work.	Two agreements with industry on 4IR-aligned projects.	Target achieved: : signed agreements. : MICT SETA agreements on 4IR.
Goal 04: Engage our students as active participants in their learning experiences by 31 st Dec 2025	Established platforms for national and international collaborations	Future of Work (2023)	Enterprising students	Collaborative agreements both internationally and nationally to advance innovation in students.	Two National & two International collaborative agreements.	Target achieved: signed collaborative agreements.
	A well-prepared crop of next-generation researchers, postgraduate students and postdoctoral fellows	Sustainability (2023)	Improved success rate for M & D students	A fully functional Postgraduate school. 85% DHET success rate targets for M & D graduation met.	As set out with DHET for 2023, 330 graduations for M's and 105 graduations for D's.	The establishment of a physical postgraduate school is approved and incorporated in DRI Office revamp project. Graduations Targets (Masters: 415) and (Doctoral: 99), Masters graduation target exceeded by 25,75%, DHET Doctoral graduation targets not met by 5,19% for 2023.
Goal 06: Increase our productivity and impact to advance growth, development and sustainability. by 31 st Dec 2025	A critical mass of contented research leaders who inspire and mentor others (e.g. NRF rating programme)	Sustainability (2023)	Increased Research and Innovation & Creative Output	Increased average research output and thus improved DHET subsidy. Improved number of Rated Researchers. Increased number of applications submitted for research grants and contracts.	Output per academic to increase from 0.39 to 0.5 by 2024. 5% annual increment. 5% increase of current grants. Two Patent applications files.	Target achieved: Research Outputs improved from 0.3 to 0.52 per capita and a 65% increase achieved. Target achieved: Rated Researcher increased by 7% in 2023, 15 NRF rating and re-rating applications submitted. Target achieved: External research grants increased from R169 485 366.81 (2022) to R190 878 329,55 (2023). Three external international funding received. Target achieved: two patents filed.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
				One (50% of submitted) Successful examination report of patent (ie granted Patent).		
	Effective and efficient governance and management systems.	Sustainability (2023)	Improved institutional reputation through rankings, improved institutional reputation through Academy memberships & awards and finalised and implemented policies	Submission & Ranked by Times Higher Education. Staff nominated. Report on funds generated from partnerships. Approved policy on internationalisation.	By 2023, ranking obtained from THE focusing on four SDG's. Five to ASSAf. Two NRF Awards. Two NSTF. Policy on internationalisation finalised and implemented by December 2023.	Target achieved: Data Submitted for the 2024 Impact rankings November 2023 on five SDGs. Target not achieved: ASSAf Nominations, NRF Awards and NSTF not submitted for 2023. Target achieved: Policy on Internationalisation approved in June 2023.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Effective and efficient governance and management systems.	Sustainability (2023)	Effective services from RI&E to Faculties and optimal use of Contract Management System (CMS)	Scientifically analysed data benchmarked against key sectoral and university of technology performance indicators shared and discussed robustly in SENATE committees (SCRI, SCPS & SCTL). Updated electronic database (CMS) on agreements. Number of agreements upload on CMS. Provide quarterly reports at SCRI and monthly reports at SCPS on MOU/MOA signed.	Reports at SCRI and at SCPS. Four new agreements with both local & international partners. 100% of all agreements fully-executed to be uploaded.	Target achieved: DRI and Internationalisation portfolios report quarterly to SCRI and SCPS. Target achieved: Eight MoUs signed with International Universities through the Internationalisation portfolio. Target achieved: 100 % of the signed MoUs are uploaded on Contract Management System as of December 2023. 56 Agreements uploaded on the system.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	An effective and efficient leadership	Sustainability (2023)	Transformational Development	Use of BBBEE compliant service providers in RI&E procurement processes. Implemented succession planning policy. Tangible innovative and research solutions to curb GBV.	20% of providers used. Staff members appointed for succession of externally funded Chairs (especially NRFs). One niche area on GBV.	Target achieved: BBBEE Compliant service providers used for good and services. Target achieved: One Research on Niche Area titled "Activism as a tool to Combat Gender Based Violence" established in August 2023. GBV added as a theme of the 2023 Innovation Challenge.
Goal 09: Deploy digital and smart technologies to enhance student learning experiences, facilitate knowledge creation, increase engagement and accelerate technology transfer. by 31 st Dec 2025	The digitalisation of the research environment	Smart Campus (2023)	New digitalised marketing strategies for international and study opportunities, automated postgraduate studies processes and digitalised ecosystem platform that enable innovators to market their innovations	Digitalised Marketing Strategy for Internationalisation. Fully developed and availed graduate and ethics training modules provided.	One new digital marketing strategy adopted by December 2023. Graduate and Ethics modules.	Target achieved: two additional digital marketing methods (social media and hybrid information sessions) adopted. Target not achieved nine technologies were uploaded on Innovation Bridge Portal.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
				Training provided. Number of technologies uploaded on innovation bridge portal. Provide web analytics report on technologies uploaded.	Two training sessions per module. Upload 10 technologies per annum on Innovation Bridge Portal.	Target achieved: - Two Grants Training Module (18 May 2023 and 18 July 2023). - One Ethics Module (19 June 2023) Target achieved: 13 training sessions conducted on IP Modules.
		Smart Campus (2023)	Digitalised research and innovation environment	Customised and utilised Grants and Intellectual Property modules. Training provided.	100% implementation of Clarivate Converis.	Target achieved: Clarivate Converis implemented 100 % and training provided.

8. FINANCE

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025	Provide adequate financial resources through streamlined financial policies and processes.: 5%	Social Cohesion (2023)	Prudent budget allocation to deliver the academic project	Sufficient budget allocated to the academic project.	Sufficiently funded academic project.	R56,2 million top sliced from the subject fees to fund the TLT and Research capital expenditure. 5% of Research Output Grant top sliced to fund Research maintenance of equipment. R14,2 million allocated from corporate budget to fund Research Platforms and Early Career Adv Fellowship.
		Social Cohesion (2023)	Engagements with NSFAS, sponsors, SRC and campus wide community regarding funding challenges	At least two campus meetings with staff & SRC's. : At least quarterly meetings with NSFAS.	Timeous attendance to administrative challenges. Timeous resolution of financial aid challenges.	CFO and Financial Aid Office staff attended meetings during 2023 with SRCs' where NSFAS issues were discussed. Financial Aid Office staff at all campuses were available throughout the year to assist students online as well as face to face.
		Social Cohesion (2023)	Improved registration processes with regards to Acknowledgement of Debt (AoD's) and other finance related challenges	Pre-registration training for staff. : Annual preregistration meetings with SRC.	Improved services to students. Understanding of finance related registration processes by students.	The Student Debt department staff assisted students both physically and online with completing and processing AODs' throughout the year.
		Social Cohesion (2023)	Stakeholder engaged budgeting	Council approved budget.	Council approved breakeven budget.	Was unable to achieve a break-even budget due to reduction in government subsidies.
		Social Cohesion (2023)	Improved procurement turn-around times	Reducing of the outstanding weekly requisition list by 50%.	Timeous releasing of requisitions and issuing of purchase orders.	The Procurement department targeted to process requisitions and issue POs' maximum three days.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Rationalise core systems, policies and processes annually.	Sustainability (2023)	Financial sustainability and resource optimisation	Council approved budget.	Sufficient cash flow to meet operational expenditures. Break-even budget.	Break-even budget not achieved due to reduction in government subsidies.
		Sustainability (2023)	Prudent liquidity management	Monthly monitoring of forecasted budget and cash flow.	Sufficient cash flow to meet operational expenditures.	The university closed the 2023 year with a cash on hand balance of R2,6 billion which was sufficient to meet its operational requirements for the early months of 2024.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
				Break-even budget report.	Break-even budget.	
		Sustainability (2023)	Increase in the collection of outstanding student debt	Percentage of student debt collected.	10% increase on previous years collection.	Payments from self-funded students for 2022 – R258 million; 2023 – R290 million. Collection improved by 12,2 % year on year.
		Social Cohesion (2023)	Efficient financial aid services in support of institutional effectiveness and educational goals	Accurate reporting. : Accurate payment of student accounts. : Accurate monthly disbursements. : Accurate reconciling of all payments received. : Timeous submission of claims and invoices.	Monthly reports. 100% of funds received paid to student accounts. 100% disbursement. 100% accounting of payments. 100% of claims submitted. 100% eligible students registered.	Total number of students confirmed for various NSFAS funding categories were 37 274 of which 12 018 are first-time entering (FTEN's) and 25 257 are returning students. The registration data of 34 274 students was submitted to NSFAS and the amount claimed thus far is R3.7 billion.
		Social Cohesion (2023)	Effective and efficient processing and payments of service providers	Approved monthly reconciliations. : Timeous payment of claims and invoices.	100% disbursement as claimed. 100% payment of due invoices. 100% of claims submitted-paid timeously.	Invoices were paid by month end after all invoices and supporting documents were received.
Goal 09: Deploy digital and smart technologies to enhance student learning experiences, facilitate knowledge creation, increase engagement and accelerate technology transfer. by 31 st Dec 2025	Prioritise and ring-fence financial resources annually to implement identified smart technologies across TUT campuses.	Smart Campus (2023)	Provide a budget allocation to maintain and upgrade smart classrooms	Council approved budget.	Break-even budget.	An allocation of R4,9 million has been allocated from the corporate budget Tech Classroom Maintenance. A TLT levy of R150 per student is charged and this funding is ring fenced for maintenance and upgrading of smart classrooms.
Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services. by 31 st Dec 2025	Prioritise and ring-fence financial resources annually to create smart campuses by 2025	Social Cohesion (2023)	Maintaining a student enquiry system	All registered students linked to designated staff.	All queries attended to within 48 hours.	Financial Aid Staff assisted students both physically as well as online during 2023.

9. CORPORATE AFFAIRS AND MARKETING

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services. by 31 st Dec 2025	Create awareness of new technology in the University	Future of Work (2023) Smart Campus (2023)	TUT brand repositioning on the academic project (future-ready graduates, future of work)	Number of articles and press releases. Number of marketing collateral Baseline survey.	X1 article/press release per week. All touchpoints print and digital per annum. X1 baseline survey.	Jan to Aug: 77 articles published; Sept to December 2023: 73 articles published. Total 150. Concept paper for survey developed but survey will only take place in 2024.
Goal 06: Increase our productivity and impact to advance growth, development and sustainability. by 31 st Dec 2025	Support and collaborate R&I and Engagement to identify and enhance internal and external marketing & comms opportunities: 100%	Sustainability (2023) Social Cohesion (2023)	Enhance stakeholder experience (external engagement)	Stakeholder Framework and Policy Number of Engagements.	X1 Framework and Policy. X4 external engagements per annum.	Draft Stakeholder Management Strategy and Policy submitted to IMC for comments. Strategic external engagements include: X8 external events including, VC Research Seminars, Academic Excellence Awards.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
		Future of Work (2023) Smart Campus (2023)	TUT brand repositioning on the academic project (impactful research, problem-solving innovation, future of work)	Number of articles and press releases. Number of marketing collateral Baseline survey.	X1 article/press release per week. All touchpoints print and digital per annum. X1 baseline survey.	Jan - Aug: X59 articles published. Sept - Dec 2023: X76 articles published. Total: 135 articles. Perception survey concept paper developed, but survey will only take place in 2024.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Align policies and streamline business processes to enhance effective service delivery	Sustainability (2023) Future of Work (2023)	To implement an institutional, integrated marketing and communication plan to increase student enrolment for 2024	Number and impact of Campaigns. Number of training Sessions.	2 per month. %increase in applications. X6 training sessions per Annum.	x 46 digital ads on FB, Insta and DBETV. Billboards, email signatures and website promo blocks also elements of integrated campaign. Exco of Council Report (section 4.1) x6 Customer Care training sessions complete by end of August at Pretoria, Mbombela and eMalahleni Campuses. Certification ceremonies held at Mbombela and eMalahleni.
		Sustainability (2023) Future of Work (2023)	To align policies and streamline business processes to enhance effective service delivery	Number of policies and business processes.	X4 policies and business Processes.	3 of the 4 planned policies updated and ready for Policy Committee, namely Media, Social Media, Advertising, Branding and Promotions.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	To educate and create awareness among TUT staff members of high-performance teams	Sustainability (2023) Social Cohesion (2023)	Enhance staff stakeholder experience	Stakeholder Framework and Policy Number of campaigns/events Number of media training workshops	10 per year. Three per annum.	Stakeholder strategy and policy drafted >10 events/campaigns to end of August. Sept - Dec 2023: three VC Book of the Month events aimed at internal stakeholders (in person and livestreamed). Academic Excellence Awards Ceremony held three media training sessions hosted for student and res leaders at Soshanguve and Pretoria Campuses.
Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services. by 31 st Dec 2025	Create awareness of new technology in the University	Future of Work (2023) Smart Campus (2023)	TUT brand repositioning on the academic project (future of work, IFOW)	Number of articles and press releases. Number of marketing collateral. Baseline survey.	One article/press release per week. All touchpoints print and digital per annum. One baseline survey.	Jan - Aug: 15 articles published. Sept - December 2023: 23 articles published. Total: 36. Concept paper for perception survey was developed, but survey will only be conducted in 2024.
	Use new technology platforms to deliver a positive stakeholder experience (secure apps, digital tv)	Sustainability (2023) Social Cohesion (2023) Smart Campus (2023)	Utilise new technology platforms to deliver positive stakeholder experience	Number of digital Platforms.	Two digital platforms.	Everlytic system implemented. VC year-end message issued using the system. TUT TV: https://www.youtube.com/@tut-tv . AI in digital marketing, as well as the creation of Olu - TUT's AI "staff member".

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PERFORMANCE ASSESSMENT REPORT (continued)

10. DIGITAL TRANSFORMATION

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	Attend national and international conferences and presentations of academic and management papers at various forums	Sustainability (2023)	Education Administration Continuous Improvement Team	Number of monthly reports and feedback to executive levels regarding the compiled Digital Transformation (DT) strategies (setting objectives and establishing priorities) in support of the institution's business strategy formalised in short and long-term plans in line with the institution's overall business objectives and national goals. Presenting short and long-term plans to Executive Management	90% progress in the preparation and adoption.	A memorandum of Understanding was signed with MTN for the development, testing and implementation of a proof of concept for the Smart Campus initiative.
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025	To deploy the Digital Transformation Strategy to underpin the implementation of digital, smart and innovative practices	Smart Campus (2023)	Digital Transformation Strategy	Accurate and effective advisory services ICT policies and procedures ensuring and facilitating compliance and execution within TUT Digital transformation Practices Risk investment of Digital transformations User engagement Digital Capabilities Reliability of digital transformation Employee productivity : Number of monthly reports and feedback to executive levels regarding the compiled Digital Transformation (DT) strategies (setting objectives and establishing priorities) in support of the institution's business strategy formalised in short and long-term plans in line with the institution's overall business objectives and national goals.	90% progress in the preparation and adoption.	A memorandum of Understanding was signed with MTN for the development, testing and implementation of a proof of concept for the Smart Campus initiative. The TUT Digital Transformation Strategy was approved at the TUT Council meeting of 24 November 2023.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
				Presenting short and long-term plans to Executive Management.		
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025	To deploy the Digital Transformation Strategy to underpin the implementation of digital, smart and innovative practices	Future of Work (2023)	Digital Futures Programme	Accurate and effective advisory services ICT policies and procedures ensuring and facilitating compliance and execution within TUT Digital transformation Practices Risk investment of Digital transformations User engagement Digital Capabilities Reliability of digital transformation Employee productivity : Number of monthly reports and feedback to executive levels regarding the compiled Digital Transformation (DT) strategies (setting objectives and establishing priorities) in support of the institution's business strategy formalised in short and long-term plans in line with the institution's overall business objectives and national goals. Presenting short and long-term plans to Executive Management.	90% progress in the preparation and adoption.	The TUT Digital Transformation Strategy was approved at the TUT Council meeting of 24 November 2023.
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025	To deploy the Digital Transformation Strategy to underpin the implementation of digital, smart and innovative practices	Social Cohesion (2023)	Efficient and effective service delivery	Accurate and effective advisory services ICT policies and procedures ensuring and facilitating compliance and execution within TUT Digital transformation Practices Risk investment of Digital transformations User engagement Digital Capabilities Reliability of digital transformation Employee productivity : Number of monthly reports and feedback to executive levels regarding the compiled	90% progress in the preparation and adoption.	Implementation of industry-standard collaboration and communication toolset for the whole University in progress.

PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
				Digital Transformation (DT) strategies (setting objectives and establishing priorities) in support of the institution's business strategy formalised in short and long-term plans in line with the institution's overall business objectives and national goals. Presenting short and long-term plans to Executive Management.		
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	To deploy the Digital Transformation Strategy to underpin the implementation of digital, smart and innovative practices	Smart Campus (2023)	Efficient and effective service delivery	Accurate and effective advisory services ICT policies and procedures ensuring and facilitating compliance and execution within TUT Digital transformation practices. Risk investment of Digital transformations. User engagement. Digital Capabilities. Reliability of digital transformation. Employee productivity.	90% Projects implemented on time and successfully.	There is a Digital Transformation Steering Committee, consisting of TUT and External Stakeholders. Monthly meetings scheduled with committee members. Two Meetings with relevant stakeholders were convened in 2023 (28 November and 1 December 2023) to assess the digital fitness of the respective environments.
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	To deploy the Digital Transformation Strategy to underpin the implementation of digital, smart and innovative practices	Future of Work (2023)	Internet of Things Strategy	Accurate and effective advisory services ICT policies and procedures ensuring and facilitating compliance and execution within TUT Digital transformation practices. Risk investment of Digital transformations. User engagement. Digital Capabilities. Reliability of digital transformation. Employee productivity.	90%Projects implemented on time and successfully.	The Draft Artificial Intelligence Strategy served at the EMC meeting of 5 December 2023.

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PERFORMANCE ASSESSMENT REPORT (continued)

11. TEACHING, LEARNING AND TECHNOLOGY

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	To annually manage the Student Enrolment and Efficiency Plans	Sustainability (2023)	Reach enrolment targets	Recruitment and Marketing campaigns (based on well-defined expectations for faculty marketers, who need to support and collaborate with CAM and the Recruitment Office). Realistic enrolment Plan.	Reach UG enrolment targets.	The University reached its total enrolment target of 60 521 students. Strategic marketing activities included advertising, email signatures, awareness and informed campaigns, and marketing collateral were developed to support the media strategy's focus on the academic project. Faculties participated in direct marketing to prospective students either through participation in Career Exhibitions or school visits. A realistic enrolment plan of the proposed targets compared from 2019-2025 and a revised mid-term plan from 2023-2025 were submitted to DHET.
	To review academic governance structures and processes to ensure alignment with the Strategy for Learning & Teaching	Sustainability (2023)	Fully online qualifications	DHET and CHE submissions to convert selected UG qualifications, Advanced Diplomas, PG Diplomas, Honours Degrees, and taught Master's degrees to fully online.	Three online qualifications submitted yearly to CHE.	During 2023, TUT had received PQM clearance for an overall total of 34 fully online programmes and had submitted 10 programmes for accreditation with the CHE. The Faculty of Management Sciences have eight fully online accredited programmes by the CHE.
Goal 09: Deploy digital and smart technologies to enhance student learning experiences, facilitate knowledge creation, increase engagement and accelerate technology transfer. by 31 st Dec 2025, Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31 st Dec 2025	To review academic governance structures and processes to ensure alignment with the Strategy for Learning & Teaching	Sustainability (2023)	Short Learning Programmes	Develop and offer synchronous and asynchronous SLPs.	Revision of the SLP distribution model, policies and process. Incorporation of Tshwane Institute for Continuing Education (TICE) into the TLT environment. Increase the number of SLPs by 15% every year.	Insourcing of TICE is not complete. The revision of the distribution model cannot occur without the incorporation of TICE into the TLT environment. List of SLPs offered by TICE in 2022 compared to 2023 is available.
Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31 st Dec 2025	To review academic governance structures and processes to ensure alignment with the Strategy for Learning & Teaching	Sustainability (2023)	MERS adoption by Deans, Campus Rectors, Assistant Deans & HoDs	Implemented MERS systems in the TLT environment.	100% adoption by Deans, Campus Rectors and Assistant Deans.	Adopted by Executive Deans, Senior Director HEDS and Campus Rectors. System is unsuitable for optimal implementation of lower levels.
Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students. by 31 st Dec 2025, Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31 st Dec 2025, Goal 04: Engage our students as active participants in their learning experiences by 31 st Dec 2025	To implement at least one innovative teaching and learning intervention per qualification by 2025: 6 unit	Future of Work (2023)	Research-informed myTutor/Brightspace online implementation that embraces a pedagogy of care to enhance student engagement activities and learning experiences	Developed guidelines No. of workshops. Adoption Rate.	90 % guideline adoption rate for HEQSF aligned qualifications.	In November 2023, an audit was conducted on the usage of the myTutor Brightspace/D2L Learning Management System (LMS). The report provides overall usage of myTutor in the TLT environment, across all faculties and in the departments of each faculty. Success Rate Framework Guidelines developed and implemented for HEQSF qualifications in all faculties. Two workshops with faculties and key SCTL members completed. 100% adoption rate for HEQSF qualifications as reflected in the Senate Committee for Success Rate minutes.

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
<p>Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31st Dec 2025.</p> <p>Goal 08: Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31st Dec 2025</p>	<p>To establish an academic succession planning programme through the development of high-performance teams</p>	<p>Future of Work (2023)</p>	<p>Operational Excellence</p>	<p>Realignment of organisational structures to ensure alignment with the strategic intent and in support of the university's goals and objectives:</p> <ul style="list-style-type: none"> - Revise decentralised management model to improve the management of campuses: reporting lines of campus and rectors accountability matrices of campus support services - Revise Business School structure and positioning - Revise Faculty structures to reflect operational needs and better alignment with SEP ALIS analysis and interventions, Academic Leadership Programme interventions and Women in Leadership interventions. Revise workload guideline Revised Promotions Policy approved Revised Capital Replacement plans aligned to core needs. 	<p>Policies, proposals and projects approved by relevant university structures.</p>	<p>Organisational structures presented at Bargaining Forum and approved at the EMC on 21 November 2023.</p> <p>The report of the IMC task team on decentralisation be submitted to TUT Bargaining Forum for consultation and thereafter to the EMC.</p> <p>The Business School structure was part of the structures presented and approved.</p> <p>ALIS analysis and interventions, as well as the Academic Leadership Programme Interventions and Women in Leadership interventions report.</p> <p>An updated guideline on workloads were developed.</p> <p>The promotions policy is in-progress.</p> <p>Faculties submitted capital replacement plans aligned to core needs.</p>
<p>Goal 01: Deliver research-informed, high-quality teaching and learning experiences to our students by 31st Dec 2025.</p> <p>Goal 02: Equip our students with knowledge, skills and attitudes to be enterprising and responsible citizens by 31st Dec 2025.</p> <p>Goal 03: Deploy creative and innovative educational practices in our programmes by 31st Dec 2025.</p> <p>Goal 04: Engage our students as active participants in their learning experiences by 31st Dec 2025</p>	<p>To implement at least one innovative teaching and learning intervention per qualification by 2025: 6 unit</p>	<p>Smart Campus (2023)</p>	<p>Converting faculty general computer laboratories to open laboratories accessible to all students for online learning when not utilised for faculty activities</p>	<p>Operational open computer laboratories accessible to all students.</p>	<p>Preparations (quotes, plans and tenders, security, ICT) for five open laboratories with extended hours and technology enhanced access control and security.</p>	<p>The project is on-hold. It will commence once dedicated funding is received.</p>
		<p>Future of Work (2023)</p>	<p>HEQSF Implementation</p>	<p>Fully implemented HEQSF.</p>	<p>DQP yearly target reached.</p> <p>Five-year HEQSF implementation plan and report.</p>	<p>HEQSF plan aligned with PQM.</p>

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PERFORMANCE ASSESSMENT REPORT (continued)

ISP 2020 - 2025 Goal	Portfolio Objectives	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
<p>Goal 09: Deploy digital and smart technologies to enhance student learning experiences, facilitate knowledge creation, increase engagement and accelerate technology transfer. by 31st Dec 2025,</p> <p>Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services. by 31st Dec 2025</p>	To Implement digital solutions to streamline/improve the management of teaching & learning processes by 2025	Future of Work (2023)	Deploying digital agents on the LMS to monitor, track and contact students who are struggling and/or not participating	ICT change requests to move towards automatically generated student participation reports submitted to Success Rate Committees.	Student participation is tracked and reported on for the 10 worst performing modules in each UG programme.	The Faculty of ICT drafted an MoU between themselves and IT services to fully develop and implement an online solution. The MoU is not yet finally approved and still in process.
<p>Goal 07: Deploy agile and efficient processes and structures to ensure sound governance, resource sustainability and effective service delivery by 31st Dec 2025</p>	To review academic governance structures and processes to ensure alignment with the Strategy for Learning & Teaching	Social Cohesion (2023)	Develop GBV content and infuse it into Fundamental Learning Modules	Developed FLM Module.	FLM GBV content.	SDS has developed GBV content into the Life Skills module that is part of TUT101.
	To implement at least one enabling platform for collaboration, innovation, creativity and technology transfer per faculty by 2025.	Future of Work (2023)	TLT partnerships to enhance teaching excellence and industry engagement	Signed MoUs/MoAs/SLAs.	15 new partnerships to enhance engagement.	A total of 55 MoUs/MoAs/SLAs were signed during 2023 to enhance teaching excellence and industry engagement.
<p>Goal 09: Deploy digital and smart technologies to enhance student learning experiences, facilitate knowledge creation, increase engagement and accelerate technology transfer. by 31st Dec 2025,</p> <p>Goal 10: Deploy digital technologies to strengthen our internal capabilities to foster sound University governance and deliver effective services. by 31st Dec 2025</p>	To leverage smart technologies to accelerate knowledge and technology transfer.: 100%	Future of Work (2023)	Online assessment (including open source and proctored assessments) and plagiarism guidelines to enable and enhance online learning and assessment	Approved guidelines.	80% of all modules having an online assessment component adhering to the developed guidelines.	<p>In November 2023, an audit on online assessment was conducted on the usage of the myTUTOR Brightspace/D2L Learning Management System (LMS). The report provides overall usage of myTUTOR in the TLT environment, across all faculties and in the departments of each faculty.</p> <p>Based on the survey conducted at the end of 2023 on average only 51% of all modules at this stage has an online assessment component. The 80% target has therefore not been met.</p>

PERFORMANCE ASSESSMENT REPORT (continued)

12. STUDENT ENROLMENT TABLES

12.1. Head Count Enrolments

Table 1: Headcount Totals: Contact and Distance

	Target 2023 (T1)	Actual 2023	Variance
First-time entering undergraduates	15 100	14 722	(378)
Total undergraduate	56 046	56 585	539
Postgraduate to master's level	1 953	1 979	26
Master's	1 904	1 759	(145)
Doctorate	618	628	10
Total postgraduate	4 475	4 366	(109)
Occasional students	-	215	215
TOTAL ENROLMENT	60 521	61 166	645

Table 2: Total Headcount Enrolments by Qualification Type

	Target 2023 (T5)	Actual 2023	Variance
Undergraduate diplomas and certificates	42 407	42 541	134
Advanced diploma/PGCE	4 750	5 056	306
BTech	-	473	473
Undergraduate degrees	8 889	8 515	(374)
Total undergraduate	56 046	56 585	539
Postgraduate to master's level	1 953	1 979	26
Master's	1 904	1 759	(145)
Doctorate	618	628	10
Total postgraduate	4 475	4 366	(109)
Occasional students	-	215	215
TOTAL ENROLMENT	60 521	61 166	645

Table 3: Total Headcount Enrolments by Major Field of Study

	Target 2023 (T8)	Actual 2023	Variance
Science, engineering, technology	23 532	23 802	270
Business/management	21 741	20 746	(995)
Education	4 208	4 817	609
Other humanities	11 039	10 736	(303)
TOTAL	60 521	61 166	645

PERFORMANCE ASSESSMENT REPORT (continued)

Table 4: Total Headcount Enrolments by Race Group

	Target 2023 (T12)	Actual 2023	Variance
African	59 324	60 173	849
Coloured	250	265	15
Indian	124	130	6
White	823	598	(225)
TOTAL	60 521	61 166	645

Table 5: Total Headcount Enrolments by Gender

	Target 2023 (T16)	Actual 2023	Variance
Female	31 744	32 563	819
Male	28 777	28 603	(174)
TOTAL	60 521	61 166	645

Table 6: FTE Enrolled Totals

	Target 2023 (T20)	Actual 2023	Variance
Total undergraduate	46 720	42 308	(4 412)
Postgraduate to master's level	841	1 312	471
Master's	139	626	587
Doctorate	354	433	79
Total postgraduate	1 790	2 371	581
TOTAL ENROLMENT	48 510	44 713	(3 797)

Table 7: Total Key Ratios of FTE to Headcount Enrolments

	Target 2023 (T21)	Actual 2023	Variance
Total undergraduate	83%	74%	(9%)
Postgraduate to master's level	43%	66%	23%
Master's	33%	36%	3%
Doctorate	52%	69%	17%
Total postgraduate	40%	54%	10%
TOTAL ENROLMENT	80%	73%	7%

PERFORMANCE ASSESSMENT REPORT (continued)

Table 8: Distance Students (FTE Degree Credits by Field of Study)

	Target 2023 (T26)	Actual 2023	Variance
Science, engineering, technology	-	31	31
Business/management	-	7	7
Education	-	-	-
Other humanities	579	93	(486)
TOTAL	579	-	-

Table 9: Total FTE Degree Credits by Course Level

	Target 2023 (T27)	Actual 2023	Variance
Total undergraduate	38 238	31 622	(6 616)
Postgraduate to master's level	697	1 093	396
Master's	527	184	(343)
Doctorate	257	70	(187)
Total postgraduate	1 480	1 348	(96)
TOTAL ENROLMENT	39 718	32 970	(6 748)

Table 10: Total Success Rates by Course Level (FTE Degree Credits Divided by FTE Enrolments)

	Target 2023 (T33)	Actual 2023	Variance
Total undergraduate	82%	75%	(60.75%)
Postgraduate to master's level	83%	83%	0%
Master's	84%	29%	(24%)
Doctorate	80%	16%	(13%)
Total postgraduate	83%	56%	(46%)
TOTAL ENROLMENT	82%	74%	(60%)

Table 11: Total Success Rates by Field of Study (FTE Degree Credits Divided by FTE Enrolments)

	Target 2023 (T34)	Actual 2023	Variance
Science, engineering, technology	80%	74%	(6%)
Business/management	83%	75%	(8%)
Education	91%	89%	2%
Other humanities	80%	82%	2%
TOTAL ENROLMENT	82%	71%	11%

PERFORMANCE ASSESSMENT REPORT (continued)

Table 12: Graduates by Qualification Type

	Target 2023 (T35)	Actual 2023	Variance
Undergraduate diplomas	8 620	7 854	(766)
Advanced diploma	1 603	2 499	896
BTech	-	351	351
Undergraduate degrees	2 606	1 267	(1 339)
Total undergraduate	12 829	11 971	(858)
Postgraduate to master's level	1 019	994	(25)
Master's	330	396	66
Doctorate	105	72	(33)
TOTAL	14 283	13 433	(850)

Table 13: Graduates by Field of Study

	Target 2023 (T36)	Actual 2023	Variance
Science, engineering, technology	4 344	2 772	(1 572)
Business/management	5 858	3 344	(2 514)
Education	1 047	444	(603)
Other humanities	3 034	911	(2 123)
TOTAL	14 283	7 421	(6 862)

Table 14: Graduates as Percentage (%) of Headcount Enrolments

	Target 2023 (T37)	Actual 2023	Variance
Total undergraduate	23%	15%	(0.15%)
Postgraduate to master's level	52%	13%	(6.63%)
Master's	17%	11%	(1.76%)
Doctorate	17%	6%	(0.96%)
TOTAL	24%	12%	(2.8%)

12.2. Staff Tables

Table 15: Headcount Totals of Permanently Appointed Staff by Category

	Target 2023 (T38)	Actual 2023	Variance
Instruction/research professionals	1 168	862	(306)
Executive/management professionals	58	53	(5)
Support professionals	163	169	6
Total professional staff	1 389	1 084	(305)
Technical staff	47	47	0

PERFORMANCE ASSESSMENT REPORT (continued)

	Target 2023 (T38)	Actual 2023	Variance
Non-professional administrative staff	1 348	1 241	(143)
Crafts/trades staff	18	17	(1)
Service staff	614	960	346
Total non-professional staff	2 027	2 265	238
TOTAL PERMANENT STAFF	3 416	3 349	67

Table 16: Highest Formal Qualification of Permanently Appointed Instruction/ Research Staff

	Target 2023 (T41)	Actual 2023	Variance
Doctoral degree	388	336	(52)
Master's degree	576	394	(182)
Other	205	132	(73)
TOTAL	1 168	862	(306)

Table 17: Research Outputs

	Target 2023 (T43)	Actual 2023	Variance
Publication units	388	-	388
Research master's graduates	330	165	(165)
Doctoral graduates	105	40	(65)
WEIGHTED TOTAL	1 034	205	(829)

Table 18: Ratios of Research Outputs to Permanent Academic Staff Numbers

	Target 2023 (T44)	Actual 2023	Variance
Publication units	33%	0%	(33%)
Research master's graduates	28%	19%	(5%)
Doctoral graduates	9%	4%	(0.32%)
WEIGHTED TOTAL	89%	0%	0%

PERFORMANCE ASSESSMENT REPORT (continued)

Table 19: FTE Enrolled Students and FTE Instruction/Research Staff

	Target 2023 (T45)	Actual 2023	Variance
Total FTE enrolled students	4 8510	44 713	(3 797)
FTE instruction/research staff	1 875	1 258	(617)
Ratio of FTE students to FTE instruction research staff	25.9	35.6	9.7



TS MALULEKE (PROF)
Vice-Chancellor and Principal



II KA-MBONANE
Chairperson of the Council

21 June 2024

REPORT OF THE CHAIRPERSON OF THE COUNCIL

1. INTRODUCTION

The Council functioned effectively, and the Committees of Council fulfilled their delegated functions.

Mr T Manyoni, the Chairperson and Dr JT Chiloane, the Deputy Chairperson of Council's second term as the representatives of Organised Commerce and Industry expired on 22 March and 13 April 2023 respectively.

Ms S Chiloane-Nwabueze and Mr P Motau were appointed as the representatives of Organised Commerce and Industry on Council.

Prof Moodley-Diar and Prof P Ngobeni's terms as the representatives of Senate on Council expired on 10 April 2023 and were replaced by Prof B Dondolo and Dr G Kanakana-Katumba.

Messrs P Motau and TR Sibanda's terms as the representatives of the Convocation on Council expired on 12 May 2023.

Ms D Richards and Ms TE Moila's second term as independent experts on the Advancement Advisory Committee ended on 4 June and 17 June 2023 respectively.

Ms D Richard's term as the representative of donors on Council ended on 4 June 2023 and was replaced by Dr M Mutshekwane.

Ms Z Mbanjwa and Ms L Mpye replaced Ms Richards and Ms Moila as independent experts on the Advancement Advisory Committee.

Mr T Lefutswe replaced Ms A Mafuleka as the independent expert on the Finance Committee of Council.

Mr N Gudlhuza replaced Ms P Tsita as the independent expert on the Planning and Resources Committee.

Ms N Mazibuko replaced Ms LA Marx as the independent expert on the Remuneration Committee.

Ms ZM Kabini's first term as the co-opted Information and Communication Technology expert on Council expired on 16 June 2023 and was re-appointed for the second term.

Ms APC Mangoma's first term as the co-opted Audit and Risk expert on Council expired on 30 September 2023 and was re-appointed for the second term.

Dr B Takawira replaced Dr R Setino as the independent expert on the Tender Committee of Council.

Mr ML Phasha's term as the representative of donors on Council expired on 28 November 2023.

REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

2. ACHIEVEMENT OF THE COUNCIL'S OBJECTIVES

2.1 Statement of self-assessment

The Council, constituted in accordance with the Institutional Statute, discharged its responsibilities as provided for in the statute, which, amongst others, included the following:

- Governance of the University.
- Establishment of Committees with clear terms of reference and the appointment of members, as well as the co-option of persons with expertise to assist in the relevant Committees.
- Determined tuition fees, accommodation fees and any other relevant fees to be paid by students and where applicable by staff.
- Consideration and approval of the annual budget, mid-term report of the 2023 annual performance plan and the annual performance plan for 2024.

Detailed information on some of the issues addressed in 2023 will be provided in the relevant sections of the report.

2.2 Attendance at meetings

The tables below show the frequency of attendance of ordinary and special meetings of the Council and Committees of Council.

Three ordinary meetings of the Council and two special meetings took place in 2023. A governance workshop was convened on 14 September 2023.

The meeting attendance is reflected below:

Table 20: Attendance of meetings of the Council

MEMBERS	DATES OF MEETINGS						% PER MEMBER
	12-04-2023	21-04-2023	23-06-2023	15-09-2023	30-10-2023	24-11-2023	
Full Members							
T Manyoni (Mr)	Membership Expired						0%
TS Maluleke (Prof)	x	x	x	x	x	x	100%
I Ka-Mbonane (Mr)	x	x	A	x	x	x	83.3%
MM Maleka (Ms)	A	x	x	x	A	x	66,7%
SM Niemann (Prof)	x	A	x	A	x	x	66,7%
D Richards (Ms)	x	x	Membership Expired				33.3%
JT Chiloane (Dr)	Membership Expired						0%
RM Leshaba (Mr)	x	x	x	A	x	x	83.3%
N Moodley-Diar (Prof)	Membership Expired.						0%
V Papu-Zamxaka (Dr)	x	x	x	x	x	x	100%
TR Sibanda (Mr)	x	A	Membership Expired				16,7%
SS Manganye (Mr)	x	x	A	x	x	x	83.3%

REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

MEMBERS	DATES OF MEETINGS						% PER MEMBER
	12-04-2023	21-04-2023	23-06-2023	15-09-2023	30-10-2023	24-11-2023	
P Ngobeni (Prof)	Membership Expired						0%
MNA Mokwena (Dr)	x	x	x	x	x	x	100%
APC Mangoma (Ms)	x	x	x	x	x	x	100%
YM Mjiako (Ms)	x	x	x	x	x	x	100%
ZM Kabini (Ms)	x	x	x	x	x	x	100%
S Chiloane-Nwabueze (Ms)	Prior to Membership		x	x	x	x	66,67%
IP Babuseng (Mr)	x	x	A	A	x	x	66,67%
S Khoza (Mr)	x	x	x	x	Membership Expired		66.67%
P Motau (Mr)	x	x	x	x	x	x	100%
M Phihlela (Mr)	Prior to Membership				x	x	33.3%
MG Diago (Mr)	A	x	A	A	x	x	50%
AS Ntombela (Ms)	x	x	x	x	Membership Expired		66.67%
LT Baloyi (Mr)	Prior to Membership				x	x	33.3%

x – Present
A – Apology

2.3 Council committees

Three ordinary meetings and one special meeting of the **Audit and Risk Committee** were held in 2023.

The attendance of meetings is reflected in the table below:

Table 21: Attendance of meetings of the Audit and Risk Committee

MEMBERS	DATES OF MEETINGS				% PER MEMBER
	22-03-2023	13-04-2023	31-05-2023	09-11-2023	
Full Members					
APC Mangoma (Ms)	A	x	x	A	50%
N Moodley-Diar (Prof)	A	x	x	Membership Expired	50%
SM Niemann (Prof)	x	A	x	Resigned	50%
S Gounden (Mr)	x	A	x	A	50%
MG Diago (Mr)	x	A	x	x	75%
Z Mamabolo (Ms)	x	A	x	x	75%
S Dlungwane (Ms)	x	x	x	x	100%
By Invitation					
TS Maluleke (Prof)	x	x	x	x	100%
V Papu-Zamxaka (Dr)	x	x	x	A	75%
Kanakana-Katumba (Dr)	Prior to Membership	x	x	A	50%

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REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

MEMBERS	DATES OF MEETINGS				% PER MEMBER
	22-03-2023	13-04-2023	31-05-2023	09-11-2023	
T Madurai (Mr)	x	x	x	x	100%
B Twala (Prof)	x	x	x	x	100%
E Mabote (Dr)	Prior to Membership		x	x	50%

x – Present
A – Apology

Three ordinary meetings of the **Employment Conditions Committee** took place in 2023. The attendance is reflected in the table below:

Table 22: Attendance of meetings of the Employment Conditions Committee

MEMBERS	DATES OF MEETINGS			% PER MEMBER
	24-03-2023	31-05-2023	09-11-2023	
Full members				
ML Phasha (Mr)	x	Membership Expired		33.3%
MG Diago (Mr)	A	x	x	66.67%
APC Mangoma (Ms)	x	x	x	100%
D Richards (Ms)	x	x	Membership Expired	100%
L Nxumalo (Ms)	x	A	x	66.67%
P Ngobeni (Prof)	A	A	Membership Expired	100%
S Chiloane-Nwabueze (Ms)	A	A	X	33.3%
TS Maluleke (Prof)	x	x	x	100%
By Invitation				
B Twala (Prof)	x	x	Membership Expired	66.67%
S Zulu (Dr)	x	x	x	100%

x – Present
A – Apology

Three ordinary meetings and two special meetings of the **Executive Committee of Council** took place. The attendance of meetings is reflected below.

Table 23: Attendance of meetings of the Executive Committee of Council

MEMBERS	DATES OF MEETINGS					% PER MEMBER
	17-04-2023	09-06-2023	07-08-2023	30-08-2023	17-11-2023	
Full members						
T Manyoni (Mr)	Membership Expired					0%
I Ka-Mbonane (Mr)	A	x	x	x	X	80%
TS Maluleke (Prof)	x	x	x	x	x	100%
JT Chiloane (Dr)	Membership Expired					0%
ML Phasha (Mr)	x	x	x	x	x	100%

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REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

MEMBERS	DATES OF MEETINGS					% PER MEMBER
	17-04-2023	09-06-2023	07-08-2023	30-08-2023	17-11-2023	
P Motau (Mr)	x	Membership Expired		x	x	60%
MM Maleka (Ms)	A	x	x	x	x	80%
MG Diago (Mr)	Prior to Membership	x	A	x	x	60%
ZM Kabini (Ms)	X	x	x	x	X	100%
APC Mangoma	x	x	x	A	X	80%
SM Niemann (Prof)	Prior to Membership	x	x	x	X	80%

x – Present
A – Apology

Three ordinary meetings and one special meeting of the **Finance Committee** took place during 2023. The attendance of meetings is reflected in the table below:

Table 24: Attendance of meetings of the Finance Committee

MEMBERS	DATES OF MEETINGS				% PER MEMBER
	23-03-2023	01-06-2023	03-11-2023	28-11-2023	
Full Members					
RM Leshaba (Mr)	x	x	A	x	75%
APZ Mafuleka (Ms)	x	Membership Expired			25%
TS Maluleke (Prof)	x	x	x	x	100%
T Lefutswe (Mr)	Prior to Membership	x	x	x	75%
MM Maleka (Ms)	x	x	x	x	100%
B Dondolo (Prof)	x	x	x	A	75%
APC Mangoma (Ms)	x	x	x	A	75%
I Ka-Mbonane (Mr)	Membership Expired				0%
P Ngobeni (Prof)	A	Membership Expired			0%
AS Ntombela (Ms)	x	x	Membership expired		50%
L Baloyi (Mr)	Prior to Membership		x	A	25%
T Madurai (Mr)	x	x	x	x	100%

x – Present
A – Apology

Three ordinary meetings and one special meeting of the **Tender Committee** took place in 2023. The attendance of meetings is reflected in the table below:

Table 25: Attendance of meetings of the Tender Committee

MEMBERS	DATES OF MEETINGS				% PER MEMBER
	16-03-2023	25-05-2023	26-10-2023	02-11-2023	
Full members					
I Ka-Mbonane (Mr)	x	Membership Expired			25%

REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

MEMBERS	DATES OF MEETINGS				% PER MEMBER
	16-03-2023	25-05-2023	26-10-2023	02-11-2023	
RM Leshaba (Mr)	x	x	x	x	100%
M Mjiako (Ms)	x	A	x	x	75%
MNA Mokwena (Dr)	x	x	x	x	100%
B Takawira (Dr)	Prior to Membership		x	x	50%
TS Maluleke (Prof)	x	x	x	x	100%
T Madurai (Mr)	x	x	x	x	100%
By invitation					
N Tlale (Dr)	x	x	x	x	100%
D Netshivhazwaulu (Mr)	Prior to Membership	x	x	x	75%

x – Present
A – Apology

Three ordinary meetings of the **Governance and Council Membership Committee** took place in 2023. The attendance of the meetings is reflected below:

Table 26: Attendance of meetings of the Governance and Council Membership Committee

MEMBERS	DATES OF MEETINGS			% PER MEMBER
	13-04-2023	08-06-2023	10-11-2023	
Full members				
T Manyoni (Mr)	Membership Expired			0%
JT Chiloane (Dr)	Membership Expired			0%
ML Phasha (Mr)	x	x	x	100%
I Ka-Mbonane (Mr)	x	A	x	66.67%
TS Maluleke (Prof)	x	x	x	100%

x – Present
A – Apology

Three ordinary meetings and one special meeting of the **Remuneration Committee** took place in 2023. The attendance of the meetings is reflected below:

Table 27: Attendance of meetings of the Remuneration Committee

MEMBERS	DATES OF MEETINGS				% PER MEMBER
	13-04-2023	09-06-2023	15-06-2023	17-11-2023	
Full members					
JT Chiloane (Dr)	Membership Expired				0%
T Manyoni (Mr)	Membership Expired				0%
RM Leshaba (Ms)	Membership Expired				0%
I Ka-Mbonane (Mr)	x	x	x	x	100%
ML Phasha (Mr)	x	x	x	A	75%

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MEMBERS	DATES OF MEETINGS				% PER MEMBER
	13-04-2023	09-06-2023	15-06-2023	17-11-2023	
MG Diago (Mr)	Prior to Membership	x	A	x	50%
MM Maleka (Ms)	x	x	x	x	100%
N Mazibuko (Ms)	Prior to Membership	x	x	x	100%
By invitation					
TS Maluleke (Prof)	x	x	x	x	100%

x – Present
A – Apology

Three ordinary meetings of the **Planning and Resources Committee** took place in 2023.

The meeting attendance is reflected in the table below:

Table 28: Attendance of meetings of the Planning and Resources Committee

MEMBERS	DATES OF MEETINGS			% PER MEMBER
	17-03-2023	01-06-2023	02-11-2023	
Full members				
TS Maluleke (Prof)	x	x	x	100%
P Motau (Mr)	x	x	x	100%
ML Phasha (Mr)	x	Membership Expired		100%
M Phihlela (Mr)	Prior to Membership		x	66.7%
SM Niemann (Prof)	x	A	x	100%
N Gudhluza (Mr)	Prior to Membership	x	x	66.7%
M Mjiako (Ms)	Prior to Membership	x	x	66.7%
S Khoza (Mr)	x	x	Membership Expired	66.7%
IP Babuseng	x	x	x	100%
B Twala (Prof)	x	A	A	33.3%
By invitation				
T Madurai (Mr)	x	x	x	100%
N Tlale (Dr)	x	x	x	100%
E Mabote (Dr)	Prior to Membership		x	33.3%

x – Present
A – Apology

Three ordinary meetings of the **Information and Communication Technology Governance Committee** took place in 2023.

The attendance of meetings is reflected in the table below:

REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

Table 29: Attendance of meetings of the Information and Communication Technology Governance Committee

MEMBERS	DATES OF MEETINGS			% PER MEMBER
	12-04-2023	08-06-2023	08-11-2023	
Full members				
TS Maluleke (Prof)	x	x	x	100%
B Twala (Prof)	x	x		100%
N Tlale (Dr)	A	A	x	33.3%
TR Sibanda (Mr)	A	Membership Expired		33.3%
ZM Kabini (Ms)	x	x	x	100%
MM Maleka (Ms)	x	A	Membership Expired	33.3%
SS Manganye (Mr)	Prior to Membership	x	x	66.7%
M Tsogang (Dr)	x	x	x	100%
T Shilowa (Ms)	x	x	x	100%
By invitation				
E van Wyk (Dr)	x	x	A	66.7%
T Madurai (Mr)	x	x	A	66.7%
M Nkambule (Mr)	x	x	x	100%
TJ Mohlomi (Mr)	x	A	A	33.3%

x – Present
A – Apology

Three ordinary meetings of the **Advancement Advisory Committee** took place in 2023. The attendance of meetings is reflected in the table below:

Table 30: Attendance of meetings of the Advancement Advisory Committee

MEMBERS	DATES OF MEETINGS			% PER MEMBER
	16-03-2023	10-05-2023	10-11-2023	
Full members				
D Richards (Ms)	x	x	Membership Expired	66.7%
ML Phasha (Mr)	x	x	x	100%
TE Moila (Ms)	x	x	Membership Expired	6.7%
MN Mutshekane (Dr)	x	x	x	100%
N Tshayingca-Mashiya (Dr)	x		x	100%
PL Mpye (Ms)	Prior to Membership		x	33.3%
Z Mbanywa (Ms)	Prior to Membership		x	33.3%
TS Maluleke (Prof)	x	x	x	100%
N Moodley-Diar (Prof)	x	x	Membership Expired	66.7%

REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

MEMBERS	DATES OF MEETINGS			% PER MEMBER
	16-03-2023	10-05-2023	10-11-2023	
AE Nesamvuni (Dr)	x	x	Membership Expired	66.7%
REJ Pule (Dr)	x	x	x	100%
I Mokgobu (Prof)	Prior to Membership		x	33.3%
P Mashigo (Prof)	Prior to Membership		x	33.3%

x – Present
A – Apology

3. MATTERS OF SIGNIFICANCE CONSIDERED BY THE COUNCIL DURING 2023

The **first special meeting** held on 12 April 2023 considered the following matters of consequence:

- The elections for the position of Chairperson of Council.
- The elections for the position of Deputy Chairperson of Council.
- The revised Student Enrolment and Efficiency Targets: 2023-2025.

The **first ordinary meeting** of 21 April 2023 considered the following matters of consequences:

- The Management Report to Council.
- The reports of the Committees of Council.
- The reports of the Senate, the Institutional Forum and the Student Services Council.
- The report of the Convocation meeting held on 27 January 2023.
- The report on the SHIP MO Project.
- The revised operational budget for 2023.
- The progress report on the winding-up of TUTEH (Pty) Ltd and the appointment of new members of the board of directors.
- The revised terms of reference of the following Committees of Council:
 - a. Advancement Advisory Committee.
 - b. Honorary Awards Committee.
- The Vice-Chancellor’s Performance Evaluation for 2022.
- The report on the University’s BBBEE Rating.
- The following policies were approved:
 - a. Policy on Student Accounts Management.
 - b. Policy on Compliance.
 - c. Policy on the Admission of International Students.
 - d. Policy on the Annual Adjustment of Student Fees.
 - e. Policy on Class Attendance and Academic Participation.

The **second ordinary meeting** held on 23 June 2023 considered the following matters of consequence:

- The Management Report to Council.
- The 2023 Salary Adjustment of Senior Managers: Levels 1 to 4.
- The reports of the Committees of Council.
- The reports of the Senate, the Institutional Forum and the Student Services Council.
- The Audited Annual Report and Financial Statements for the period ended 31 December 2022.
- The report on anti-sexual harassment.
- The revision of the terms of reference of the Audit and Risk Committee.

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- The report on the appointment of members of Council and the deployment of members of Council on the Committees of Council and other structures of the University.
- The report on the Mid-Term Review of the Student Enrolment Plan.
- The 2022 Performance Assessment of Council.
- The following policies were approved:
 - a. The Policy on Financial Aid.
 - b. The Policy on Writing-off and Provision for Impairment of Student Debts.
 - c. The Policy on Employment Equity.
 - d. The Employment of People Living with Disabilities.
 - e. The Policy on Subject and E-resources.
- The Performance Evaluation of the Vice-Chancellor for 2022.
- The progress report on measures taken to address the failed infrastructure projects.
- The progress report on the University's B-BBE rating.
- The imminent vacancy in the office of the Chancellor.

The **second special meeting** held on 30 October 2023 considered the following critical matter:

- Nominations for the Office of Chancellor.

The **third ordinary meeting** held on 24 November 2023 considered the following critical matters:

- The Management report to Council.
- The report on the Strategic Risk Register.
- The reports of the Senate, Institutional Forum, the Student Services Council and the Honorary Awards Committee.
- The reports of the Committees of Council.
- The draft preliminary operational budget for 2024.
- The Third-Stream Income Strategy.
- The imminent vacancy in the office of the Deputy Chairperson of Council.
- The recommendations on the deployment of members of Council on the Committees of Council and other structures of the University.
- The revised terms of reference of the Employment Conditions Committee.
- The applications from employees who wished to do business with the University during 2024.
- The approval of the Academic Regalia Transformation.
- The report on the election process for the representatives of the Convocation on Council and the proposed amendment of the Institutional Rules.
- The approval of the tender for the construction of the Multi-Purpose Halls at the Pretoria Campus.
- The approval of the loan facility for the TUT-3500 bed SHIP Project.
- The approval of the Mid-Term Report of the 2023 Annual Performance Plan and the 2024 Annual Performance Plan.
- The approval of the Digital Transformation Strategy, ICT Operating Model and Cloud Strategy.
- The progress report on the winding-up of TUT Enterprise Holdings (Pty) Ltd.
- The recommendations of the Honorary Awards Committee on the awarding of honorary degrees.
- The following policies were approved:
 - a. The Policy on Curriculum Development.
 - b. The Policy on Conferring Chancellor's Award for Outstanding Academic Achievement.

REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

- c. The Policy on Credit Accumulation and Transfer.
- d. The Policy on Payment of Tuition and Residence Fees.
- e. The Policy on Gender Equality.
- f. The Policy on Discontinuation of Studies.
- g. The Policy on Registration.

4. EVENTS AND ACHIEVEMENTS


The following are the most important events that took place at the University and some of the achievements of its staff, students and alumni:

- On 27 January 2023, the Convocation conducted the elections for the office-bearers and its representatives on the structures of the University.
- On 9 and 10 March 2023, TUT and the City of Tshwane co-hosted the Climate Change Research Conference. The aim of the conference was to convene representatives from the local and international academic and research community to present their research that has resolutions to how the City of Tshwane could mitigate and adapt to climate change and to further stimulate new areas of research to enhance the implementation of the Climate Action Plan.
- As part of the University's engagement with international educational partnership, a Memorandum of Understanding was signed with the Tanzanian National College of Tourism on 14 March 2023. The purpose of the MoU was to define areas of collaboration, scholarship, science and research for the benefit of both institutions in the advancement of the development of students and staff.
- On 24 March 2023, the University launched the Artificial Intelligence Institute of South Africa, a collaboration initiative with the University of Johannesburg and the National Department of Communications and Digital Technologies. The objective of the Institute is to generate knowledge and applications that will position the country as a competitive player in the global artificial intelligence space.
- On 12 April 2023, Messrs I Ka-Mbonane and ML Phasha were elected to the positions of Chairperson and Deputy Chairperson of Council respectively.
- On 14 April 2023, TUT hosted the Annual Inventors Forum under the theme "Venture Capital Funding for start-ups". The aim of the event was the exchange of innovation knowledge, the sharing of information on success stories and available funding models. TUT Innovators, inventors and researchers were acknowledged and recognised at the event, for the patent's certificates granted to the University by the National Intellectual Property Management Office.
- On 1 July 2023, Mr I Tlhabadira, the University's Department of Mechanical and Mechatronics Engineering led by Mr I Tlhabadira, the Executive Chair: Automotive Engineering won the 2023 International Best Researcher Award from the International Society for Scientific Network (ISSN).
- On 27 July 2023, the University together with the University of Mpumalanga launched the Mpumalanga Artificial Intelligence (AI) Student Hackathon (MAISH), a first of its kind competition in the province.
- On 2 October 2023, the TUT Man's Football team are crowned Varsity Football Champions for the fourth time in the history of the competition after defeating the UJ's football team.
- A total of 13 392 students graduated during the autumn and spring graduation ceremonies.

TSHWANE UNIVERSITY OF TECHNOLOGY
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REPORT OF THE CHAIRPERSON OF THE COUNCIL (continued)

- On 30 October 2023, the University appointed Dr GT Serobe, to the office of Chancellor.



II KA-MBONANE
Chairperson of the Council

21 June 2024

LIST OF COUNCIL MEMBERS

COUNCIL

The following persons were members of the Council during 2023:

Chairperson

Mr T Manyoni	until 22 March 2023
Mr I Ka-Mbonane	from 12 April 2023

Deputy Chairperson

Dr JT Chiloane	until 4 March 2023
Mr ML Phasha	from 12 April 2023

MEMBERS

Executive Management representatives

Prof TS Maluleke
Dr V Papu-Zamxaka

Ministerial Appointees

Prof SM Niemann
Mr MG Diago
Mr SS Manganye
Dr M Mokwena
Ms YM Mjiako

Senate representatives

Prof N Moodley-Diar	until 10 April 2023
Prof P Ngobeni	until 10 April 2023
Dr G Kanakana-Katumba	from 11 April 2023
Prof B Dondolo	from 11 April 2023

Non-Academic Employees

Mr IP Babuseng

Non-Senate Academic Employees

Mr MB Phurutsi	from 20 April 2023
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Representatives of Donors

Ms D Richards	until 4 June 2023
Mr ML Phasha	until 28 November 2023
Dr MN Mutshekwane	from 23 June 2023

Student Representative Council representatives

Mr S Khoza	until 30 September 2023
Ms AS Ntombela	until 30 September 2023
Mr M Phihlela	from 19 October 2023
Mr LT Baloyi	from 19 October 2023

Convocation representatives

Mr P Motau	until 12 May 2023
Mr TR Sibanda	until 12 May 2023

**TSHWANE UNIVERSITY OF TECHNOLOGY
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LIST OF COUNCIL MEMBERS (continued)

Expert in Finance

Mr RM Leshaba

Expert in Law

Mr I Ka-Mbonane

Organised Commerce and Industry

Dr JT Chiloane

until 4 March 2023

Mr T Manyoni

until 22 March 2023

Mr P Motau

from 13 May 2023

Ms S Chiloane-Nwabueze

from 21 April 2023

Co-opted Experts

Ms ZM Kabini

re-appointed 18 June 2023

Ms APC Mangoma

re-appointed 1 October 2023

Ms MM Maleka

COMMITTEES OF COUNCIL

Council executes the governance and oversight function through the committees as listed below. The committees have clear terms of reference and are chaired by external members of Council:

EXECUTIVE COMMITTEE

Members

Mr T Manyoni (Chairperson)

until 22 March 2023

Dr JT Chiloane (Deputy Chairperson)

until 4 March 2023

Mr I Ka-Mbonane (Chairperson)

from 12 April 2023

Mr ML Phasha (Deputy Chairperson)

from 12 April 2023

Mr MG Diago

Prof SM Niemann

from 1 June 2023

Ms ZM Kabini

re-appointed 8 November 2023

Mr P Motau

re-appointed 2 November 2023

Ms MM Maleka

Prof TS Maluleke

GOVERNANCE AND COUNCIL MEMBERSHIP COMMITTEE

Members

Mr T Manyoni (Chairperson)

until 22 March 2023

Dr JT Chiloane (Deputy Chairperson)

until 4 March 2023

Mr I Ka-Mbonane (Chairperson)

from 12 April 2023

Mr ML Phasha (Deputy Chairperson)

from 12 April 2023

Prof TS Maluleke

**TSHWANE UNIVERSITY OF TECHNOLOGY
31 DECEMBER 2023**

LIST OF COUNCIL MEMBERS (continued)

AUDIT AND RISK COMMITTEE

Members

Ms APC Mangoma (Chairperson)	until 30 September 2023 re-appointed 1 October 2023 from 9 November 2023
Mr P Motau (Chairperson)	
Mr MG Diago	
Ms Z Mamabolo	
Mr S Gounden	
Ms S Dlungwane	
Prof SM Niemann	until 6 June 2023

By Invitation

Prof TS Maluleke
Dr V Papu-Zamxaka
Dr G Kanakana-Katumba
Prof B Twala
Mr T Madurai
Dr E Mabote

FINANCE COMMITTEE

Members

Ms MM Maleka (Chairperson)	from 23 March 2023
Mr R Leshaba	
Ms APC Mangoma	re-appointed 1 October 2023 from 24 April 2023
Mr T Lefutswe	
Prof TS Maluleke	
Mr T Madurai	
Prof B Dondolo	from 1 June 2023
Mr S Khoza	until 30 September 2023
Mr M Phihlela	from 19 October 2023

EMPLOYMENT CONDITIONS COMMITTEE

Members

Mr MG Diago (Chairperson)	
Mr ML Phasha	until 12 April 2023
Ms APC Mangoma	
Prof TS Maluleke	
Mr IP Babuseng	
Dr MNA Mokoena	
Ms S Chiloane-Nwabueze	from 23 June 2023

INFORMATION AND COMMUNICATION TECHNOLOGY GOVERNANCE COMMITTEE

Members

Ms ZM Kabini (Chairperson – re-elected)	
Ms T Shilowa (Deputy Chairperson)	
Ms MM Maleka	until 23 June 2023
Dr MN Mutshekwane	from 24 November 2023
Mr SS Manganye	

**TSHWANE UNIVERSITY OF TECHNOLOGY
31 DECEMBER 2023**

LIST OF COUNCIL MEMBERS (continued)

Dr M Tsogang
Prof TS Maluleke
Prof B Twala

PLANNING AND RESOURCES COMMITTEE

Members

Prof SM Niemann (Chairperson)	from 1 June 2023
Ms YM Mjiako (Deputy Chairperson)	
Mr ML Phasha	until 12 April 2023
Mr N Gudhluza	
Prof TS Maluleke	
Dr N Tlale	
Mr S Khoza	until 30 September 2023
Mr M Phihlela	from 19 October 2023

TENDER COMMITTEE

Members

Mr R Leshaba (Chairperson)	
Dr MNA Mokwena (Deputy Chairperson)	
Ms YM Mjiako	
Dr B Takawira	from 23 June 2023
Mr T Madurai	
Prof TS Maluleke	

ADVANCEMENT ADVISORY COMMITTEE

Members

Dr MN Mutshekwane (Chairperson)	from 10 November 2023
Ms Z Mbanjwa (Deputy Chair) from 10 November 2023	from 23 June 2023
Ms D Richards	until 4 June 2023
Mr ML Phasha	
Dr N Tshayingca-Mashiya	
Ms T Moila	
Ms LP Mpye	from 23 June 2023
Prof TS Maluleke	
Dr E Pule	
Dr E Nesamvuni	until 30 June 2023
Prof N Moodley-Diar	until 30 June 2023
Prof I Mokgobu	from 22 August 2023
Prof Mashego	from 22 August 2023

MAIN BANKERS

ABSA Bank Limited

EXTERNAL AUDITORS

SizweNtsalubaGobodo Grant Thornton Inc
(as appointed in 2022 through a tender process)

INTERNAL AUDITORS

by SekelaXabiso CA Incorporated (SKX Protiviti)
(as appointed in 2021 through a tender process)

COUNCIL STATEMENT ON GOVERNANCE

1. STATEMENT OF COMPLIANCE

The Tshwane University of Technology (“the University”) has committed to the principles advocated in the King IV Report on Corporate Governance. The Council is progressively applying the Code of Corporate Practices and Conduct (“the Code”), as set out in the King IV Report and is at an advance stage towards compliance.

2. GOVERNING BODY

The following statement is outlined to guide readers of the Annual Report to understand the governance structures and procedures of the University.

The roles of the Chairperson of Council and the Vice-Chancellor and Principal are separate. Whereas the Chairperson is elected from the external members of Council for a period of two years, the Vice-Chancellor is appointed for a period of five years.

The Council met five times during the period under review, and was advised on various issues by the Executive Management Committee, the Senate, the Institutional Forum, the Student Services Council, the Advancement Advisory Committee, the Residence Governance Committee, the Honorary Awards Committee, the Governance and Council Membership Committee, the Audit and Risk Committee, the Finance Committee, the Planning and Resources Committee, the Employment Conditions Committee, the Remuneration Committee, as well as the Information and Communication Technology Governance Committee.

The Committees of Council are constituted by Council with clear terms of reference and comprises of a majority of members who are neither employees nor students of the University. In 2023, the Council reviewed the terms of reference of the Audit and Risk Committee, the Employment Conditions Committee, the Advancement Advisory Committee and the Honorary Awards Committee. As part of the review of the governance framework, Council approved the revised Policy on Compliance and other policies, including policies in human resources, information and communication technology and finance related policies.

The Council completed its performance assessment for 2022 based on the specified template for Good Governance Indicators. In line with good corporate governance, Council convened a governance workshop on 15 September 2023 which focused on ethical governance.

In line with the University’s sustainability initiatives, Council approved the Third-Stream Income Strategy.

The information below provides an outline of the Committees of Council:

2. GOVERNING BODY

2.1 Executive Committee

The Executive Committee deals with governance matters between Council meetings and reports on these at the subsequent Council meetings.

COUNCIL STATEMENT ON GOVERNANCE (continued)

2.2 Governance and Membership Committee

The mandate of the Committee is to ensure that:

- The membership of Council and sub-committees of Council is in accordance with the Institutional Statute.
- The Code of Conduct for members of Council is upheld.
- It recommends to Council on the allocation of responsibilities of members of Council and, if required, the co-option of independent experts in designated Committees.
- It oversees the social and ethics function.

2.3 Finance Committee

The Committee advises the Council on financial and investment matters, as well as on long term infrastructure development. In fulfilling the function, the Committee assists to reinforce the Council's governance function with regard to sound, responsible and effective financial planning, financial administration, financial governance and proper financial reporting.

The Committee makes use of a subcommittee, namely, the Tender Committee regarding consideration of major procurement projects.

2.4 Remuneration Committee

The Committee attends mainly to the employment contracts, remuneration and performance evaluation of the Vice-Chancellor and other members of Executive Management.

In line with the good governance principles, the Committee is chaired by the Deputy Chairperson of Council. The Vice-Chancellor is not a member of the Committee, but attends its meetings by invitation.

2.5 Employment Conditions Committee

The Committee is entrusted to do the following:

- To ensure that adequate human resources policies and strategies are in place.
- To monitor the implementation of the human resources policies and strategies in accordance with the set criteria and procedures.
- To oversee all human resources and employment equity-related aspects, as well as service conditions which are not within the scope of the Remuneration Committee.
- To monitor compliance with statutory requirements related to human resources and employee relations.

2.6 Audit and Risk Committee

The Committee is entrusted to do the following:

- Oversees the adequacy of and the effectiveness of the systems of internal controls, accounting practices, information systems and auditing processes.
- Oversees the University management's role in creating and maintaining a proper risk management process.
- Advises Council regarding the appointment and costs of the University's internal and external auditors.
- Reviews the scope and function of the external auditors.
- Considers reports emanating from the external and internal audit processes.
- Monitors all risk areas that the University may be exposed to.

COUNCIL STATEMENT ON GOVERNANCE (continued)

- Monitors compliance with all relevant legislations, statutory requirements, Council directives and policies.
- Oversees the implementation of an Audit and Risk Charter.
- Considers and attends to any ad hoc matter as required and/or requested by Council.
- Monitors that the Finance Department has the capacity, in terms of resources and systems, to provide an effective and efficient financial management function.
- Reviews the management accounts and recommends the annual financial statements to Council.
- Follows-up on a regular basis all items raised in the annual audit management letter; and ensure that internal audit reports are addressed and that actions previously taken to address these issues are still in place and effective.
- Satisfies itself that policies are in place to guarantee the protection of the University's assets from loss or unauthorised use; reports, to the Department on material losses arising from unauthorised or illegal actions; and actions taken to remedy the situation.
- Considers sustainability matters in the integrated report.
- In the event that the University's audit report is qualified, the ARC makes a statement to that effect and explains the reasons for the qualification and/or statement of matter and outlines, in reasonable detail, what actions have been implemented to ensure immediate reversal of this state.
- Oversees compliance with the University's Ethics and Corporate Citizenship and Code of Ethics.

Moreover, the Audit and Risk Committee provides a channel of communication between the Council, management, the internal audit function and the external auditors. The Committee has unrestricted communication with the Chairperson of Council, the Vice-Chancellor, the Chief Financial Officer (who are not members of the Committee), and the internal and external auditors.

The membership of the was committee was revised to ensure compliance with the recommendations of the King IV. The committee is constituted by non-executive members.

2.7 Planning and Resources Committee

The Committee is responsible for the following:

- Overall planning arrangements of the University.
- Ensures the equitable allocation of resources to give effect to the strategic objectives.
- Works closely with management, faculties and students in advancing the University's core mandate.

2.8 Information and Communication Technology Governance Committee

The Committee is mandated with the following responsibilities:

- Reviews the ICT strategy, draft ICT polices and frameworks recommended by Executive Management for referral to Council for approval.
- Ensures the alignment of ICT organisational Strategy (both demand and supply) to allocation of ICT resources.
- Oversees the implementation of the ICT Strategy.
- Reviews the alignment of ICT with the performance and sustainability objectives of the University.
- Monitors and evaluates significant ICT investment and expenditure.
- Monitors the ICT-related risks, ICT audit report and those which form part of the strategic

COUNCIL STATEMENT ON GOVERNANCE (continued)

risk register.

- Monitors that IT assets are managed effectively.
- Monitors and assess responses to developments in technology, including the capturing of potential opportunities and the management of disruptive effects on the University's ICT system and the operational model.
- Oversees the implementation of the digital transformation strategy.
- Monitors the work of Institute of Future of Work on innovation.
- Monitors Cybersecurity and protection of organisational data for business continuity purposes.

During the reporting period, the Committee initiated the review of the Institutional Information and Communication Technology Strategy.

2.9 Advancement Advisory Committee

The functions of the Committee are as follows:

- To provide advice, guidance and support on strategies to increase third stream income for the University.
- To enhance donor management, networking and fundraising and strategic partnerships within the University's Strategic Plan, the Institutional Advancement Plan and the external donor community.
- To lobby and advocate support for the University's development, priorities and strategic objectives and programmes within government, the private sector, funding organisations, parastatals and "high net worth" individuals.
- To be the voice of fund raising matters and represent the funding community and stakeholder on Council.
- To build an affinity for the TUT brand and assist in positioning the University externally.
- To provide relevant reports and feedback to Council as and when required.

2.9 Residence Governance Committee

In compliance with the Policy on the Minimum Standards and Student Housing at public higher education institutions issued in terms of the Higher Education Act, the Council established the Residence Governance Committee.

The Committee operates at institutional level in order to develop and monitor the plans and strategies for the phasing-in of the minimum standards for student housing in the University. The Committee advises the Council on student housing related matters.

3. CONFLICT MANAGEMENT

Council embraces the principle of alternative dispute resolution as a mechanism to address conflict situations before they escalate to unmanageable proportions. This includes disputes between employees and structures of the University.

4. STATUTORY BODIES

The Tshwane University of Technology Institutional Statute, derived from the Higher Education Act, 1997 (Act No. 101 of 1997) provides for the following governance structures:

COUNCIL STATEMENT ON GOVERNANCE (continued)

4.1 Senate

The Senate performs its function under the control of the Council and is accountable to the Council for the academic and research functions of the University, as well as for any other function relating to academic matters that may be delegated to it by the Council. Membership of the Senate is determined in terms of the Institutional Statute. The Senate strives, *inter alia*, to support the mission of the University by:

- Exercising control over teaching and learning and the standards of teaching and learning.
- Exercising control over the admission of students and the granting of credits and status to students.
- Exercising control over research with a view to obtaining higher qualifications, research promotion and development, and independent research for industry.
- Creating or terminating programmes or courses, subject to the Council's approval.

The Senate submits recommendations for the approval of the Council. The Senate is represented in Council.

4.2 Institutional Forum

The Institutional Forum advises the Council on issues affecting the University, as contemplated in the Higher Education Act. The Institutional Forum comprises of the following:

- Council representatives.
- Management representatives.
- student representatives.
- Director of transformation, employment equity and diversity.
- Student Services Council representatives.
- representatives of organised labour.
- Senate representatives.
- employee representative structures.

4.3 Student Services Council

The Student Services Council (SSC) considers all matters relating to student support services and the well-being of students on campus. The SSC consists, *inter alia*, of members of the Council who are not employed by the University, members of the Executive Management Committee, heads of student support environments, students from the various campuses, as well as other relevant stakeholders. The SSC strives to support the mission of the University by:

- Promoting a balanced student life for all students.
- Acting in an advisory capacity in respect of programmes that foster and enhance the multicultural character of the student community at the University.
- Acting in a co-ordinating and guiding capacity in terms of student accommodation, student development, sport development, student counselling, study guidance, student governance, campus medical services and financial aid.

The SSC does not exercise any executive powers, but submits its recommendations for the approval of the Council.

COUNCIL STATEMENT ON GOVERNANCE (continued)

4.4 Convocation

The Convocation comprises:

- the Vice-Chancellor.
- the Deputy Vice-Chancellors.
- part-time and full-time academic employees.
- past graduates of the University.

The Convocation may discuss and make its opinion known to the Council on any matter concerning the University, including matters which may be referred to the Convocation by the Council. The Convocation is represented on the Council, the Senate and the Institutional Forum.

On 27 January 2023, the Convocation elected its office-bearers and representatives on the afore-mentioned structures.

4.5 Institutional Students' Representative Council (ISRC)

The ISRC is the highest student governance body of the University and is responsible for the formulation, implementation and interpretation of directives and broad policy matters on student affairs, as contemplated by the Council through the SSC.

5. WORKER AND STUDENT PARTICIPATION

The University has various structures that ensure the participation of employees and students and which are designed to achieve good employer-employee and student relations through sharing of relevant information, consultation and the identification and resolution of conflicts.

The structures alluded to in paragraph 4 above make provision for the participation of employees and students in University activities. Specific mention is made of the Institutional Forum, the Convocation and the Institutional Student Representative Council.

6. CODE OF ETHICS FOR STAFF MEMBERS AND STUDENTS

The University believes that ethical standards should form an integral part of its culture.

In pursuance of the ethical considerations, the Council noted progress on the development of an Institutional Code of Ethics and approved applications from employees who wish to conduct business with the University as provided in the Institutional Statute.

The above statement was approved by the Council of the Tshwane University of Technology on 21 June 2024.



II KA-MBONANE
Chairperson of the Council

21 June 2024

COUNCIL STATEMENT ON SUSTAINABILITY

STATEMENT OF COMPLIANCE

1. INCLUSIVITY OF STAKEHOLDERS

The Council undertook its performance assessment in line with the Department of Higher Education and Training's Guidelines for Good Governance Practice and Governance Indicators for Councils of South African public higher education institutions.

As part of addressing the challenges around third stream income initiatives, with specific reference to the University owned entities, Council resolved to undertake the voluntary winding-up of TUT Enterprise Holdings (Pty) Ltd. The Council's view is that the entity has not realised the objective for which it was established.

Through the Finance Committee, the Council approved the Financial Turn-Around Strategy 2022-2026, as part of realising financial efficiencies and sustainability going-forward.

The energy crisis remains a serious challenge which is being constantly being address as supplementary power sources are being considered under the guidance of the Planning and Resources Committee.

2. GOVERNANCE, STRATEGY, RISKS AND OPPORTUNITIES

2.1 Links between governance, strategy, risks and opportunities

- 2.1.1 In planning for 2023, the University conducted an analysis of trends and developments within the broader political, social, and economic landscape.
- 2.1.2 The University's key strategic mantra of moving the University from Good to Great remained central to the University's strategic goals and objectives in attaining in achieving our vision of being "*The People's University that makes knowledge work*".
- 2.1.3 The University continued to manage its resources prudently by ensuring continued financial sustainability, implementing a performance management and development system and ensuring effective delivery of support services.
- 2.1.4 The academic project was strengthened by integrating advisory committees and professional councils' recommendations in the decisions relating to the University's PQM and curricula, formulating and integrating graduate attributes per programme, supporting the transition from school to University and implementing a technology-based learning and teaching strategy.
- 2.1.5 The University continued to explore opportunities in online and blended learning to enhance the learning experiences of students while also mitigating risks associated with disruptions to the University business and the academic project.
- 2.1.6 The University advanced in deploying its decentralised management approach by delegating authority to campus management committees to ensure greater responsiveness, effectiveness and efficiencies at a local level.
- 2.1.7 The Strategic Risk Register was updated to effectively manage strategic risks related to the ethical governance, leadership and management of the University.

COUNCIL STATEMENT ON SUSTAINABILITY (continued)

2.1.8 Quarterly updates on the effective management of the risks are provided to the Audit and Risk Committee and Council through quarterly progress reports.

2.2 Key performance indicators

The University monitored key performance indicators related to the teaching, learning and research missions and specific executive management priorities for the year. The Council-approved Annual Performance Plan (APP) and the Mid-term Report submitted to the DHET elucidate the key performance indicators and targets and the progress made thereto. These include student enrolment and efficiency indicators such as success rates, graduation rates and research-related indicators such as master's and doctoral enrolments and graduation rates as well as research publications.

The University also tracks efficiency indicators related to budgets, cash flow and MTEF estimates, and staffing. These are reported elsewhere in this report.

3. INNOVATION, FAIRNESS AND COLLABORATION

The Tshwane University of Technology recognises that continuous innovation and technological advances are shaping a new world of work that require new knowledge and skills and new approaches to collaborate and connect with stakeholders.

The Integrated Institutional Applications Plan, launched in 2022, is an example of how technology and collaboration can be harnessed to advance the strategic priorities of the University. The Plan, which forms a critical part of the sustainability of the University, was instituted to coordinate recruitment and marketing activities between the Faculties, Student Recruitment, as well as Corporate Affairs and Marketing. During 2023, the plan contributed to increased collaboration between portfolios, and ensured consistent messaging and visual branding across recruitment drives. Digital marketing tools, including the use of artificial intelligence, were employed alongside traditional and direct marketing tools, which resulted in more cost-effective and targeted campaigns to reach a bigger pool of prospective students, particularly in STEM programmes. The faculties of Engineering and the Built Environment, ICT and Science exceeded their undergraduate intake targets in 2024.

In March 2023, the TUT AI Hub was launched in collaboration with the Department of Communications and Digital Technologies (DCDT) and the University of Johannesburg (UJ). The University utilised artificial intelligence to create all the video content depicting TUT's AI projects in agriculture, healthcare and manufacturing. The launch also saw the creation of Oluthandu – an AI TUT “staff member” - who was utilised at subsequent high-profile events, including the Academic Excellence Awards as co-host and programme director.

In July, TUT hosted the launch of the South African Artificial Intelligence Association. The Association was established to promote the responsible use of AI in South Africa by uniting practitioners across Commercial, Government, Academic, Startup and NGO sectors. TUT is one of the founding partners.

South Africa's first university-based Institute for the Future of Work (IFoW) continued to drive strategic local and global partnerships and collaborations in 4IR research, skills development and thought leadership. In October 2023, the IFoW hosted its second annual high-profile national two-day dialogue themed, *Collaboration for Inclusive Economic Growth: Academia, Government and Industry Partnership*.

COUNCIL STATEMENT ON SUSTAINABILITY (continued)

In 2023, the IFoW Dialogue and the launch of the TUT AI Hub garnered significant media attention for their focus on future-ready innovation and collaboration. Additionally, TUT's solar car, dubbed SunChaser 4, won the Bridgestone Ilanga Cup Solar Challenge for the second consecutive year and received the Newsmaker of the Year Award at the Academic Excellence Awards. SunChaser4 is built by a team of TUT engineering academics and students, who also share their knowledge with other teams and high school learners on a regular basis.

In 2023, the University secured the services of a digital risk company to assist with mitigation steps regarding the digital misuse of the University's brand. A brand asset register, including official social media platforms and domains was compiled to enable monitoring and authorised takedowns of illicit platforms, posts and sites.

The TUT Bursary and Scholarship Fund represents an inventive example of the positive impact of collaborative efforts to assist missing middle students at the University. The fund is predominantly supported by staff members, with several external donors also on board. In 2023, the fund supported 60 students.

Service innovation is a transformative tool to enhance relations with key stakeholders of the University. To this end, a Customer Care programme was developed for frontline PR staff working in areas such as admissions, finance and student accommodation, among others. During 2023, 126 frontline staff members at the Pretoria, eMalahleni and Mbombela campuses participated in the training programme.

To maintain and enhance engagement with stakeholders, the University utilised owned digital channels such as its official social media platforms, website, electronic communication and webinars. Strategic events were livestreamed to include a wider number of national and international stakeholders. To enhance internal communication, a personalised and segmental system was introduced towards the end of 2023.

4. SOCIAL TRANSFORMATION

In South Africa, social inequalities were embedded and reflected in all spheres of social life, as a product of the systemic exclusion of Blacks and women under colonialism and apartheid. The higher education system was no exception. Social, political, and economic discrimination and inequalities of class, race, gender, institutional, and spatial nature profoundly shaped, and continue to shape South African higher education. Given this, South Africa's new democratic government committed itself in 1994 to transforming higher education institutions to make them responsive and critically engaged in deepening and broadening South African democracy as well as introducing legislative policies which have attracted intense debate and implementing them has proven to be a slow and ambiguous process, impressive gains sit alongside old patterns reproducing themselves both within the higher education sector and in the relations between the sector and society.

In response to the changing socio-economic pressures, the restructuring of higher education in South Africa over the past twenty-five years has meant that universities have to play a critical role in economic and social transformation. This need has been exacerbated by the slow pace of economic transformation and development in areas in which universities exist and thus focus on the public good mandate of universities as envisaged in White Paper 3 (1997) in the areas of equity and redress, quality, development, democratisation, academic freedom, institutional autonomy, effectiveness and efficiency, and public accountability (DoE, 1997:1.18-1.25).

COUNCIL STATEMENT ON SUSTAINABILITY (continued)

The concept of Social Transformation (articulated and endorsed by the South African Constitution of 1996, the 1997 Higher Education Act, and the White Paper) moves a university away from a simplistic definition of diversity to a more inclusive, comprehensive, and omnipresent notion of inclusiveness, melds inclusiveness and academic excellence into one concept that shifts the responsibility and accountability for diversity and inclusiveness to everyone on campus as opposed to one unit or department shouldering the responsibility and moves an institution away from conceptualising diversity only in terms of a numerical goal of diverse constituents.

The focus at TUT, therefore, becomes the transformation of a university into a vibrant community that prioritises gender redress, tackling discrimination, embeds democracy, economic justice, diversity, and inclusiveness throughout the institution, including (but not limited to):

- Future-ready graduates who make a positive social impact;
- Impactful research, innovation, engagement, and technology transfer to foster growth, development, and sustainability;
- Service and operational excellence through resource optimisation; and
- Digitally transformed and advanced university.

To achieve the above TUT employs a broad definition of diversity, including inclusion and equity, excellence, accountability, and promoting equity.

The TUT academic project is conceptualised with the social transformation paradigm and therefore, it is aimed at transforming the curriculum, enabling access with success, managing sustainability, and considering community engagement as an integral part of teaching, learning, and research in service of social and economic transformation. We hope that the Project will spill over to the entire higher education sector in South Africa and initiate a sectoral discourse aimed at understanding and engaging with the national and globalising forces that are increasingly technologically mediated, but that continues to be configured by spatial, economic, and socio-economic temporal constraints.

While the University develops partnerships with local communities, researchers and academics are expected to reflect on the University's role as a vibrant partner in responding to our most pressing social, political, civic, economic, and ethical problems confronting society and the continent for transforming TUT into an institution that conceptualises inclusiveness as part of social transformation. Furthermore, TUT is recognised for its research and leading role in developing applied impactful research that crosses traditional disciplinary and institutional boundaries to engage with the opportunities and challenges of changing labour market, and technological, physical, and geopolitical environments.

The TUT Social Transformation Project thus aims to help the university move from “**good to great**” by advancing social and economic transformation through relevant curricular, impactful research and engagement, quality learning experiences, dedicated staff, and enabling environment of transformation in all areas of its core functions, and link it with the discourse and impact of these changes on the pace of social and cultural transformation in our nearby communities, the SADC region, African continent, and across the globe.

COUNCIL STATEMENT ON SUSTAINABILITY (continued)

5. SEP ANALYSIS

In 2023, TUT registered a total of 61 166 student headcounts. Of these, 4 366 were registered for postgraduate and 56 585 for undergraduate studies. In addition, 256 students were enrolled for distance education, and the rest were in contact programmes. A steady increase in first-time entering student numbers is observed.

Table 31: Student Headcounts in 2023 (PG, UG, FTEN, Distance Education)

Qualification Level	Contact mode	Distance mode	Total
Undergraduate	56 585	-	56 585
Diplomas and Certificates	47 341	256	47 597
Degrees	8 988	-	8 988
Postgraduate	4 366		4 366
Other Postgraduate	1 284	-	1 284
Honours	695	-	695
Master's	1 759	-	1 759
Doctorates	628	-	628
Occasional	215	-	215
Total	60 910	256	61 166

Table 32: First-time entering students

Sum of Qualification headcount enrolments			
	2021	2022	2023
First-time entering students	12 129	15 028	16 142
Undergraduate	11 318	13 678	14 722
Postgraduate	811	1 350	1 357
Grand Total	12 129	15 028	16 142

TUT is predominantly an undergraduate University. There was an increase in first-time entering students when compared with 2021 and 2022 and the University met its student enrolment targets for 2023. The summary of the 2023 student enrolment data between CESM categories, targeted and actual enrolment, is shown in Table 33.

Although we have provided figures for 2023, changes related to the HEMIS audit are very likely.

Table 33: Student Head Counts enrolments Undergraduate and Postgraduate for 2023

	Target enrolments SEP 2023	Actual enrolments HEMIS 2023
First-time Entering (FTEN) undergraduate	15 100	14 722
Total Undergraduate	56 046	56 585
Postgraduate	4 475	4 366
TOTAL	60 521	61 166

COUNCIL STATEMENT ON SUSTAINABILITY (continued)

	Target enrolments SEP 2023	Actual enrolments HEMIS 2023
CESM Categories		
Science, Engineering & Technology Major Field	25 532	23 802
Business/Management Major Field	21 741	20 746
Education Major Field	4 208	4 817
Other Humanities Major Field	11 039	10 736
TOTAL	60 521	61 166

The data in Table 34 show that for first-time entering undergraduates, the University had a decrease of 1 493 compared to the 15 100 target for 2023. Compared to 2022, there has also been a slight increase in the number of postgraduate students.

Table 34: Headcount Enrolments by Qualifications

Qualification headcount enrolments	2021	2022	2023
Undergraduate	55 210	55 092	56 585
PG less Master's	798	1 625	1 979
Master's	1 795	1 828	1 759
Doctoral	512	574	628
Other	54	44	215
Grand Total	58 369	59 163	61 166

Table 35 indicates an acceptable gender balance. During the past three years TUT enrolled slightly more females than males.

Table 35: Headcount Enrolments by Gender

Sum of Qualification Headcount Enrolments	2021	2022	2023
Female	30 614	31 310	32 563
Male	27 755	27 853	28 603
Grand Total	58 369	59 163	61 166

Table 36: Headcount Enrolments by Race

Sum of Qualification Headcount Enrolments	2021	2022	2023
African	57 183	58 119	60 173
Coloured	270	251	265
Indian	129	126	130
White	787	667	598
Grand Total	58 369	59 163	61 166

COUNCIL STATEMENT ON SUSTAINABILITY (continued)

Table 36 shows that for three consecutive years, there was a decrease in the White, Indian and Coloured groups.

5.1 Distance Education Enrolments

Another crucial area for the University is to renew its distance education recruitment strategy and expand its offerings. The University had a total enrolment of 331 students in 2021, mainly in the Department of Safety and Security. With the introduction of HEQSF-aligned programmes, the entry requirements changed and contributed to the under-enrolment. Despite various interventions, this is a continuing trend. Faculties are working on strategies to expand their distance education offerings by exploring fully online options for phasing in over five years. Previous attempts for this did not work as expected. This was because of the educational history of the employed law enforcement officials. They were accustomed to face-to-face training and education. However, it has since turned out, especially after COVID-19, that online interactions have become a new normal, even for the law enforcement officials that safety and security programmes in the faculty of humanities target. In other words, they now embrace technology. This has created an opportunity for fully online programmes to remain a viable option to enhance distance education enrolments. This is explored through innovative recruitment and marketing strategies. The approval and phasing-in of the Advanced and Postgraduate Diplomas are coupled with this. The plan strategically leverages these programmes to enhance the University’s distance education enrolment. Headcount estimations of 360 in 2025 and 480 in 2026 are reasonable if relevant and sustainable marketing is supported.

Table 37: Enrolment for Distance Education in the Department of Safety and Security

	2022	2023
Cape Town Service Point (L5) (Humanities)	84	65
Durban Service Point (L7) (Humanities)	102	55
Fully online Safety and Security (LO) (Humanities) Programmes not offered until further notice	0	0
TOTAL	186	120

Table 38 provides a snapshot of the newly phased-in (distance education) Diploma in Fire Technology.

Table 38: Enrolment for Distance Education in the Diploma in Fire Technology

Academic year	First years	Second years
2022	85 registered students	The Programme started in July 2021, and only first-year subjects were offered in 2022
2023	62	51

The fully-online Master of Engineering Management and three Advanced Diplomas in Management Sciences will be phased in during 2024. These initiatives will significantly boost TUT’s distance education (entirely online) numbers and enable us to meet our SEEP targets.

COUNCIL STATEMENT ON SUSTAINABILITY (continued)

6. ALTERNATIVE FUNDING STREAMS

The University's Academic Project and support operations continued to be funded under the following key streams, NSFAS allocations, state appropriations (government subsidies and grants), tuition and other fee income, income from contracts – research, investment income, sale of goods and services, bursaries, sundry income and other third-stream income. The University funds for long-, medium- and short-term investments are appropriately channelled both for governance control and investment returns in terms of the Council-approved Investment Policy and Strategy.

The University remains funded for its 2023 priorities as follows: NSFAS confirmed students totalling approximately 37 274, with DHET general funded cohort of approximately R1,6 billion excluding other sponsors, government subsidies – R2,7 billion.

The IEG 4A; 4B; 4C and 5 projects are pre-funded and continue to be rolled-out, thus improving maintenance backlogs and providing new infrastructure including student accommodation.

The above statement was approved by the Council of the Tshwane University of Technology on 21 June 2024.



II KA-MBONANE
Chairperson of the Council

21 June 2024

COUNCIL STATEMENT ON TRANSFORMATION

1. INTRODUCTION

The transformation of higher education in South Africa remains a critical priority for the sector, more so in 2020 and into the future. Since the advent of democracy and even more recent legislative documents, and since the two Higher Education Transformation Summits convened in 2010 and 2015, respectively, it has been noted that universities have had limited success in effecting comprehensive transformation across their institutions. Besides, the December 2016 critical report by the South African Human Rights Commission called *Transformation at Public Universities in South Africa* confirmed what is already well known: that the task of realising transformation in the higher education sector, and at universities remains inadequate. The task of advancing a thoughtful, comprehensive, and conceptually strong transformation narrative underpinned by effective implementation and monitoring is a priority.

A notable institutional transformational change was the decision to review, change and adjust both university's vision and mission to "*A people's University that makes knowledge work*" and to "*Advance social and economic transformation through relevant curricular, impactful research and engagement, quality learning experiences, dedicated staff and an enabling environment*" Beyond this, several transformational achievements have been realised by the University, in particular the approval of TUT Institutional Strategic Plan 2020 to 2025 by Council and Executive Management, which also included the transformation objectives as per Executive Management Portfolios and their performance indicators.

Some of these issues included consolidating and promoting multidisciplinary and transdisciplinary research, identifying barriers to women's participation in research, finalising human resources-related issues such as organisational review to align staff profile with organisational objectives, and establishing a comprehensive and new transformation narrative for the University. Beginning in the second half of 2023 and continuing through 2023, the University dedicated resources to give attention to drafting and finalising a proposal on an institutional transformation trajectory plan to guide future environmental transformation plans and actions at the University.

As a constituent part of society and a national educational asset, and with Council approval of the Employment Equity Plan, TUT has committed to meaningfully support and deeply translate national priorities and constitutional values in a real way within the University community and engaging with its partners in a context of limited resources and instances of socially untransformed attitudes and values by some staff and students. Deeply embedding the values of a transformed society and University, namely integrity, care, diversity, social inclusion, equity, and excellence in the academic programmes and research, in campus and residence life, and accountability in university practices (institutional culture) remains an urgent and ongoing task.

The context in which TUT operates is impacted by the global and national imperatives which require empowering every woman or reintegration of operational activities for workers and students for the democratisation of higher education, the national imperative of transformation of the Post-School Education and Training System (PSET), the politicisation of higher education, and in the last couple of years, from 2019, the reintegration of safe space activities by providing an institutional environment where students may study, and staff perform their duties and other activities free from all forms of harassment and exploitation. All these impacts significantly on the University's high moral ground, especially concerning social justice and fairness issues.

COUNCIL STATEMENT ON TRANSFORMATION (continued)

Other major challenges confronting the University included continuing to refine its role and purpose as the *People's University that makes knowledge work* nationally, regionally, and internationally which is made up of the majority of students who are representative of the country's poor and working-class; strengthening its governance, leadership, and management systems; developing the academic and research project of the University; strengthening the institutional support and human resources functions; addressing gender-based violence and femicide and transforming the institutional culture of the University in line with constitutional imperatives and academic values.

Based on the monitoring, evaluation, and implementation of the TUT Integrated Transformation Plan 2013 – 2017 Plan, which was required by the DHET, the University continues to identify where progress has occurred and where focused attention must be given to the next iteration of the plan for the coming years.

2. ACTIVITIES IN 2023 AND THE NEXT STEPS

Steps were taken by the Vice-Chancellor in 2023 to ensure that the transformation was prioritised across all the University environments as guided by the TUT Transformation Framework 2017 document approved by Council in November 2017. The transformation priorities and targets were infused into all University 2023 strategic and operational plans, including the Annual Performance Plan. The Vice-Chancellor ensured that in the Performance Agreement of each EMC member, there will be explicitly identified transformation operational goals, objectives, KPAs, and evidence-driven performance indicators, which will have timeframes, specific actions, and deliverables with the accountable reporting lines.

The Vice-Chancellor's Office exercises oversight of ensuring that there is progress and monitoring, evaluation, and improvement in each environment through engagement by leadership, management, students, staff, and stakeholders of the University community on the broader institutional-wide implementation of transformation imperatives. This process brought forward a great sense of appreciation in responding to the issues of gender-based violence and femicide and vigorous awareness road shows and campaigns against GBV&F to create a culture of zero tolerance to gender-based violence against women and children in the TUT community and by extension to the surrounding communities where TUT has a footprint.

In many respects, taking the above commitment from different line managers, TUT intends to be one of the leaders in the transformation initiative. The plan is to see that TUT's Transformation Agenda is comprehensively integrated into its coverage and plans of action which will be a change from the activities, which sometimes lack integration, which has taken place. Such an approach allows for a greater chance of success in changing the University and allows for clearer reporting of activities. Needless to say, it enables significant change through engagement at the level of the individual, which underpins meaningful and enduring transformation, and which must accompany any transformation activities.

This process should take the University to the next level of engagement and action concerning the approval of the Integrated Transformation Plan and a new University transformation narrative.

COUNCIL STATEMENT ON TRANSFORMATION (continued)

While the work that was undertaken in the second half of 2023 brought some measure of reflection and intellectual engagement for leadership at various levels of the University, the task in 2023 was to ensure that certain transformation objectives were embedded in the new strategic plan for 2020 -2025 and its Annual Performance Plans and implemented at least at the strategic level. The University continued to establish a deep and shared understanding of transformation across the University, which is conceptually and intellectually strong, with moral purpose.

The Transformation Framework 2017 served as the foundation for the development of the transformation objectives in the new institutional strategic plan (2020-2025). This University Institutional Strategic Plan of 2020 - 2025 was approved by Council in November 2019.



TS MALULEKE (PROF)
Vice-Chancellor and Principal



II KA-MBONANE
Chairperson of the Council

21 June 2024

VICE-CHANCELLOR'S REPORT

1. GENERAL INTRODUCTION

Except for the negative impact of the late release of the of the matric results and its domino effect on registrations and NSFAS funding decisions the 2023 academic year started and our academic programmes were fully accomplished by the end of the year. This, in spite the record 322 days of loadshedding in 2023, one of the greatest threats to the academic project in 2023. Though the university is financially sustainable, the high student debt, the financial cost of loadshedding, the cost of maintaining aging infrastructure as well as our high salary bill, remain a risk to the financial sustainability of the university. Under the tagline of moving from good to great, we have continued to manage and minimise disruptions and instability in the university. In 2023, we reduced disruptions of the academic programme to a bare minimum, thus giving staff and students the conducive atmosphere to pursue the academic project while executive management proceeded to implement the institutional strategy.

As a University of Technology, we rely on partnerships with industry, government and business – perhaps a little more than other types of universities. For this reason, in 2023 we continued to intensify and diversify the bridges that connect these key stakeholders. Too this end, more than 145 MoUs/MoAs between TUT and various industry and other higher education institutions were signed during 2023. Key to these MoUs/MoAs is the placement of our students in industry for WIL to enhance their readiness for the world of work. In addition, the partnerships are critical in raising third stream income, advancement of research and innovation amongst others.

More strategically, the ongoing work of our Institute for Future of Work (IFoW) is enabling the cross-cutting mainstreaming of future readiness as a key attribute of TUT student graduatedness. Similarly, the work of the TUT AI Hub within the Artificial Intelligence Institute of South Africa, which was launched in collaboration with the Ministry of Digital Transformation and the University of Johannesburg at the beginning of 2023, affirmed the role of TUT in the promotion of the 4IR in higher education. If we add this to the institution wide-effort – initiated in 2023 with the establishment if the Centre for Entrepreneurship - to embed entrepreneurship into all the programmes of the university – then we get a clear picture of TUT as an institution that is focussed on graduate future readiness, AI led innovation, with entrepreneurship as the hallmark of its pedagogy, across the disciplines.

During 2023, we have continued to consolidate and to assert our areas of AI expertise, namely, motor industry AI, farming and food production AI, 4IR manufacturing, AI in tourism, AI in Transport, AI in Health and Telecommunications.

We have also focussed on the implementation of the fourth year of the Institutional Strategic Plan (ISP 2020 – 2025) using the Annual Performance plan for 2023. In the sections which follow, the report outlines in a more focussed way, the progress the university has made on key strategic activities, in pursuit of the 2023 Annual Performance Plan (APP) targets and goals, the attainment of the 2020-2025 Institutional Strategic Plan (ISP 2020-2025) goals and objectives, the pursuit of our zero-tolerance policy for GBV, our continued engagement with industry, as well as our ongoing effort to create resonance between the TUT brand, the spirit of entrepreneurship, the future of work and the Artificial Intelligence (AI).

VICE-CHANCELLOR'S REPORT (continued)

The ISP (2020-2025) has four (4) pillars, each with aligned strategic goals:

- Pillar 1: Future-ready graduates who make a positive impact.
- Pillar 2: Impactful research, Innovation, engagement and technology transfer to foster growth, development and sustainability.
- Pillar 3: Service and operational excellence through resource optimisation.
- Pillar 4: Digitally advanced University.

2. TRANSFORMING TUT

Given the cross-cutting nature of the transformation imperative, all major activities, processes, structures of the University as well as institutional culture in 2023, were subject to and subjects of transformation. The TUT 2023 transformation effort was guided by the TUT Transformation Framework – a framework that is firmly embedded into the Institutional Strategic Plan (2020-2025) and the 2023 Annual Performance Plans (APP).

2.1 Anti-Gender Based Violence Activities

As part of its interventions to curb the scourge of GBVF in 2023, the university leveraged the available resources - human, financial, structural, policy and strategic. During 2023, the Senate anti-GBV task team continued to do its work of advocacy against gender-based violence as well as the mainstreaming of anti-GBV and anti-toxic masculinity in our curricula.

The university continued to focus and put effort in strategic and operational activities aligned to anti-gender-based violence and femicide (GBVF). Each executive portfolio has included a cross cutting performance priority on anti-GBVF objectives and activities.

To enhance accountability on anti GBVF interventions within the institution, integrated reports of cases served at the ordinary meetings of the Senate Committee on Teaching and learning, Senate, Council and other university management structures respectively during 2023. The reports comprised, amongst others, data from the staff and students' environments entrusted with support and management of the cases.

The ICT Services is in the process of rolling out an online Case Reporting Management (CRM) system which will ultimately create an integrated and centralised reporting system to be used by all role players in the management of anti-GBVF and sexual harassment activities.

Below are some of the anti-GBVF transformation activities highlights of 2023.

a) University-wide Awareness Campaigns

Corporate Affairs and Marketing, Student Affairs and Human Resources and Transformation divisions continued to promote the anti-GBV initiatives across the university. Amongst the significant events activities were:

- Memorial Service for Ms Ntokozo Xaba, a TUT student allegedly murdered by her boyfriend.
- First Things First – HIV and STD screening, family planning and GBV/LGBTQ+ awareness at Pretoria City campuses.
- Self-defence classes for female students (SAED).
- ISRC GBV Dialogue titled, "An open conversation with the gents" at Soshanguve Campus.
- The launch of the TUT eMalahleni Red card for GBV Residence League.
- Soshanguve Campus hosted "Against GBV" where students were invited to participate in various sport activities to take a stand against, and raise awareness about, GBV.

VICE-CHANCELLOR’S REPORT (continued)

- Young Men’s Talk: SAED Round-table gathering of 100 students and staff members to discuss matters around GBV and mental health.
- Prison visit at Kgosi Mampuru: The Directorate of Health and Wellness participated in the celebration of Mandela Month by raising awareness of GBV at Kgosi Mampuru correctional facility.
- Advancement and Partnerships Office: Student Dialogue and mass awareness campaign with Gauteng Province.
- Corporate Affairs and Marketing: Code of Good Practice Campaign and 16 Days of Activism campaign.
- Establishment of Victim Empowerment Centre and Anti-GBV Support Desk in Soshanguve.

b) Funding Opportunities for anti-GBVF activities

- ***Gender-Based Violence (GBV) Training Grant from SASSETA***

TUT applied to SASSETA for the discretionary grant for Gender Based Violence training of staff. The grant was awarded to the university on 31 March 2023 to the value of R2.7 million. A Memorandum of Agreement was signed between TUT and SASSETA. A service provider for training was appointed after a tender process was concluded. Training of staff on GBVF matters will commence in 2024.

The ongoing efforts to streamline reporting mechanisms for GBV cases and enhance support for individuals with disabilities demonstrate TUT's dedication to creating a safe and inclusive environment.

3. ACHIEVEMENTS OF THE STRATEGIC GOALS AND OBJECTIVES SET FOR THE ACADEMIC PROJECT 2023

3.1 TEACHING AND LEARNING

The TLT environment in 2023 made good progress in fulfilling the objectives of the ISP (2020-2025). This was done through strategic focus on student centred learning and teaching approaches, development of high-performance teams to foster staff and student engagement, quality leadership, personal and organisational growth and creating opportunities for innovation, engagement and technology transfer.

In addition, Faculties were able to sign 131 Memoranda of Agreements (MoUs) with external stakeholders. Furthermore, a career expo featuring 70 exhibitors across multiple campuses was successfully implemented.

3.1.1 Enrolment and Registration in 2023

Table 39: Registration Statistics per Faculty

Faculty	2023
Engineering and the Built Environment	8 162
Arts and Design	1 787
Economics and Finance	7 855
Science	9 408

VICE-CHANCELLOR’S REPORT (continued)

Faculty	2023
Humanities	13 802
Information and Communication Technology	6 907
Management Sciences	13 011
Total	60 932

Sixty thousand nine hundred and thirty-two students were officially registered for the 2023 academic year. The above Table reflects that the Faculty of Humanities was the biggest faculty in terms of student numbers (13 802), followed by the faculty of Management Sciences (13 011). Overall, the University slightly over-enrolled within the two per cent permitted deviation from the total enrolment target of 60 521 students. The University has also achieved its enrolment target of 15 100 regarding first-time entering students.

Table 40 below reflects the breakdown of the 2023 academic year registration statistics per qualification type:

Table 40: Registration Statistics per qualification type

Qualification Type	2023
Diplomas and Certificates	56 374
Occasional	112
Postgraduate Diplomas	1 372
Honours Degrees	688
Masters Degrees	1 757
Doctoral Degrees	629
Total	60 932

Regarding overall student population, the enrolment number improved to 60 932 in 2023. The above Table reflects that many students were registered for undergraduate qualifications.

Despite the NSFAS-related difficulties, more first-time-entering students were registered for the 2023 academic year compared to the previous four academic years. The University reached its first-year enrolment target, and 16 178 first-year students were enrolled in 2023. Regarding the overall student population, the enrolment number improved from 60 492 in 2022 to 60 755 in 2023.

3.1.2 2023 Graduation and Certification

The University continued to play its role in training and producing candidates ready for the labour market. Thirteen thousand, three hundred and ninety-two (13 392) candidates (of which 393 and 71 are master’s and doctoral candidates respectively) were identified and invited to their respective graduation ceremonies in accordance with the 2023 Executive Management Committee approved graduation schedule. Fifty-three (53) graduation ceremonies were scheduled during which certificates and diplomas were awarded and degrees conferred.

VICE-CHANCELLOR’S REPORT (continued)

The Table 41 below reflects the breakdown of the 2023 graduation statistics per faculty.

Table 41: Graduation figures per faculty

Faculty	2023
Economics and Finance	2 161
Engineering and the Built Environment	1 934
Science	2 169
Faculty of Arts and Design	511
Information and Communication Technology	1 137
Management Sciences	2 875
Humanities	2 605
Total	13 392

The above table reflects that, during the 2023 academic year, TUT added a total of 13 392 future-ready graduates to the national, continental, and international workforce. The Faculty of Management Sciences graduated more students (2 875), followed by the Faculty of Humanities, which graduated 2 605 students.

Table 42 below reflects the breakdown of the 2023 academic year graduation statistics per qualification type.

Table 42: Graduation figures per qualification type and Faculty

Faculty	Under-graduate	Post-graduate below masters	Masters	Doctoral
Arts and Design	455	41	14	1
Economics and Finance	1 956	185	19	1
Information and Communication Technology	1 037	73	25	2
Science	1 985	124	47	13
Management Sciences	2 511	228	122	14
Humanities	2 198	313	72	22
Engineering and the Built Environment	1 808	14	94	18
Total	11 950	978	393	71

The above table shows that 89% of students who graduated during the 2023 autumn and spring graduation ceremonies graduated for undergraduate qualifications, namely, Higher Certificates, Diplomas and Advanced Diplomas. Important to mention that, during 2023, the Faculty Humanities graduated more doctoral students (22) compared to all other faculties, followed by the Faculty of Engineering and the Built Environment, which graduated 18 doctoral students. The Faculty of Management Sciences graduated more master’s students (122), followed by the Faculty of Engineering and the Built Environment, which graduated 94 master’s students.

VICE-CHANCELLOR'S REPORT (continued)

Honorary degrees

The following persons were considered and deemed worthy of obtaining honorary degrees for rendering distinguished services in the advancement of different branches of learning, science or technology:

- Mr Albert Ndleleni Dupree Vilakazi (Doctor of Philosophy in Science).
- Mr Augustine Butana Chaane Motsepe (Doctor of Management Sciences in Organisational Leadership). Degree awarded posthumously.
- Mr Makisi Max Marhanele (Doctor of Language Practice).

3.1.3 Programme and Qualifications Mix (PQM)

As of 31 December 2023, 315 programmes were approved and included on the institutional HEQSF-aligned PQM. Of these programmes, 64 are Category A programmes, 45 are Category B programmes, and 206 are new programmes. The PQM comprises 57% undergraduate and 43% postgraduate qualifications.

3.1.4 Academic Staff Development

a) University Teachers Capacity Building – Haaga-Helia University Project

A cohort of 35 staff members completed the Vocational University Teacher Training Programme in collaboration with Haaga-Helia University in 2023. This initiative aims to enhance teaching competencies and pedagogical skills among academic staff. Additionally, 18 senior managers, directors, and Heads of Departments were registered for the Master's in Educational Management programme with Haaga-Helia University. By December 2023, nine have graduated, while the remaining nine are completing their theses, with anticipated graduation in 2024.

b) Nurturing Emerging Scholars (NESP) Programme

In continuing our commitment to nurturing talent and fostering academic excellence, the University has made significant strides in the Nurturing Emerging Scholars Programme (NESP).

During 2023, two beneficiaries from Phase 1 of the NESP successfully submitted their Masters' research work for examination, marking a significant milestone in their academic journey. Furthermore, the University secured two new scholarships for female candidates to pursue postgraduate research in Water Science and Chemistry. These individuals are currently in the final stages of their research projects, poised to contribute valuable insights to their respective fields.

In Phase 2.2 of the NESP, the University was awarded five new scholarships across various disciplines, including Architecture, Construction Engineering, Nursing, Geology, and Policing. These scholarships represent our ongoing commitment to supporting emerging scholars and advancing research excellence across diverse academic domains.

These initiatives underscore our dedication to academic staff development and cultivating a vibrant research culture within the university community. We remain steadfast in our pursuit of excellence and look forward to further advancements in the coming year.

VICE-CHANCELLOR'S REPORT (continued)

3.1.5 Stakeholder Engagement and WIL

The Teaching and Learning Environment continued to establish industry partnerships which impacted directly on the WIL opportunities for the TUT students, especially the undergraduate.

The Directorate of Cooperative Education (DCE) organised an annual career expo to allow students and employers to interact for the purposes of future employment opportunities including internship and graduate programmes. Seventy companies attended the face-to-face career expo. Furthermore, a Virtual Graduate Expo took place on three dates during the second semester of 2023. A total number of 967 students attended the Virtual Expo.

Another DCE highlight was the industry networking breakfast on 10 November 2023 where 80 companies attended and showed interest in working with us to prepare agile future fit students and employ TUT graduates. This industry event led to the inaugural DCE Advisory Council on 4 March 2024.

In 2023, the Senate Committee for Teaching and Learning (SCTL) approved 131 MoUs and MoAs between faculties and external stakeholders. These MoUs and MoAs have a monetary value exceeding R90 million and directly contribute to the TLT activities such as student placement, Work Integrated Learning (WIL), and community education.

a) Faculty of Arts and Design

Six Memoranda of Understanding (MoUs) have been established between various entities: East Rand School of the Arts and Buddy School for educational or cultural exchange; Tshwane South Technical and Vocational Education and Training (TVET) College for offering practical training to first-year students; Gifted and Rooted in Purpose for community engagement, festival collaboration, and career guidance initiatives; College of Social Sciences and Arts, Sheffield Hallam University, for research collaboration and academic exchange; True Butterfly Girl Programme and Ville-girl non-profit organisation for community engagement and career guidance; and The Renaissance Theatre (trading as the South African State Theatre) for community engagement and work-integrated learning opportunities.

b) Faculty of Economics and Finance

The four Memoranda of Understanding (MoU) signed during 2023 include the Banking Sector Education and Training Authority (BankSETA) for bursaries and to facilitate community engagement projects and collaboration with Zoutpansberg East and East Circuits of the Limpopo Department of Education to enhance curriculum and capacity development. An MoU between Professional Provident Society (PPS) Advisory Services and Enablement and TUT focuses on promoting learning opportunities and improving the university experience. The agreement with Bojanala Platinum District Municipality is geared towards training Municipal Council Members in Public Finance and Auditing. At the same time, the collaboration with the Chartered Institute of Government Finance, Audit, and Risk Officers aims to provide students with industry-specific training and workshops.

VICE-CHANCELLOR'S REPORT (continued)

c) Faculty of Engineering and the Built Environment

Eleven Memoranda of Understanding (MoUs) have been established between various entities, emphasising specific areas of collaboration. The Gibela Rail Transport agreement focuses on specific skills development and research projects. The Technology Innovation Agency (TIA) continues its partnership with TUT, focusing on technology innovation and research. The Manufacturing, Engineering and Related Services Sector Education and Training Authority (merSETA) supports skills development, funding the Work Integrated Learning (WIL) Programme, intelligent manufacturing skills development and community Short Learning Programmes (SLPs) focusing on cellphone and appliance repair to encourage entrepreneurship in disadvantaged communities. The Centre for Energy and Electric Power (CEEP) enhances students' employability in renewable energies with the aid of a Digital Transformation project with GIZ-SAGEN-SANEDI (The South African German Energy Programme), while the collaboration with Sandvik focuses on re-skilling and up-skilling staff in factory automation. The renewal of the F'SATI MoU cements collaboration with several French universities, the Department of Science and Innovation (DSI), National Research Foundation (NRF), Council for Scientific and Industry Research (CSIR), the French Ministry of Europe and Foreign Affairs, Telkom SA and Nokia.

d) Faculty of Humanities

Twelve Memoranda of Understanding (MoUs) have been established to foster collaboration and support various educational and research initiatives in South Africa. The National Education Collaborative Trust aims to enhance the pedagogical skills of Subject Advisors to better assist teachers in addressing the learning needs of all students. The Public Sector Education and Training Authority (PSETA) is focused on researching future skills and competencies for public servants. The Department of Rural Development and Agriculture seeks to place students in work-integrated learning (WiL). Emalahleni FM 98.7 serves as a platform for TUT community outreach programmes and stakeholder engagement. Safety and Security Sector Education and Training Authority (SASSETA) provides stipends for WIL students and offers a discretionary grant for internships while collaborating with the South African National Defence Force (SANDF) and the Private Security Industry Regulatory Authority to place safety and security students. Other partnerships include collaboration with media outlets and governmental departments for the placement and support of journalism and applied language students in work-integrated learning programmes.

e) Faculty of Information and Communication Technology

Ten Memoranda of Understanding (MoUs) have been established to facilitate various educational and innovation initiatives. The Microsoft Artificial Intelligence (AI) University Programme supports Faculty by providing online content for AI training. Media, Information and Communication Technologies Sector Education and Training Authority (MICTSETA) supports skills development initiatives and collaborates on research chairs and bursaries. The Banking Sector Education and Training Authority (BANKSETA) funds learners for work-integrated learning in the banking sector. Wholesale and Retail Sector Education and Training Authority (WRSETA) funds collaborative activities for skills planning and innovation. Academic institutions like the Shibaura Institute of Technology and the Kyoto University of Advanced Science engage in joint research and academic visits. The Greater Tzaneen Community Forum aims to develop STEM-driven entrepreneurs for agribusiness.

VICE-CHANCELLOR'S REPORT (continued)

The Council for Scientific and Industrial Research (CSIR) collaborates on establishing a Centre of Excellence focusing on cybersecurity, data science, and smart agriculture. Lastly, The Public Sector Education and Training Authority (PSETA) collaborates on the analyses of the ICT skills of public servants and investigates future ICT skill needs in the public service sector.

f) Faculty of Management Sciences

Thirty-seven Memoranda of Understanding (MoUs) have been established by the Tshwane University of Technology (TUT) to foster collaboration across various sectors. Collaborations with educational institutions like Durban University of Technology (DUT), Central University of Technology (CUT), and Namibia University of Science and Technology (NUST) focus on curriculum development, Faculty, staff, student exchange, and cooperation in other areas. TUT also partners with organisations such as Plumblink (Pty) Ltd – Bidvest Group for enterprise development in the plumbing sector, Wholesale and Retail Sector Education and Training Authority (WRSETA) for events sponsorship and collaboration in skills planning, and United Nations (UN) Women for women entrepreneurship contractor capacity development. Additionally, TUT engages in agreements with governmental bodies like the Department of Tourism for community-based outreach programmes and with the Department of Home Affairs for operations management student placements.

Furthermore, Faculty the Management Sciences extends its collaborative efforts internationally through agreements with institutions like ALTIS Graduate School of Business and Society in Italy, Technische Hochschule Nürnberg in Germany, ESIEE Graduate School of Engineering in France, and Metropolitan University of Prague, among others, for student and lecturer exchanges, research collaboration, and academic programme collaboration. The Faculty also collaborates with organisations such as the South African Responsible Gambling Foundation (SARGF) for research and training in responsible gambling, the National Department of Tourism for international conferences, and Thinking Pair Group (TPG) for advancing digital transformation in the tourism industry. These partnerships reflect the Faculty's commitment to academic excellence, research advancement, and local and global community engagement.

g) Faculty of Science

The 51 Memoranda of Agreement (MoA) and Service Level Agreements (SLA) established by the Tshwane University of Technology (TUT) facilitate various experiential learning opportunities and collaborations across multiple sectors. These agreements enable students to gain practical experience in healthcare settings, including hospitals, clinics, and private healthcare facilities. Partnerships with organisations such as Mediclinic, Harmony, Life Health, and Nampak provide avenues for Occupational Health Nursing students to undergo experiential learning. Similarly, agreements with Transnet and the Phelophepha train allow students to engage in experiential learning opportunities in diverse environments.

h) Higher Education Development and Support (HEDS)

In 2023, the Directorate of Cooperative Education, operating within HEDS, solidified seven key partnerships to enhance work-integrated learning (WIL) opportunities for students and graduates.

VICE-CHANCELLOR'S REPORT (continued)

Firstly, a Memorandum of Agreement (MOA) was signed with the Safety and Security Sector Education and Training Authority (SASSETA) to foster collaboration and access funding to place WIL students in relevant sectors. Additionally, four Memoranda of Understanding (MoUs) were established with various entities, including the Online University Management System (OLUMS), the National Metrology Institute of South Africa (MNISA), Precisional Growth (PG), and the Public Sector Education and Training Authority (PSETA). These agreements signify a commitment to collaboration and resource access to support WIL initiatives. Furthermore, a Service Level Agreement (SLA) was formed with OLUMS, emphasising the importance of efficient online management systems in facilitating educational processes. Overall, these agreements reflect the directorate's proactive approach to engaging with SETAs and industries to optimise WIL opportunities for students and graduates.

3.1.6 Curriculum Development and Support

The continuous professional development programmes that CDS staff conducted, coordinated, and facilitated in 2023 include the Academic Leadership Programme (ALP), the Teaching for Learning (formerly Licence to Teach) Academic Orientation Programme for Newly Appointed Lecturing Staff and the Licence to Lead Academic Orientation Programme for Newly Appointed Academic Leaders such as deans, heads of department, and section heads. Furthermore, the Directorate of Curriculum Development and Support conducted the Licence to the Professoriate Programme for Newly Appointed Professors and the Licence to Guide Programme for Tutors. The directorate of CDS also conducted training workshops and support activities for lecturing staff on integrating technology into learning, teaching and assessment. This included training lecturers on the Learning Management System, D2L-Brightspace.

3.1.7 Student Development and Support

In 2023, 33 072 students participated in student support intervention programmes offered by the Directorate of Student Development and Support across all campuses. This includes 14 228 first-year students who registered for the Fundamental Learning Module (FLM) credit-bearing module.

3.1.8 Academic Leadership Development

The Academic Leadership Development activities are aligned with the strategic pillar of service and operational excellence through resource optimisation, which is meant to develop and support high-performance teams to foster staff engagement, quality leadership, and personal and organisational growth.

a) TUT LEAD programme

The 2023 LEAD programme was implemented to address academic leadership development needs identified through the ALIS survey. With Impactful Relationship Management identified as an area requiring improvement, specific interventions were conducted for academic managers in 2023. These interventions included the Arbinger Outward Performance Workshop, which targeted Executive Deans, Assistant Deans, Campus Rectors, and HEDS management to enhance outward performance. Additionally, the Nine Lenses of Leadership for Agile Teams programme focused on improving self-mastery and psychological safety within teams, enhancing overall team effectiveness and performance. These initiatives aimed to equip academic managers with the skills and knowledge necessary to excel in their leadership roles and contribute positively to their

VICE-CHANCELLOR'S REPORT (continued)

respective academic environments.

b) TUT Women Leaders Programme (WLP)

In 2023, the TUT Women Leaders Programme continued with a new intake of 27 women, who attended seven modules through the course of 2023. The programme targets all permanent female academic staff in middle management positions (post levels 5 - 8) or women new to or aspiring for leadership roles and positions.

All WLP alumni and senior management in the TLT environment were also invited to attend the orientation session for the 2023 programme (*Welcome and Meeting the Sisterhood*). During this event, six of the alumnae were invited to share their stories of personal transformation as a women leader under the theme: *The Story of Me & the Story of Us*. Fifty-nine delegates attended the event.

c) Academic Leadership Impact Survey (ALIS)

The annual Academic Leadership Impact Survey (ALIS) is mandatory for all academic managers, including DVC: TLT, Executive/Assistant Deans, Campus Rectors, and HoDs. Their direct reports and line managers are automatically assigned as raters for the academic managers. Line managers also have the option to add additional raters, such as peers, for their direct reports. The ALIS serves two primary purposes. Firstly, it aims to increase managers' self-awareness regarding their leadership effectiveness and identify areas for development. Secondly, it seeks to promote a healthy leadership culture and transform the teaching and learning (TLT) leadership culture in alignment with the institution's strategic objectives, i.e. a culture that would serve the TLT strategy.

In the 2023 cycle, 93 academic managers were evaluated by 892 raters, including direct reports, line managers, and peers, resulting in a response rate of 55%. Each manager also completed a self-assessment and received feedback from an average of 10 raters. Alongside quantitative data, 4412 open-text responses from raters provided additional insights. Fifty managers attended virtual ALIS debriefing sessions. The 2022 group ALIS report was discussed at an Academic Leadership Programme session which focused on organisational culture. The workshop was facilitated by the DVC (TLT), Prof B van Wyk and was attended by 62 academic managers.

3.1.9 Academic Leadership Programme

The Academic Leadership Programme (ALP) is a leadership course planned for all academic leaders of TUT; DVC-TLT, Executive Deans, Assistant Deans, Heads of Departments, Section Heads, Campus Rectors, and Directors of units that provide academic support to the faculties and other educational projects.

The Directorate of Curriculum Development and Support (CDS) conducted six ALP workshops in 2023. The workshop sessions covered six themes and had a cumulative attendance of 434 academic leaders. The six themes that were covered were the following: "Culture by Default vs Culture by Design, the Ecosystem of Student Success and the Success Rate Framework"; "Staff Health, Staff Well-being and Workplace Bullying: A Call for Strategic Action"; "Student Tracking Systems"; "Taking Proactive Steps to Implement the Quality Assurance Framework (QAF)"; "Assessment Mechanisms and Strategies for Improving the Success Rate at Tshwane University of Technology"; and the "Haaga-Helia Vocational Teacher Education (VTE) Dissemination Seminar".

VICE-CHANCELLOR’S REPORT (continued)

3.1.10 Academic and Service Relations with the Community

The unit's primary purpose is to coordinate the provision of extensive support to students living with disabilities to have an excellent holistic learning and living experience at TUT. Though the EMC approved the establishment of the unit in 2022, the recruitment process for the unit’s coordinator only commenced in 2023 and Ms Ivy Morulane was appointed Disability Unit coordinator.

3.2 RESEARCH, INNOVATION AND ENGAGEMENT

3.2.1 Postgraduate Student Enrolment and Graduation

3.2.1.1 Enrolments

Table 43: The 2022 enrolment data for the postgraduate qualifications

Qualification	Target Enrolment 2023	Actual Enrolment 2023
Master’s	1 904	1 729
Doctoral	618	618
Total	2 522	2 378

3.2.1.2 Postgraduate Graduations

Table 44: 2023 Graduation statistics for Master’s and Doctoral Degrees

Faculty	Master’s	Doctoral
Arts and Design	14	1
Information and Communication Technology	25	2
Economics and Finance	19	1
Science	47	13
Management Sciences	122	14
Humanities	72	22
Engineering and the Built Environment	94	18
TOTAL	393	71

3.2.1.3 Postdoctoral Research Fellows

The university hosted 100 postdoctoral research fellows of which 27% (27) were female and 73 male. About 56% of the fellows were foreign nationals and 44 are South African citizens. In 2023, there was an increment of 29 fellows from 71 in 2022.

The fellows contributed a total of 32,5488 DHET units in 2023, in rand value it equals to R4 156 263.34. Of the 32,5488 units, it should be noted that 1,2495 were in the book chapters, 0.625 were peer reviewed conference proceedings and 30,6743 were in the journals, the rand value of the journal publications is R3 916 876. Furthermore, one fellow was involved in the graduation of a doctoral student as a co-supervisor in the Spring 2023 graduations.

VICE-CHANCELLOR’S REPORT (continued)

3.2.1.4 Scholarships and Research capacity enhancement grants

The University administers and manages internal, international, and external funds to institutional research capacity, the following funds were managed in 2023.

a) TUT Postgraduate Scholarship

In 2023, the institution earmarked a total amount of R11 180 000 for scholarship funds pertaining to the eligible postgraduate students. This was inclusive of the missing middle-class South African students. A total of 149 students were awarded scholarships, this is, 102 master’s students and 47 doctoral students. This equated to 6.35 % of the overall registered students supported. A total amount of R10 345 000.00 was disbursed from the initially allocated 2023 budget of R11 180 000. This means that 92.5% of the budget was spent on postgraduate scholarships in 2023.

Strategies are in place to ensure an increase in the uptake of the scholarships and encourage qualifying students to apply for the scholarship.

b) NRF Research Fund (NRF) Scholarship

Due to a low number of applications received and students not meeting the minimum requirements, only 76 NRF scholarships were awarded; bringing the total number of NRF scholarship recipients to 225 in 2023.

The office continues to work with the NRF to hold information sessions on the scholarship opportunity across campuses.

3.2.2 Research Support

3.2.1.1 Institutional Research output

After digitalising the administration and capturing of research outputs, the University’s submission for research outputs to the DHET has significantly increased to 274.08 (in 2023) as compared to the 268.92 units awarded in 2022. The institutional per capita research output units have also increased from 0,32 to 0,52. The DHET approved 453.08 research publication output units, which is an increase of 179.08 units. This represents a 65% increase from the previous year. Even though there has been a great improvement, the university has still not met the DHET target of 455 publications outputs units. TUT missed this by 1,92 units.

3.2.3 Research Chairs

Table 45: Research Chairs and R&D Platforms for 2023

Faculty	Number	Research Areas
Science	4	<ul style="list-style-type: none"> - DSI-NRF SARChi: Acid mine drainage - DSI-NRF SARChI: Phytochemical food network to improve nutritional quality for consumers. - DSI-NRF SARChI: Water quality and waste water management. - DSI-NRF SARChI: Phytomedicine.

VICE-CHANCELLOR’S REPORT (continued)

Faculty	Number	Research Areas
Economics and Finance	1	UNESCO: Cultural Policy and Sustainable Development.
Information and Communication Technology	1	MICT SETA 4 th Industrial Revolution
Engineering and the Built Environment	10	<ul style="list-style-type: none"> - DSI-NRF SARCHI: Innovation Studies. - DSI-NRF SARCHI: Enabled Environment and Assistive Living. - DSI-NRF SARCHI: Spatial Transformation (Positive Change in the Built Environment). - DSI-NRF SARCHI: Future Transport Manufacturing Technologies. - Gibela: Manufacturing and Skills Development. - MeRSETA: Intelligent Manufacturing. - EWSETA: Wastewater and Solid Waste Management. - SASOL/DSI-NRF Energy and Industrial Power Systems within the research priority of Sustainable Energy. - DBSA: Infrastructure Research Chair. - TETA: Agile Transportation Industry.
Humanities	1	- School Safety: Sustainable solutions to the problems of Campus and School Crimes in Learning Communities.
Total	16	

One of the key roles of the Research Chairs and R&D Platforms is to maintain financial sustainability and contribute to research outputs and graduations (DHET subsidy). The contributions by Research Chairs are as follows:

Table 46: Contribution by Research Chairs and R&D Platforms

Contribution
87 articles (14.17 % towards the overall institutional research outputs submission)
35 Master’s Graduations (8.85% towards overall Master’s graduations in 2023)
15 Doctoral Graduations (18.5% towards overall Doctoral graduations)

3.2.4 Research and Innovation Niche Areas

In 2023 the university had six active research niche areas. Of these, three are led by female researchers, whilst three are led by male researchers. In this reporting period, 19 master’s and six doctoral students graduated from these research niche areas. In addition, two creative outputs and 36.04 research output units were produced.

VICE-CHANCELLOR’S REPORT (continued)

Table 47: Contribution by Research Niche Areas

2023 Niche Areas Contribution
36,04- Research Output Units in 2023
19 - Master’s Graduations in 2023
Six - Doctoral Graduations in 2023

3.2.5 External Research and Innovation Grants

A total amount of R130 900 679,43 was awarded to TUT for research and innovation activities. From the NRF the award was 40.62% (R53 174 186.66) dedicated to grants and scholarships whilst 40.73% (R53 326 940.92) was from Centres, Institutes and Technology Stations and Incubators. The last 18.63% (R24 399 551.97) came from other external sources.

3.2.6 NRF Rated Researchers

Table 48: Number of NRF Rated researchers at TUT, per faculty and rating category

Faculty	B1	B2	C1	C2	C3	Y2	Grand Total
Arts and Design	-	-	-	-	3	2	5
Economics and Finance	-	-	-	2	-	-	2
Engineering and the Built Environment	-	-	-	10	3	2	15
Humanities	-	-	-	2	-	-	2
Information and Communication and Technology	-	-	-	1	-	1	2
Management Sciences	-	-	-	1	-	2	3
Science	-	2	5	10	5	3	25
Non-Faculty	1	-	-	2	-	1	4
Grand Total	1	2	5	28	11	11	58

3.2.7 ASSAf Membership

In 2023, the university has increased its membership on ASSAf from seven to eight professors. Prof B van Wyk was inaugurated as a new member on 9 November 2023. The Table below shows the names and portfolios of the TUT ASSAf members.

Table 49: ASSAf membership at TUT in 2023

No.	Name	Portfolio/Faculty
1	Prof T Maluleke	Vice-Chancellor and Principal
2	Prof B Twala	DVC (Digital Transformation)
3	Prof M Momba	Science
4	Prof C Wolkersdorfer	Science
5	Prof F Dakora	Science

VICE-CHANCELLOR’S REPORT (continued)

No.	Name	Portfolio/Faculty
6	Prof M Muchie	Engineering and the Built Environment
7	Prof B van Wyk	DVC (Teaching and Learning)
8	Prof R Maharaj	Economics and Finance: Institute of Economic Research on Innovation

3.2.8 Academic Excellence Awards

Staff who perform excellently in their academic functions were recognised at an annual Academic Excellence Awards that took place on 29 November 2023. Among these recipients were students, postdoctoral research fellows, lecturers, associate professors, and professors whose approach to and impact in teaching has been phenomenal. In addition, staff members whose commitment to life-long learning has seen them complete their next level of qualification, including those who obtained master’s and doctorates in the applicable period, were also be celebrated.

3.2.9 External Awards to Scholars and National Platform Participation

Several scholars continued to hold the TUT flag of excellence in national platforms. The table below provides the list of the scholars who received external excellence awards during this period of reporting.

Table 50: Awards received at other national and international platforms

Name	Faculty	Type/Description of award
Prof K Mpofu	Engineering and the Built Environment	2022 Southern African Institute for Industrial Engineering (SAIIE) Award: Best Industrial Engineering Paper Published in the (SAJIE), Application of Lean Six Sigma to a Small Enterprise in the Gauteng Province: A Case Study
Prof AO Osman	Engineering and the Built Environment	SAIA president
Prof API Popoola	Engineering and the Built Environment	LEAP-RE Europe-Africa Research and Innovation call on Renewable Energy = R3 419 805.90. Project Title - SOLAR Induced domestic clean efficient cooking and refrigeration for off grid applications in Africa
Prof API Popoola	Engineering and the Built Environment	The Royal Society International Exchanges scheme worth £ 6 000. Project Titled - Controlled nucleation for supercooling in water-soaked natural hydrogel structures for passive refrigeration
Prof David Katerere	Faculty of Science	Silver Award, SAMRC Scientific Merit Award
Prof David Katerere	Faculty of Science	Prestigious Mid-Career Scientific Award worth R2 750 000.00

VICE-CHANCELLOR’S REPORT (continued)

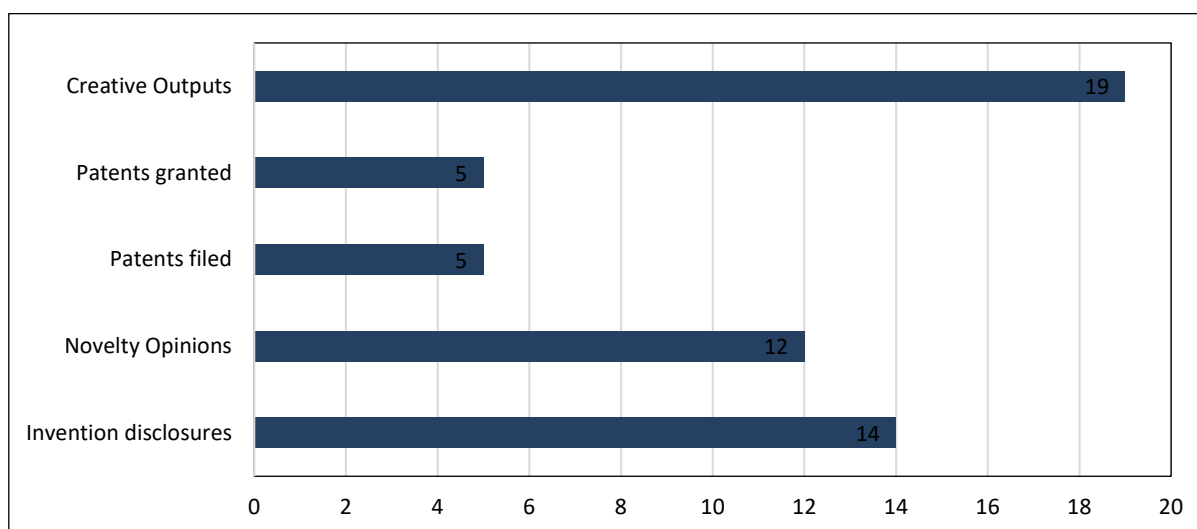
Name	Faculty	Type/Description of award
Dr Maxleene Sandasi	Faculty of Science	Bronze Awards, SAMRC Scientific Merit Award

3.2.10 Council on Higher Education Doctoral Review

The University submitted the final second progress report to the Council on Higher Education’s (CHE)’s Higher Education Quality Committee (HEQC) on 31 October 2023. The outcome of the submission was received in February 2024. The HEQC resolved that the institution’s Quality Improvement Plan was successfully implemented and that no further reporting on progress was deemed necessary. The doctoral degree review process for the Tshwane University of Technology is formally closed.

3.2.11 Innovation and Technology Transfer

Figure 1: Number of invention disclosures, patents and creative research outputs



a) Trademark Registered

To provide distinctive identity in the marketplace and can apply to both products and services, the ITTO has successfully registered trademarks outlined in the table below:

Table 51: Trademark Certificates received in the 2023 academic year

Title of Trademark	Trademark number	Trademark classes
RMCI Incubator	2021/25477	Class 9
RMCI Incubator	2021/25478	Class 41
RMCI Incubator	2021/25479	Class 42
Technology Station in Electronics	2021/25443	Class 9
Technology Station in Electronics	2021/25444	Class 41
Technology Station in Electronics	2021/25445	Class 42

VICE-CHANCELLOR’S REPORT (continued)

b) Commercialisation

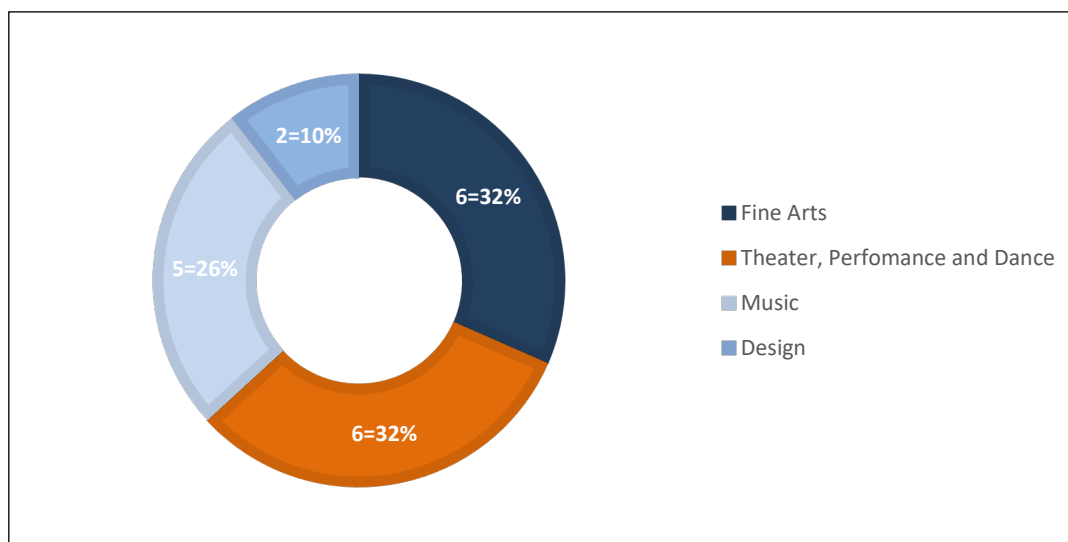
The ITTO office concluded licence agreements listed below:

- i. TUT and TICE on Intellectual property for Short Learning Programmes
- ii. TUT and TICE on the use of trademarks
- iii. TUT and Gomotsegang Consultancy CC for commercialisation of TUT technology on the use of Biomass to produce low-cost environmentally friendly briquettes.

c) Creative Outputs

In 2023, the university submitted 16 outputs to DHET for evaluation. The figure below provides a breakdown of the sub-fields of the creative outputs received.

Figure 2: Category of Creative Outputs applications received



3.2.12 World Intellectual Day

In raising awareness and celebration of international property, the University under the theme: “Women and Intellectual Property: “Accelerating innovation and creativity” hosted the institutional World Intellectual Property Day celebration on 26 April 2023. A total number of 274 delegates from TUT and externally attended the event.

3.2.13 Women in Innovation and Leadership Dialogue

On August 30, 2023, the University, in collaboration with the City of Tshwane (CoT), hosted the Women in Innovation and Leadership Dialogue. A prominent event designated to Women in Innovation which aims to promote the equitable representation of women in innovation and to move, construct, define, and shape the world for a better future by recognising the role that women have had in the creation of pertinent technologies that benefit society. Innovate for Impact: Celebrating Women Leading in Technology and Innovation was the subject for 2023. There were 233 delegates present in all.

VICE-CHANCELLOR'S REPORT (continued)

3.2.14 Ford Motor Company Donation

Ford Motor Company of Southern Africa donated a Pre-Production Unit (car) to TUT in November 2023. The car will be utilised by TUT's mechanical engineering students as an educational resource.

3.2.15 Innovation Challenge 2023

The 2023 TUT Innovation Challenge was open to innovators, entrepreneurs, as well as students. It was required of the participants to present creative ideas. Innovative, economically viable, scalable products or technologies with the potential to improve communities were required for the product or solution that was put out. The Innovation Challenge 2023 winners are in first place, *Fire Wall Panels from Palesa Mohlala* (R50 000.00 cash prize), in second place was Desmond Makhubela's *Number Plate Recognition (R30,000.00)* and lastly (third place) was *Thato Baloyi's - Mirror* which received a price of R10,000.00.

3.2.16 Innovation and Technology Transfer Programmes

a) Technology Entrepreneurship Programme

The Technology Entrepreneurship Programme (TEP) is a stimulating chance for innovators who want to explore market potential, get experience in establishing start-ups to capitalise on technology innovation or commercialisation, and develop their entrepreneurial mindset and abilities. Student innovators with a variety of backgrounds and goals are the programme's target audience. Out of the 135 students that applied for the TEP programme in 2023, 19 were selected for admission.

b) Seed Funding Programme

The Technology and Innovation Agency's (TIA) Seed Fund aims to assist inventors in bridging the financial gap between their research outcomes and concepts that are eligible for further funding.

The Technology and Innovation Agency's (TIA) Seed Fund aims to assist inventors in bridging the financial gap between their research outcomes and concepts that are eligible for further funding. Prof David Katerere in the Faculty of Science was awarded seed funding to the value of R990,789.45 by TIA. The funds will be used for the "Product Molefi - Effects of two natural and indigenous knowledge-based products in people living with HIV and AIDS".

3.2.17 Centres, Institutes, Technology Stations and Incubators (CITsIs)

TUT established Centres, Institutes, Technology Stations and Incubators (CITsIs) as formal institutional structures to promote innovation, entrepreneurship development, service delivery and community engagement to maximise the capacity of the University to address complex matters such as generating third stream income. During 2023, there were seven centres, two institutes, three technology stations, two hubs and one incubator in the University.

CITsIs' highlights for 2023 includes amongst others:

- a) The Cannabis Hub was involved in 23 incubates via Department of Science and Innovation (DSI).

VICE-CHANCELLOR'S REPORT (continued)

- b) The Centre for Entrepreneurship Development has achieved the following: 60 new ventures, 20 facilitators and business coach, six enterprises graduated, 647 students assisted, 750 SMMEs supported, 370 youth developed, seven accelerators and R61 million fundraised.
- c) The Centre for Energy and Electric Power has Contracted Research and Consulting with numerous Clients such as GIZ, SANEDI, Municipalities, Eskom, Department of Energy (DoE), Nuffic Project, Taiwanese Project, etc. The Centre also did project implementation(s) with Eskom Measurement and Verification Project over 500 projects in South Africa, IATA project in Democratic Republic of Congo and Taiwanese Energy Management – Energy Efficiency and Solar Implementation at various campuses and residences at TUT.
- d) Technology Station in Electronics received a five-year extension on its contract between TUT and TIA. In addition, the station was able to continue training for merSETA.
- e) The F'SATI was success in launching the TUT-AI hub in March 2023.
- f) F'SATI hosted the TETA research chair and the Telkom Centre of Excellence.

Income Generated by CITSIs:

- Not all the CITSIs are actively generating income at the moment due to various reasons. On 31 December 2023 the total income generated by the ten entities amounted to R55 326 916.00.

3.2.18 Internationalisation Programme

The university has entered into several international partnerships for advancement of research and innovation. Some of the partnerships involve student exchange programme and funding for high level multinational research projects. Highlights from these internationalisation programmes include:

a) Student Exchange programme

i. University of Trento, Italy

The Postgraduate students are co-supervised by academics from both institutions. One Master of Engineering (Civil Engineering) from UniTrento was hosted at the University from January to June 2023. Two TUT PhD students from the departments of Crop Sciences and Civil Engineering were awarded the exchange programme. One student travelled to UniTrento in September 2023 and the other is scheduled to travel in January 2024.

ii. Fullbright Scholarship

One doctoral student in Electrical Engineering has been awarded a scholarship as a visiting Researcher in the USA under the 2022-2023 Fulbright Foreign Student Program.

iii. Queen Elizabeth Commonwealth Scholarship

Emanating from a proposal submitted by the Internationalisation Office in 2023 the university will be hosting a master's student from Botswana funded by the Queen Elizabeth Commonwealth Scholarship in the next academic year.

iv. The Polytechnic University of Valencia Student Mobility Programme

The programme is partially funded under the Erasmus+ KA107 programme. One TUT doctoral student has completed a semester at the Polytechnic University of Valencia in January 2023. In addition, two master's students enrolled on the exchange programme from mid-January to June 2023.

VICE-CHANCELLOR'S REPORT (continued)

b) Research and Innovation

i) Erasmus Funding for ICT Research

Funding of an amount of 58 345 Euros (approximately R1 210 075) has been awarded to TUT under the project titled: A Modular Higher Education System in Data Protection and Cybersecurity for Supporting the Digital Transformation in Mozambique and South Africa. The project is a joint venture between TUT and other partner institutions.

ii) Hochschule Weihenstephan-Triesdorf University of Applied Science (HSWT)

Through an MoUs between TUT (Faculty of Science) and HSWT a funding proposal has been submitted under the Erasmus + Capacity building in the field of higher education programme. The funding has been approved. A total amount 880 000 Euros has been awarded to the entire consortium, TUT's share will be confirmed in due course.

iii) Joint Institute for Nuclear Research (JINR)

Submission have been made for the JINR Research and Innovation Grants and one has advanced to the second phase 2 of assessment. The outcome of R320 000.00 has been awarded under the NRF-JINR project.

3.2.19 Signing of International Agreements

A total of seven collaboration Memorandum of Understanding (MoUs) were signed in 2023 to facilitate collaboration in research and innovation with the following universities:

- University of Eastern Finland, Finland
- University of Economics and Human Sciences Warsaw, Poland
- Hebei Richard Agricultural Technology, China
- Henan Polytechnic University, China
- Hubei University of Technology, China
- Russian Biotechnological University, Russia
- Swedish Agricultural University, Sweden

3.2.20 University Rankings

In 2023, TUT was listed in several university rankings, including the Webometrics Rankings, Edu Ranking, Times Higher Education Subject and Young University Rankings. In the Engineering subject, Times Higher Education ranked TUT in the second band (501–600) globally and number five nationally; in the Computer Science subject, TUT was ranked in the second band (501–600) globally and eighth place nationally; and finally, in the Physical Sciences subject, it was ranked in the third band (800+) globally and at the ninth place nationally. TUT was placed fifth nationally and 401st worldwide in the Times Higher Education Young University Rankings.

In general, TUT has performed relatively well in the rankings presented above in 2023.

3.3. INSTITUTE OF FUTURE OF WORK (IFOW)

Some of its highlights includes the following:

- Eight partnership memoranda of understanding (MoUs) were signed with corporates, SETAs, and international universities for different services which includes skills development, student learnerships, student and staff exchange programmes, exchange

VICE-CHANCELLOR’S REPORT (continued)

of scientific and teaching materials, joint research projects and awarding of dual degrees.

- The second Annual Future of Work 4IR dialogue was successfully held on 18-19 October 2024.

4. ACHIEVEMENTS OF THE OPERATIONS AND ADMINISTRATION STRUCTURES

This section provides highlights on the progress made on administration and operations activities aligned to mostly strategic goals 7 to 10 of the ISP (2020-2025) as well as the executive priorities embedded in the 2023 Annual Performance Plan.

4.1 The Executive Management structure

In 2023, the executive management structure remained stable, with only one vacant position which was filled with an acting incumbent. Table 52 below provides the profile of the executive team members who were in the office during this period of reporting:

Table 52: Executive Management structure as at 31 December 2023

POSITION	INCUMBENT	STATUS
Vice-Chancellor and Principal	Prof TS Maluleke	Substantive
DVC: Postgraduate Studies, Research, and Innovation	Dr. VB Papu-Zamxaka	Substantive
DVC: Teaching, Learning & Technology	Prof B Van Wyk	Substantive
DVC: Digital Transformation	Prof B Twala	Substantive
DVC: Operations	Dr. N Tlale	Substantive
Registrar	Dr. M Mushaathoni	Substantive
Chief Financial Officer	Mr. TL Madurai	Substantive
Executive Director: Student Affairs and Extracurricular Development	Dr. AS Nthangeni	Substantive
Executive Director: Human Resources and Transformation	Dr. PS Zulu	Substantive
Executive Director: Institutional Effectiveness and Technology	Vacant	Substantive
Senior Director: Strategic Support	Dr. MC Selepe	Substantive
Director: Advancement and Partnerships Office	Dr. E Pule	Substantive
Director: Corporate Affairs and Marketing	Ms. B Watson	Substantive

4.2 POLICY DEVELOPMENT AND COMPLIANCE

4.2.1 Policy Development

The Institutional Policy Development Committee (IPDC) continued to play an instrumental role in ensuring uniformity and timeous development and reviewing of policies, including making sure that policies and practices were aligned with the strategic orientation of the University and national legislative directives.

VICE-CHANCELLOR’S REPORT (continued)

Table 53: Policies endorsed by IPDC per policy Type

TYPE	2023
Council	10
Academic	3
Operational	5
TOTAL	18

The Table 54 below reflects the breakdown of the number of policies endorsed by the IPDC during the 2023 academic year per portfolio.

Table 54: Policies endorsed by IPDC per portfolio

ENVIRONMENT	2023
Registrar	5
Human Resources and Transformation (HR&T)	2
Teaching, Learning and Technology (TLT)	3
Research, Innovation and Engagement (RIE)	1
Operations	1
CFO	3
Institutional Effectiveness and Technology	1
Digital Transformation	1
Advancement and Partnerships Office	1
TOTAL	18

4.2.2 Conduct Ethics and Compliance Awareness

a) Development of an Institutional Code of Ethics

In 2023, the Ethics Assessment Survey Questionnaire was designed to understand the culture of ethics and its management relative to the university. The objective is to determine what is needed to improve effectiveness and reputation so that the university remains one of the most sustainable and respected universities. Honest answers from the respondents will help the university to achieve this objective. The designed survey questionnaires will be distributed to both employees and students to assess the ethical culture of the university. The results of the survey will guide the Task Team that was established to assist the Compliance Office in the development of the Code of Ethics, Ethics Framework, Ethics Strategy and the Policy. The project is expected to be completed by end of June 2024.

4.3 ADVANCEMENT AND PARTNERSHIPS

The philanthropy fundraising metrics for the giving cycle 2023 yielded over R62 million cash-in-hand, In-Kind support and the TUT endowment fund. The total fundraising activity, including cash-in-hand and new pledge commitments totalled over R36 million from January to December 2023, exceeding the target as compared to 2022.

VICE-CHANCELLOR’S REPORT (continued)

Giving categories reflected over 80% for bursaries and scholarships, 18% for others (includes restricted donations for faculties and departments, etc.), and 2% for the TUT Bursary and Scholarship Fund. The number of major gifts increased marginally as compared to the previous year.

The contributions for 2023 expanded financial aid opportunities for students, promote learning experiences, address critical faculty needs, and enhance state-of-the-art facilities. The donor support was driven in large part by comprehensive donor engagements and interactions to support the student's success. This report explores the scope of our donor support and provides a few examples of its impact across project interactions.

Table 55: Total donations received per sector (January - December 2023)

SECTOR	AMOUNT (R)	NUMBER OF DONORS
(Corporate)	12 731 141,02	26
(Government)	2 142 000,00	2
(Individual)	210,00	2
(International Foundations & Trusts)	1 658 984,46	2
(Local Foundation / Trust)	2 869 864,00	4
(NPO)	332 280,00	2
(SETAs)	15 200 228,53	4
(Tertiary Institution / Centre)	1 248 633,40	3
Alumni	20 600,00	17
University Leadership	184 050,00	15
TUT Staff	103 600,00	46
TOTAL DONATIONS	R 36 491 591,41	124

Over the past 12 months of 2023, the quantum amount of donations has increased, but the number of donors has declined. This means the amount received continues to increase, however, the number of corporates giving is declining compared to other sectors like SETAs and the Government. The plan for 2023 was to consolidate and centralise the reporting structure of donor engagements.

The Advancement and Partnerships rejuvenating strategy has been developed to improve on the significant amount of donations. In 2023, TUT has seen a marginal growth in the number of large donors contributing towards the University projects. SETAs remain the highest contributor of all sectors to the University, followed by corporations with a total of over R15 million in 2023.

The total donations per sector at the end of 2023 stood at R36 491 591,41, which shows that the donor group has played a stabilising role in maintaining the donation standards of the University. The 2023 target of 19% was R28 million, therefore the University has made an additional R8 million for the TUT’s philanthropy environment.

VICE-CHANCELLOR'S REPORT (continued)

Table 56: APO Performance Indicator (Jan-Dec 2023)

DESCRIPTION	AMOUNT (R)
Bursary & Scholarship Fund-Inception	27 711 475,51
Defunded Students	-1 000 000,00
Closing Balance (Bursary & Scholarship Fund)	26 711 475,51
Funds Received and Allocated (Jan-Dec 2023)	36 491 591,41
TOTAL	63 203 066,92

At the end of December 2023, the overall total income recorded through the Advancement and Partnerships Office entities was over R63 million. A total of R25 404 173.56 was recorded in the TUT bursary and scholarship fund, of which the interest received amounted to R 1 307 301.95. According to Table 2, in 2023 a total of R36 million was allocated to bursaries and projects. A total of R26 711 475.51 under the endowment fund profile will be invested in 2024.

Table 57: Comparing fundraising targets Per Sector for 2022 and 2023

Sector	JAN - DEC 2022	JAN- DEC 2023
(Corporate)-Projects	R1 703 005,30	R803 832,00
Corporate Bursaries	R10 742 825.49	R11 721 159,12
(Government)	R7 461 432,05	R2 142 000,00
(Individual)	R1 850,00	R210,00
(International Foundations & Trusts)	R1 175 860,83	R1 658 984,46
(Local Foundation / Trust)	R1 707 932,50	R2 869 864,00
(NPO)	R286 000,00	R332 280,00
(SETAs)	R11 019 320,75	R15 200 228,53
(Tertiary Institution / Centre)	R1 300 163,13	R1 248 633,40
Individual – Alumni	R20 400,00	R20 600,00
Individual - University Leadership	R126 950,00	R184 050,00
Individual - University Staff	R102 710,00	R103 600,00
Total	R35 648 450,05	R36 491 591,41

The Table above illustrates a comparison in years of the total income generated from different sectors. Corporate bursaries and SETAs continue to be noteworthy contributors to the University donations. In two successive years (2022 and 2023), the University had raised more than R15 million through corporate bursaries and SETAs in similar periods. The plan is to intensify our efforts in the first term of 2024 by coordinating physical meetings with SETA's, Alumni, and Corporations as we prepare for the year.

Table 58: Total donations received per university project in 2023

PROJECT	AMOUNT (R)
Advancement and Partnerships Office - Student Financial Support	4 456 099,68
Advancement and Partnerships Office - Unspecified	1 021 360,00

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PROJECT	AMOUNT (R)
Department of Biotechnology and Food Technology - The Gdard Biotechnology Bursaries and Internships	2 040 000,00
Digital Transformation - Soshanguve digital library	60 100,00
Directorate Research and Innovation - Donation for Students Automotive Training Programme	467 832,00
Directorate Research and Innovation - The Postdoctoral Fellowship	480 000,00
Faculty of Arts and Design - Bolly-Jazz Symphonic Encounter (Concert)	300 000,00
Faculty of Arts and Design - Creative Research Lab	600 000,00
Faculty of Arts and Design - Fashion Design	48 400,00
Faculty of Arts and Design - Goethe programme	20 233,40
Faculty of Economics and Finance - Department of Accounting as Student Financial Support	39 939,00
Faculty of Economics and Finance - Department of Auditing as Student Financial Support	74 417,00
Faculty of Economics and Finance - Department of Managerial Accounting and Finance as Student Financial Support	98 691,00
Faculty of Engineering and the Built Environment - Department of Chemical, Metallurgical and Materials Engineering as Student Financial Support	61 280,00
Faculty of Engineering and the Built Environment - Department of Electrical Engineering as Student Financial Support	135 698,39
Faculty of Engineering and the Built Environment - Department of Industrial Engineering as Student Financial Support	441 029,25
Faculty of Engineering and the Built Environment - F'sati	70 000,00
Faculty of Engineering and the Built Environment - Faculty of Engineering and the Built Environment as student financial support	3 663 428,47
Faculty of Information and Communication Technology - Faculty of ICT as student financial support	1 061 053,45
Faculty of Information and Communication Technology - Tshwane Varsity Hackathon	703 806,15
Faculty of Management Sciences - Cathsseta Wil University Placement-DG2022/4849	1 390 200,00
Faculty of Management Sciences - Cathsseta: Graduate Internships-project -2822	1 880 000,00
Faculty of Management Sciences - Department of Tourism Management as Student Financial Support	130 797,67
Faculty of Management Sciences - Faculty of Management Sciences as student financial support	4 266 824,51
Faculty of Management Sciences - Graduate Employability Project	672 000,00
Faculty of Management Sciences - Management Sciences Postgraduate Bursaries	30 619,98
Faculty of Science - Agriseta Graduate Placement Programme-GP23TU46.	1 192 500,00
Faculty of Science - Agriseta Internship Program-IN23TT40	1 431 000,00
Faculty of Science - Agriseta Postgraduates Programme: BU19TU80	127 200,00
Faculty of Science - Analogue Mine Water Model – Modelling Mine Water Flooding Scenarios	1 630 574,46

VICE-CHANCELLOR'S REPORT (continued)

PROJECT	AMOUNT (R)
Faculty of Science - Faculty of Science as student financial support	2 186 250,00
Mbombela Campus - In-Kind Donation Mbombela Golf Day	59 685,00
Mbombela Campus - Mbombela as Student Financial Support	25 000,00
Ndumo - The Ndumo Community Project	460 000,00
Pretoria Campus - Pretoria Golf Day	50 000,00
Student Affairs and Extracurricular Development - SRC Donation towards Student Registration, Fees and Historical Debt	1 300 000,00
Tshwane University of Technology - TUT Bursary and Scholarship Fund	3 815 572,00
TOTAL	36 491 591.41

In 2023, donations received amounted to R36 491 591.41 to support several projects identified by faculties. The two significant amounts equalling R8 370 442.16 were donated to the Faculty of Management Sciences towards student financial support and R6 567 524.46 to support the Faculty of Science for Analogue Mine Water Model and Student financial support. Some of the faculty projects in the last quarter of the year received somewhat a certain percentage of the targeted income.

4.3.1 Bursary and Scholarship Fund

The bursary and scholarship fund for needy TUT students was established in 2010. To date, the bursary has assisted several students.

Table 59: Bursary and Scholarship Fund (from 2010 to 2023)

Sector	Amount (R)	Number of Donors
(Corporate)	19 919 688,16	8
(Government)	250 000,00	1
(Individual)	3 260,00	13
(Local Foundation / Trust)	50 000,00	1
(SME)	14 000,00	1
Individual – Alumni	119 335,02	37
Individual – Other	76 369,49	4
Individual - University Leadership	815 168,00	31
Individual - University Staff	792 224,00	110
Internal departments	4 671 430,84	10
TOTAL	26 711 475,51	216

A total of R 25 404 173.56 was recorded in the TUT bursary and scholarship fund (BSF) in 2023, of which the interest received amounted to R1 307 301.95. According to Table above, a total of R26 711 475.51 under the endowment fund profile will be invested in 2024. The number of TUT staff members contributing towards the bursary and scholarship fund increased from 70 to 110 in 2023.

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A significant amount of income for the BSF from 2010 to December 2023 was received from the corporations. The plan in the first quarter of 2024, is to create awareness and promote the BSF amongst the staff, students, alumni and friends of the University. For the period January to December 2023, over R3,9 million was raised for the BSF. The total income received shows a slight increase in the number of individual donors towards the endowment funds.

The Bursary and Scholarship Fund continues to be the flagship project for the Advancement and Partnerships Office. The fund has assisted students with bursaries to the maximum of R100 000 per student for the past years. In 2023, the university withdrew over R1 million from the fund to assist the students who were defunded by NSFAS. The university is continuing to encourage corporations, staff, and students to contribute towards the endowment fund.

4.3.1 Other Advancement and Partnerships Office Highlights

- i. The Wholesale and Retail Sector Education and Training Authority (WRSETA) awarded TUT a contract for bursary funding which will assist 300 'missing middle' students in Management Sciences and Information and Communication Technology programmes.
- ii. Culture, Arts, Tourism, Hospitality and Sports Sector Education and Training (CATHSSETA) granted the university two Industry preparation programmes which will be hosted in the entrepreneurship division. The programmes aim to provide students with an opportunity to start their small businesses.
- iii. Michelin Tyre South Africa funded 20 students in Engineering and Management Sciences courses.
- iv. Thai Summit Automation finalised the donation of over R1 million to students within the Engineering field.
- v. Insurance Sector Education and Training Authority (INSETA) has expanded their programme suite to accommodate some of our postgraduate programmes.
- vi. Kelvin Power Station supported a group of Diploma students within the Engineering field.
- vii. Olive Rural Youth Skills Development Programme committed to funding 15 students pursuing their first qualification within the "missing middle" group.

4.4 TRANSFORMING HUMAN RESOURCES MANAGEMENT

This section of the report provides the progress made on Human Resources and Transformation management and operations activities aligned mostly to the strategic goals 7 to 10 of the ISP (2020-2025). In addition, other strategic executive priorities relevant to the environment are reported.

4.4.1 Appointment of Senior Staff

The following senior appointments were made in 2023:

- Executive Dean of Faculty of Science, Prof N Mokgalaka-Fleischmann, assumed duty on 1 November 2023.
- Former Executive Dean of Faculty of Science, Prof P Ngoben, terminated his services on 31 May 2023.

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4.4.2 Institutional Human Resources Strategic Plan

The Human Resources & Transformation (HR&T) directorate developed an Institutional Human Resources and Transformation Plan to support goals 1 to 8 the university's strategic plan (2020-2025). The developed plan aimed at contributing to the University's Strategic deliverables by fostering an organisational environment conducive to high-level performance and impact on growth, development, and sustainability. The developed plan was approved and endorsed by the Executive Management Committee and Employment Committee of Council in May 2023.

In line with the strategic objectives set out in the Institutional Human Resources Plan for 2023, the HR&T directorate has achieved 85% across the board. The achieved strategic objectives include:

- Development of a strategy to contain personnel expenditure/ cost containment and identify expenditure leakages.
- Review and development of business processes across all Human Resources Management functions.
- Development of a Human Resources service delivery charter, and Employment Relations Strategy to ensure effective employee relations.
- Development of the Electronic Leave Transfer System and an online Safety, Health, Environment and Quality System (SHEQSys).
- Development of the University's five-year Employment Equity Plan.

4.4.3 Deployment of Effective and Improved Human Resources System

In support of the Institutional Strategic Plan (ISP2020-2025) goal to increase efficiency and productivity through automation, monitoring, and evaluation, HR&T directorate developed an automated leave transfer system.

In addition, the institution developed an online Safety, Health, Environment and Quality System (SHEQSys). The SHEQsys online web application allows users and managers to log, investigate, report, and determine trends of Safety, Health, Environment, and Quality related activities within TUT. This system will ensure that Safety Health and Environmental matters will be addressed efficiently. It will further assist in improving compliance with relevant SHE statutory requirements. The development of the two systems were successfully completed in 2023 and will be implemented from January 2024.

4.4.4 Employment Equity

In advancing this strategic goal, the old Employment Equity Plan went through review and subsequently a revised Employment Equity Plan 2023 - 2027 was developed. This revised plan was approved by the Employment Equity and Training Committee on 30 November 2023. This statutory committee is responsible for the development and monitoring of the plan as per the Employment Equity Act No. 55 of 1998. Parallel to this process the following associated policies: Policy on Employment Equity and Policy on Employment of People Living with Disabilities were subjected to a broad institutional consultation process which was ultimately approved by Council in June 2023.

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4.4.4.1 Overview of employment equity in the past three years (2021 – 2023)

Table 60: Permanent staff profile by race and gender 2021 – 2023

Race	2021			2022			2023		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
African	1 141	1 262	2 403	1 268	1 395	2 663	1 284	1 472	2 756
Coloured	7	10	17	9	29	38	11	31	42
Indian	11	20	31	24	31	55	19	31	50
White	431	419	850	202	359	561	192	346	538
Foreign National	14	62	76	44	9	53	42	9	51
Grand Total	1 604	1 773	3 377	1 547	1 873	3 370	1 548	1 889	3 437
Percentage	53,0%	47,0%	100%	47,5%	52,5%	100%	45,0%	55,0%	100%

For the year under review (2023), 84 employees were recruited and appointed across all occupational categories and races.

The University is working on different strategies in its Employment Equity Plan (2023 - 2027), such as promotions and other appropriate approaches, which will assist the institution in addressing the under-representation of women in the upward mobility of their careers at TUT.

Progress was made at the middle and senior management level with the appointment of women as assistant deans, heads of departments, and associate and full professors in the academic environment. In the support environment, female directors and campus rectors were appointed. Furthermore, it must be noted that, in 2023 the projected numerical targets of employment equity plan 2023-2027 were achieved in all occupational levels. However, addressing the underrepresentation of Coloureds, Indians, and people living with disabilities remains a concern. More innovative and creative ways and means will be employed in 2024 to address the challenge.

4.4.5 Organisational Renewal Strategy

Though this project was approved by EMC in 2021, it was put on hold due to COVID-19 and was resuscitated in 2022. In 2023, the university proceeded with the implementation of the project by establishing the Organisational Diagnostic Exercise Committee to carry the project through.

4.4.6 Employee Relations

Bargaining Forum: The TUTBF had seven successful salary negotiation meetings, which led to the signing of the Annual Salary Review Collective Agreement in June 2023, ten successful ordinary meetings, and seven successful special meetings in 2023, which resulted in the conclusion of 15 TUTBF items and removing same from the TUTBF agenda. The TUTBF further had two successful Policy Workshop meetings where eleven policies were consulted on, four policies were adopted by the TUTBF, and seven policies were deferred back for further consultation.

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Grievances: During 2023, the Employee Relations Department attended to 37 grievances, of which 33 were finalised, and four are still in the process of finalisation. Thirty-seven grievances present 1.13% of the total staff complement of 3 255 employees. Of these cases, 21 were initiated in 2023, which presents 57% of the grievances Employee Relations managed during 2023.

Disciplinary Matters: During 2023, the Employee Relations Department attended to 32 disciplinary cases, of which 17 were finalised, and 15 are still in the process of being finalised. Of the 32 cases, 22 were initiated in 2023, which presents 69% of the cases managed by Employee Relations during 2023.

CCMA Cases: During 2023, the Employee Relations Department attended to 40 CCMA cases, of which 26 were finalised, and 14 are still in the process of being finalised.

Labour Court Cases: During 2023, the Employee Relations Department attended to 15 Labour Court cases, of which five have been resolved. One was in favour of the university, one in favour of the applicant and referred to CCMA, one matter archived due to no response, and two cases expired. Of the 15 cases, four were initiated in 2023, which presents 27% of the court cases.

4.4.7 Safety, Health Environmental Management

The SHE programme is based on all the activities that are performed to ensure compliance with the relevant SHE Legislation. Activities include inter alia, workplace injury recording and investigation, risk assessments and safety audits, and monitoring of SHE Committee functions and training.

SHE Safety Inspections/ Audits: Thirty-five inspections and SHE audits were conducted by the SHE Office in 2023. The reports with recommendations were forwarded to the relevant departments for action. The major challenge and subsequent risk for the University is the delay in addressing the findings in these reports. A proper Technical Services preventative maintenance programme is needed to resolve this challenge.

4.4.8 Human Resources and Development

a) Workplace Skills Plan (WSP)

The WSP outlines the training needs, critical skills, and skills gaps in an institution and describes the steps a company will take to address the needs and skills through various training initiatives. The Annual Training Report (ATR) documents the progress made in implementing the previous year's WSP. TUT employees participated in various training and development interventions which ranged from Vocational, Leadership, Technical, and Academic programmes. Two thousand eight two hundred and ninety-nine (2299) attended various staff development courses presented by Human Resources and Development (HRD). Of these, 497 were academics whilst 1802 were support staff – 906 of these employees were male, whilst 1393 were female. The university submitted the workplace skills plan and report (WSPR 2023/2024) to the EDTP SETA in April 2023 and was subsequently approved.

Table 61 below indicates external HRD funding received to run the university's training and development initiatives as per the WSPR.

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Table 61: HRD External Funding Sources

Source of Income	Amount
ETDP SETA Mandatory Grant	R6 826 724.13
Discretionary Refund 2019/2020 and 2022/2023	R2 428 795.00
Presidential Youth Employment Initiative	R3 000 000.00

4.4.9 Presidential Youth Employment Initiative (PYEI)

Universities South Africa (USAf) has entered into a partnership with the Department of Higher Education and Training (DHET) to provide university graduates with temporary employment and experiential learning opportunities. The placement is intended to support universities’ core administration where additional support was required. Each graduate (between the ages of 18 to 35) was paid R5 000 fixed-term stipend. TUT placed 111 graduates in different divisions for a period of six months in three phases. Placement commenced in June to August 2023.

4.4.10 Human-Centric Digital Transformation Training

The ETDP SETA and USAf allocated amount of R687 500.00 to TUT. The funding will be used to train 55 TUT employees on Human-Centric Digital Transformation. Training will commence in February 2024.

4.5 UNIVERSITY FINANCES

The 2023 budgeted distributable income proportions for the university are indicated in the Table below:

Table 62: Budgeted distributable income proportions in 2023

Item	Income (R)	Proportion (%)
Government subsidy	2,515,362,350	63%
Tuition fees	1,362,674,754	34%
Other income	95,180,822	3%
TOTAL	3,973,217,926	100%

The division was able to achieve success in terms of implementing the 2023 strategic priorities. Amongst notable successes are the following activities:

- a) The 2022 annual audited Financial Statements was concluded and together with the Annual Report submitted to DHET on 30 June 2022. The University achieved an unqualified audit opinion. However, with regards to the Group Financial Statements, the Group received a qualified audit report due the university’s subsidiary TUTEH (Pty) Ltd being under business rescue.
- b) Tender submissions and opening of bids fully online – done electronically. Enables the potential bidders to submit submissions electronically without having to print and deliver hard copies of bids. The tender officers are now able to open bids electronically after due date.
- c) Vendor application, vetting and archiving done electronically. Enables potential vendors to send application forms electronically. Documents are uploaded to share-point where

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relevant staff have access. Vetting results are uploaded and linked to the vendors' application.

- d) The Financial Aid Office (FAO) assisted 5 089 non-NSFAS bursary sponsored students to register in 2023 at the various campuses. The FAO staff managed to process invoices amounting to R186,7 million from sponsors, as of 31 December 2023.
- e) On 31 December 2023 the total number of students confirmed for various NSFAS funding categories were 37 275, of which 12 018 were first-time entering (FTEN) and 25 257 returning students.
- f) TUT undertook the B-BBEE audit for 2023 based on the 2022 audited financial statements and received a compliant B-BBEE rating. TUT was awarded as a Level 4 Contributor to B-BBEE.

During 2023, Finance developed a Third-Stream Income (TSI) Strategy document which was approved by Council at its November 2023 meeting. The purpose of the TSI strategy is to maximise the third-stream income for the university through targeted initiatives. Universities of Technology are well positioned to make major contributions in areas of intellectual property (IP), patenting, licencing, commercialisation, and technology transfer. There are several national and international opportunities for the establishment of technology incubators, science and technology parks, small business. The purpose of the TSI is to supplement the decrease in subsidy and tuition fees.

4.5.1 Transformation and B-BBEE

To meet the transformation objectives of the institution, the Finance division was able to achieve the following in 2023:

- a) Finance staff mix continues to improve with Gender and EE appointments.
- b) The B-BBEE Task Team is in place to monitor implementation and improvement of the TUT score card.
- c) The 2023 Budget made allocations for improvement areas (Supplier and Enterprise Development).
- d) Council approved the 2023 budget which is an integrated transformative budget involving Campus Rectors, and all executives of the University.

4.5.2 Financial Sustainability

The CPI increases in subsidies and tuition fees decreed by the Department of Higher Education has put the finances of all universities, TUT included, under pressure. The unpaid student fees by the self-paying students, the majority being the missing-middle cohorts, still pose the biggest risk to the continued financial sustainability of the institution. The student debt recovery as at the 31 December 2023, stood at 66% as compared to 70% for the same period in prior year. The decrease in debt recovery year-on-year is mainly due to outstanding payments for 2023 still to be received by NSFAS.

The Debt Collection and Debt Administration as well as Student Accounts units within the Revenue Department, are continuously following up on all self-funding students with outstanding accounts to maximise the debt collection rate. The Advancement and Partnerships office is currently running a fund-raising campaign to assist needy students, the "missing middle" cohort as well as graduates with outstanding debts.

There have been challenges regarding the NSFAS allocations. The main challenge relate to the N+1 rule which may affect the funding status of academically slow progressing students by NSFAS. This could result in TUT student debt increasing over time.

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The University preliminary 2024 budget is indicating a break-even for 2024. TUT has put in place short term and medium to long term strategies which are included in the FGTS and TSI to assist in increasing the distributable income of the university over the next five years.

4.6 OPERATIONS, INFRASTRUCTURE AND SECURITY

The Operations environment provides support services that are important for the successful operations of the University. The services rendered in the Operations environment include the front-line maintenance, planning of preventative and corrective maintenance, implementation of maintenance of infrastructure, planning and development of new infrastructure, landscaping, utilities management, campus protection services, printing, cleaning, fleet vehicles, student bus services, and academic subjects' time-tabling.

In 2023, the university was successful in completing the following significant projects and activities:

- a) Deferred maintenance projects were initiated in 2022 and their planning and execution process was to be done in 2023.
- b) The service providers for the critical operational tenders for physical security provision, student bus services provision and student and staff printing services had a successful on-boarding. These operations are running smoothly and are being monitored.
- c) Physical monitoring of student bus services has been introduced with the aim of eliminating the cost and the abuse of the services.
- d) The physical security services are monitored by shift leaders and with a three-month contract performance review.
- e) The staff and student printing service contract are now monitored electronically.
- f) Perimeter fencing project across the different campuses was completed, with the exception of distant campuses – Polokwane, Mbombela and eMalahleni. The scope of the perimeter fence project excluded the demarcation of campuses using clear view fence in order to improve monitoring of personnel movement inside the campuses.
- g) Various maintenance projects across the campuses relating to student residences refurbishment, air-conditioning, waterproofing, painting, and minor building refurbishments were undertaken. Kitchens and bathrooms upgrades at different residences will remain the focus for upgrades of residences until 2024, with over 30 blocks of residences being refurbished.

Different capital projects were undertaken, and were at various stages, with the focus on capital recovery projects. Capital projects completed in 2023 are eMalahleni's New Student Residence, Ga-Rankuwa Auditorium and the 200 Bed Residence. Projects in the construction stage are Soshanguve South 100 Bed Residence. A contractor for the Ga-Rankuwa Auditorium was terminated due to non-performance. The procurement for the contractor to complete the Ga-Rankuwa Residence project was at evaluation stage towards the end of 2023. Revised project completion dates for Ga-Rankuwa Residence and Ga-Rankuwa Auditorium are end of 2024.

The Campus Protection Services (CPS) have supported the 2022 student registration project and examinations. Ad-hoc security services were sourced to ensure that the student registration project as well as examinations run smoothly. Sporadic incidents of student protests at various campuses were managed to ensure stability.

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4.6.1 Infrastructure Efficiency Fund Projects

The Infrastructure Efficiency Grant (IEG) is essential in assisting the University to provide a conducive environment for teaching and learning, research and other important University activities such as extra-curricular programmes.

IEG Projects were targeted for expedited delivery and implementation in 2023. Two largest projects, the Pretoria Multipurpose Hall, and the Arts Campus Film School, which have cumulative allocated budget of 65% on IEG allocation, were targeted to improve spending on IEG projects. Contractors for these two projects were appointed in November 2023.

The following is a high-level status of the different IEG funded projects progress:

IEG 3 Projects

- a) *Disability access*: contractor was terminated due to non-performance. The project has undergone re-planning, and the procurement process was initiated in 2023.
- b) *Ga-Rankuwa New Auditorium*: The project has reached practical completion with Certificate of Occupation been awaited.
- c) *Ga-Rankuwa Specialised Lecture Halls*: Contractor has been terminated for non-performance. The process to appoint a new contractor to complete the project had begun.
- d) *Soshanguve South 200 Bed Residence*: Construction was completed with only the Certificate for Occupation still not yet issued by municipality.

IEG 4A Projects

Maintenance projects were all completed in the previous years. The contractor on the new Ga-Rankuwa student residence was terminated due to non-performance in 2022. The planning for tender process for the new contractor was completed in 2023.

IEG 4B Projects

Maintenance projects were all completed in the previous years. The new student residence at eMalahleni campus was completed with an Occupational Certificate issued.

IEG 4C Projects

Maintenance projects were all completed in the previous years. The budget of the Phase 2 of eMalahleni new student residence has been re-prioritised to the SHIP project by DHET.

IEG 5 Projects

Contractors were appointed for the Arts Campus Film School and Pretoria Campus Multipurpose Exam Halls. Funding for the following projects was reprioritised for the Giyani campus:

- eMalahleni ERC Centre
- Extension of Soshanguve South Library
- Replacement of Asbestos Panel at Buildings 15 and 16 at the Arts Campus

The remaining uncompleted projects were being expedited to appoint the contractors in the first quarter of 2024.

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4.7 STUDENT AFFAIRS AND EXTRACURRICULAR DEVELOPMENT

The division of Student Affairs and Extracurricular Development (SAED) provided multifaceted, student-centred extracurricular activities that promote responsible citizenry, general well-being, and future-ready well-rounded graduates. SAED strives to create a socially just student life experience conducive to academic success through out-of-classroom activities. It executed its operational plan through its five (5) units; Student Governance & Leadership Development, Extracurricular Development, Health and Wellness, Accommodation, Residence Life and Catering and Sport and Recreation. In addition, SAED has successfully conducted (for staff and students) many Gender Based Violence and Femicide (GBVF) awareness campaigns and initiatives to create safer campuses free of GBVF associated incidences.

The most notable achievements were:

- a) **SRC Elections:** The University was able to deliver a successful SRC elections programme for 2023/2024. A record voter turnout of 53.99% for the elections was recorded. In 2022/2023 SRC elections, the voter turnout was 53.2%. This was a notable increase and milestone, as depicted by the SAED operational target and deliverables, which ensured that all available resources are streamlined to support the increase in student participation in the SRC elections each year.
- b) **Sport Achievement:** SAED has secured a strategic partnership with SuperSport United FC, which resulted in the formation of the TUT Matsatsantsa Women's Football Club.
- c) **Clinical Management System:** Health and Wellness implemented, for the first time, the electronic Clinic Management System. This is a significant breakthrough for integrating e-services in the university. In addition, the system assists SAED to deploy and utilise digitally advanced and smart technologies to provide effective and efficient services to staff and students at all campuses.

4.8 DIGITAL TRANSFORMATION

The mandate of Institutional Effectiveness and Technology (IE&T) centres on strategy formulation, institutional intelligence and statutory reporting, digital ecosystems, and combined assurance. The activities executed by IE&T directorates supported the following 2023 EMC strategic priorities: Sustainability, Smart Campus, Future of Work, and Social Cohesion.

4.8.1 Strategic Planning

Institutional Effectiveness and Technology (IE&T) facilitated three Executive Management Committee (EMC) strategic planning workshops between August and September 2023. The three sessions focused on various objectives and outcomes, including the *mid-term review* of the 2023 *Annual Performance Plan (APP)*, *setting institutional strategic priorities for 2024* and lastly *setting EMC portfolio strategic objectives and identification of strategic risks* for 2024.

VICE-CHANCELLOR'S REPORT (continued)

The first executive management strategic planning workshop was held on 1 and 2 August 2023 where management conducted a mid-term review of the University's 2023 APP. The big question that underpinned this strategic planning workshop centred on *"What are we doing to achieve the numbers/targets (financial, infrastructure, human, technological, digital, pedagogical and research) in relation to the 2023 priorities in supporting the Strategic Pillar: Future-ready graduates, that is, graduates who are actively prepared and ready to engage the future of work?"*. The workshop culminated in the EMC identifying recommendations aimed at enhancing the operational efficiencies of the University. The recommendations were further deliberated at the September 2023 EMC workshop, with the objective of proposing concrete solutions.

EMC engaged in the second strategic planning workshop on 12 September 2023 to identify strategic priorities that would underpin and inform the University's 2024 APP. The big question that underpinned this strategic planning workshop centred on *"Which strategic priorities should each portfolio focus on to achieve key numbers and targets - financial, infrastructure, human, technological, digital, pedagogical and research – which are required for the University to fully achieve the ISP 2020-2025 goals and objectives?"*. Following robust deliberations, the following strategic priorities were identified: Financial sustainability/viability, infrastructure and smart campus, employability and future of work and social cohesion.

The third strategic planning workshop centred on the elucidation of the 2024 APP with respect to EMC priorities, portfolio objectives, and transformation objectives as well as the identification of 2024 strategic risks.

The 2023 Mid-term review report and the 2024 APP were approved by Council during its November meeting. The final 2024 APP and the Mid-term review report were submitted to the Department of Higher Education and Training (DHET) as per the requirements of the Reporting Regulations for Higher Education Institutions.

4.8.2 Institutional Intelligence and Statutory Reporting

All the 2023 statutory reporting encompassing space, staff and student HEMIS submissions were submitted within the stipulated DHET timelines. Strategic Management Support (SMS) provided various data-rich reports, including completion rates, registration data, financial projection modelling, enrolment patterns and financial impact presentations, and model development, among others, to support and inform management decision making. A notable development is the predictive model developed by SMS to help identify students at risk of failing. The model and the Student Tracking System were presented at the ALP on 26 July 2023. Furthermore, to foster external collaborations around statutory reporting, SMS successfully hosted the Southern African Association for Institutional Research (SAAIR) HEMIS Institute 2023 from 14 to 16 August 2023 where 117 delegates from across Southern African higher education institutions attended.

4.8.3 Digital Ecosystems

In alignment with the institution's strategic goals, the ICT Services contributed significantly towards the realisation of the pillar focused on establishing a digitally advanced University. ICT Services' efforts have been instrumental in achieving the objective of ubiquitous Wi-Fi access across all university campuses and residences, enabling seamless connectivity for staff, students, and connected devices to access the TUT information technology infrastructure.

VICE-CHANCELLOR'S REPORT (continued)

ICT Services achieved significant strides in 2023, which facilitated the enhancement of the University's technological landscape to support the institution's strategic pillars, targets, and objectives. Despite a challenging end to the year due to a cyberattack on 17 December 2023, the commitment to excellence, innovation, and security has not wavered.

ICT services focussed on improving digital infrastructure, enhancing data security, optimising communication channels, and promoting cloud integration. The strategic initiatives undertaken for 2023 were met across several areas. Key projects such as the Phase 3 Wi-Fi rollout, VOIP through Microsoft Teams, and the implementation of Hybrid Cloud solutions have been pivotal in transforming the University's digital ecosystem. The unexpected cyberattack in December 2023 has further emphasised the importance of robust cybersecurity measures, guiding our institutional strategies moving forward. Some of the notable achievements in 2023 are:

- i. **Network and Infrastructure Enhancements:** *Phase 3 Wi-Fi Project:* Successfully expanded Wi-Fi access across all TUT sites, ensuring comprehensive coverage in student residences, lecture rooms, and other key areas. *VOIP Project via Microsoft Teams:* Implemented a university-wide voice solution, facilitating seamless telecommunication for staff. *Mobile Data Upgrade:* Enhanced mobile data allocation for staff, enabling effective off-campus operations through APN, with a minimum threshold set at 20GB. *Infrastructure Upgrade:* Replaced outdated switches with advanced models across TUT sites, significantly boosting network capacity and security.
- ii. **Cloud Integration and Security:** *Hybrid Cloud Implementation:* Adopted a phased approach to cloud migration, notably moving the ITS test and development server to Amazon Web Services (AWS), thus establishing a robust disaster recovery (DR) platform. *Multi-Factor Authentication (MFA):* Microsoft's MFA solution was rolled out, which bolstered account security for staff and students.
- iii. **Digital Platforms and Services:** *The Exam Portal System* was launched in October 2023, enabling nearly 25,000 students to access timetables and exam results online, with extensive system engagement noted in subsequent months.

4.8.4 Digital Business Processes and Digital Learning Initiatives alignment

The mandate of Teaching and Learning with Technology (TLwT), underscores technological integration to enhance teaching and learning. Furthermore, Educational Technology Integration (ETI) focuses on enabling the strategic pillars of empowering students for the future of work, enhancing research and innovation, and advancing digital capabilities.

The ETI utilised the maintenance budget to prioritise upgrades, supporting 57.49% (468 venues) of TUT's 814 venues with digital infrastructure. Noteworthy upgrades included laser projectors and HD equipment installations, though challenges like limited budgets persisted.

Impactful staff and student empowerment initiatives were rolled out with specific focus on Clevertouch software and Microsoft 365 applications, albeit challenges in attracting users to advanced Clevertouch features. The myTUTor Service Desk effectively supported LMS access, but challenges, such as LMS tender delays and MFA deployment, were experienced.

VICE-CHANCELLOR'S REPORT (continued)

eMedia Design and Development (eMDD) integrated digital solutions into myTUTor, created digital tutorial guides and enhanced digital capacity through training sessions.

In addition, the LMS-related processes were automated; conducted research and benchmarking, empowered staff; explored artificial intelligence in learning, teaching and assessment; deployed IoT-enabled learning tools and platforms and introduced flexible and personalised learning methods. These initiatives reflect university's commitment to enhancing digital learning experiences, despite persistent challenges.

4.8.5 Combined Assurance

The combined assurance framework brings together the various assurance providers within the University in an integrated and complementary manner to provide comfort to the University's stakeholders that the University has a robust system of internal controls, coherently manages its risks and takes all reasonable steps to minimise loss, unauthorised and wasteful expenditure. IE&T submitted Combined Assurance reports to the EMC and Audit Risk Committee of Council in line with the institution's reporting schedule. The achievements recorded by Risk Management and Quality Promotion as part of the internal assurance providers are provided below:

- i. **Risk Management:** The human resources capacity in the Risk Management office was strengthened with the appointment of the Risk Manager on 01 September 2023. Despite the insufficient capacity, the office managed to provide support to the EMC portfolios by ensuring that operational risk registers for 2023 were developed and continuously monitored. On a strategic level, the office managed to monitor the implementation of actions to further mitigate the risks as identified in the 2023 Strategic Risk Register. The 2023 Strategic Risk Register was analysed and a shift in the impact of strategic risk became evident. The Strategic Risk Register for 2024 was developed to support the University's 2024 APP.

Focus was also placed on managing risks associated with the day-to-day operations and ensuring that the Risk Champions were capacitated to continuously identify potential risks, assess their likelihood and impact, and implement controls to minimise the impact on the objectives. Furthermore, attention was also placed on academic risk management to ensure that risks related to academic activities were mitigated.

- ii. **Quality Promotion:** The Directorate of Quality Promotion (DQP) recorded several significant milestones that contributed to the achievement of the University's strategic objectives towards ensuring future-ready graduates.

DQP planned to conduct 12 internal quality reviews and only eight internal reviews were conducted, which constitute 67% of the planned internal reviews. The remaining reviews of programmes were postponed to the first term of 2024. In addition, DQP conducted internal readiness reviews for eight professional academic programmes and provided the necessary quality assurance support to ensure readiness for the re-accreditation site visit by statutory professional councils. In 2023, the Bachelor of Health Science in Clinical Technology was granted full accreditation by the Health Professions Council of South Africa (HPCSA) for a period of five years.

VICE-CHANCELLOR'S REPORT (continued)

Furthermore, DQP conducted two surveys in response to the recommendation of the CHE National Review of Doctoral Qualifications: *A Doctoral Supervision Experience Survey* and *Graduate Attributes for Doctoral Qualifications Survey*. Only the Doctoral Supervision Survey was successfully conducted, and the report was finalised and submitted.

- iii. **The Office of the Student Ombudsman:** The office of the Student Ombudsman continued to make positive contributions towards mitigating the potential reputational risks to the University through effective resolution of students' complaints. In 2023, the Student Ombudsman adjudicated 46 academic-related complaints from various environments within the University. The Student Ombudsman contributes positively towards mitigating potential reputational risks to the University by effectively resolving students' complaints. The office remains one of the key structures put in place by the University as part of the ecosystem for managing student complaints in TUT.

4.8.6 Institutional Audit by Council on Higher Education

The CHE institutional audit site visit took place from 25 until 29 July 2022 and was executed successfully. The outcomes of the institutional audit will inform the quality improvements of the core academic functions to enable student success and provide an institutional baseline for implementing the new national Quality Assurance Framework and attaining the self-approval status. The University received the Institutional audit draft report on 29 May 2023, for comment and identification of factual errors. All comments received were collated and an institutional response was prepared and submitted timeously to the CHE on 21 July 2023. TUT received the final institutional audit report on 13 December 2023, and the process for the development of the institutional quality improvement plan will commence in the first term of 2024 and be submitted to the CHE on 30 April 2024.

4.9 CORPORATE AFFAIRS AND MARKETING

During 2023, Corporate Affairs and Marketing operational focus was on three deliverables meant to advance the ISP (2020-2025) as well as the operational plan objectives for the year under review. Therefore, all the portfolio's activities and performance targets were aligned to achieve the following key deliverables:

- a) The brand and reputation repositioning of the University to focus on the academic project, its future-readiness, impactful research, problem-solving innovation, and digital advancement.
- b) The enhancement of internal and external stakeholder experiences and interactions with the University.
- c) The coordination of applications campaigns to attract right-fit undergraduate students, particularly in STEM programmes.

The top highlights for this period under review includes the following events:

- a) The launch of the TUT AI Hub in partnership with the Department of Communications and Digital Technologies (DCDT) and the University of Johannesburg.
- b) *Honoris causa* awarded to Ms Yvonne Chaka Chaka (Faculty of Arts and Design) and Mr ABC Motsepe (Faculty of Management Sciences – posthumously).
- c) World Intellectual Property Day.
- d) The Albany Bread Girl: Faculty of Arts and Design student, Lungisani's photos captured the imagination of the nation.

VICE-CHANCELLOR'S REPORT (continued)

- e) Empowering Small and Medium-Sized Enterprises: Driving Innovation and Solutions in South Africa's Energy Crisis.
- f) Solar Car, SunChaser 4: TUT's solar car won the Ilanga Cup for the second consecutive year and received extensive media coverage.
- g) Launch of the AI Association of South Africa.
- h) Women in Innovation and Leadership Dialogue with City of Tshwane,
- i) VC's Prestigious Research & Innovation Seminar Series, 6 and 27 September 2023.
- j) TUT's Institute for the Future of Work 2nd Annual 4IR Dialogue.
- k) The appointment of Dr Gloria Serobe as Chancellor of the University.

4.9.1 Repositioning the University

The repositioning strategy, which has been implemented since June 2022 to position the University to sharply focus on marketing and communication activities on the academic project, continued during 2023. Activities entailed reinforcing the following positioning statements across marketing touchpoints including printed collateral, traditional, email and digital advertising, the website, official social media platforms, corporate merchandise, banners, and billboards:

- Future-ready graduates
- Impactful research
- Problem-solving innovation
- From good to great.

For communication and publicity purposes, the strategy entailed refocusing efforts to specifically source more content related to activities in teaching and learning, research, and digital advancements, and to reframe content development across university channels to reflect this positioning.

During 2023, 89% of the content generated and published on the website and integrated with official social media platforms related to the academic project: future-ready graduates, impactful research and engagement and digital transformation. The Vice-Chancellor & Principal contributed significantly to content generation related to the academic project and positioning of the University.

4.9.2 Stakeholder Management Strategy

Although all the University portfolios regularly engage with relevant and salient stakeholders, there was no central management strategy or policy to coordinate and report on activities. A central stakeholder management framework, strategy and policy were developed, and all university portfolios supplied their operational plans to execute the strategy. The framework, strategy and policy will be submitted for final approval in 2024.

4.9.3 Strategic Events

Several strategic events were hosted during 2023 to advance the University's new positioning amongst internal and external stakeholders and to directly involve them. These events were promoted and livestreamed to ensure maximum stakeholder participation:

- a) Launch of the 4IR Research Chair (MICT SETA), 17 February.
- b) Launch of the TUT AI Hub (DCDT and UJ), 24 March 2023.
- c) Inventor's Forum – 31 March 2023.
- d) World Intellectual Property Day Celebration, 26 April 2023.
- e) Autumn and Spring Graduations.

VICE-CHANCELLOR'S REPORT (continued)

- f) Dr Sam Nzima Memorial Lecture, 16 June 2023.
- g) Launch of the SA AI Association (AI Media and other founding members), 19 July.
- h) TUT and SuperSport United FC partnership launch, 26 July 2023.
- i) VC's Book of the Month, 15 August, 18 September and 17 October 2023.
- j) TUT and GCIS Women in Media and Communication Dialogue, 25 August 2023.
- k) Women in Innovation and Leadership Dialogue with City of Tshwane, 30 August 2023.
- l) TUT Arts Festival, 26 – 28 September 2023.
- m) Institute for the Future of Work, 2nd Annual 4IR Dialogue (promotion and publicity).
- n) Academic Excellence Awards held on 29 November 2023.
- o) Honorary doctorates awarded to Ms Yvonne Chaka Chaka, Mr Makisi Max Marhanele, Mr Albert Ndleleni Dupree Vilakazi and Mr Augustine Butana Chaane Motsepe (posthumously).

4.9.4 Technology to support the University's positioning and engagement

During 2023, Corporate Affairs and Marketing (CA&M) directorate started deploying Artificial Intelligence (AI) technology to drive digital marketing and create content for key strategic events, such as the launch of the TUT AI Hub and the Academic Excellence Awards. The University's AI staff member, named *Olu*, was also presented to stakeholders for the first time during 2023. In addition, a system to personalise emails to staff and students was deployed and a new LinkedIn platform was launched.

4.9.5 Awareness and Information Campaigns

The primary strategic campaigns to support the University's new positioning, and to engage and support stakeholders with relevant information included:

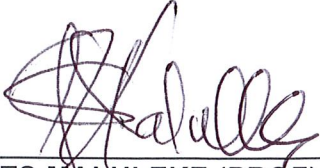
- a) I AM# Future Ready
- b) Entrepreneurship Week (Industry Grid)
- c) Entrepreneurship Intervarsity Competition
- d) Varsity hackathon competitions
- e) NSFAS campaigns
- f) Online applications and registrations
- g) Anti-fraud campaign
- h) Monday Meets (weekly social media campaign for students)
- i) Fundraising Golf Days
- j) I love my campus (cleaning campaign with Mascot)
- k) Anti-harassment/bullying campaigns, including the Code of Good Practice and 16 Days of Activism
- l) I AM # a Proud TUT Woman
- m) Heritage campaign
- n) Cyber security

4.9.6 Integrated Institutional Applications Plan

The Integrated Institutional Applications Plan was approved in 2022 with the aim of ensuring coordination of all through-the-line recruitment activities by CA&M with the faculties and Student Recruitment. The implementation of the annual Institutional Integrated Applications Plan is a vital activity of the marketing communication function as it directly impacts on the sustainability of the University.

VICE-CHANCELLOR'S REPORT (continued)

The implementation of the plan has, to date, resulted in greater coordination of direct marketing activities by the faculties and Student Recruitment, and consistency in messaging, in line with the University repositioning. AI technology was deployed to render all targeted digital advertising for recruitment purposes.



TS MALULEKE (PROF)
Vice-Chancellor and Principal

21 June 2024

SENATE REPORT

1. COMPOSITION OF THE SENATE

In terms of the Tshwane University of Technology Statute, the Senate consists of:

- a) the Vice-Chancellor, who is the Chairperson;
- b) all Deputy Vice-Chancellors;
- c) the Registrar, as secretary to Senate;
- d) the Executive Deans;
- e) all full Professors of the University;
- f) two Heads of Department per faculty;
- g) two non-professorial academic employees per faculty;
- h) the Head of Research directorate;
- i) the Executive Director of Institutional Effectiveness and Technology;
- j) the Campus Rectors;
- k) two representatives of the Institutional SRC, elected by the Institutional SRC;
- l) one member of the campus SRC per each campus elected by the campus SRC;
- m) two non-academic employees, elected by the non-academic employees;
- n) one member of the Council who is not an employee or student of the University, designated by the Council;
- o) one member of the Convocation designated by the Convocation;
- p) all Assistant Deans; and
- q) such additional members as approved by the Senate on the recommendation of the Executive Committee of Senate.

The executive committee of the Senate consists of:

- a) the Vice-Chancellor, who is the Chairperson;
- b) the Deputy Vice-Chancellors;
- c) the Registrar, as secretary of Senate;
- d) the Executive Deans; and
- e) such other members as the Senate may determine, provided that the majority of the members must be academic employees.

2. ACADEMIC STRUCTURE

The academic structure of the Tshwane University of Technology was as follows as at 31 December 2023:

Chairperson of the Senate: (Prof TS Maluleke)

Deputy Vice-Chancellor: Teaching, Learning and Technology: (Prof B van Wyk)

Deputy Vice-Chancellor: Research, Innovation and Engagement: (Dr V Papu-Zamxaka)

Faculty of Arts and Design (Executive Dean: Prof N Moodley-Diar)

- Department of Design Studies
- Department of Fine and Studio Arts
- Department of Interior Design
- Department of Performing Arts
- Department of Visual Communication

SENATE REPORT (continued)

Faculty of Economics and Finance (Executive Dean: Prof P Mashigo)

- Department of Accounting
- Department of Auditing
- Department of Economics
- Department of Finance and Investment
- Department of Public Sector Finance

Faculty of Engineering and the Built Environment (Executive Dean: Dr G Kanakana Katumba)

- Department of Architecture and Industrial Design
- Department of Building Sciences
- Department of Chemical, Metallurgical and Materials Engineering
- Department of Civil Engineering
- Department of Electrical Engineering
- Department of Geomatics
- Department of Industrial Engineering
- Department of Mechanical and Mechatronics Engineering

Faculty of Humanities (Executive Dean: Prof MH Maserumule)

- Department of Applied Languages
- Department of Integrated Communication
- Department of Journalism
- Department of Law
- Department of Public Management
- Department of Safety and Security Management
- School of Education

Faculty of Information and Communication Technology (Executive Dean: Dr EA van Wyk)

- Department of Computer Science
- Department of Computer Systems Engineering
- Department of Informatics
- Department of Information Technology

Faculty of Management Sciences (Executive Dean: Dr AE Nesamvuni)

- Department of Business and Information Management Services
- Department of Hospitality Management
- Department of Management and Entrepreneurship
- Department of Marketing, Supply Chain and Sport Management
- Department of Operations Management
- Department of People Management and Development
- Department of Tourism Management
- Tshwane School for Business and Society

Faculty of Science (Executive Dean: Prof N Mokgalaka)

- Adelaide Tambo School of Nursing Science
- Department of Animal Sciences
- Department of Biomedical Sciences
- Department of Biotechnology and Food Technology
- Department of Chemistry

SENATE REPORT (continued)

- Department of Crop Sciences
- Department of Environmental Health
- Department of Environmental, Water and Earth Sciences
- Department of Horticulture
- Department of Mathematics and Statistics
- Department of Nature Conservation
- Department of Pharmaceutical Sciences
- Department of Physics
- Department of Sport, Rehabilitation and Dental Sciences

3. MEETINGS OF SENATE

The Senate constituted in accordance with the Institutional Statute and functioned effectively. The Senate convened four ordinary and one special meetings during 2023; and the Committee continued to play its role in terms of it being accountable to the Council for all the teaching, learning, research, innovation and community engagement functions of the University and all other functions delegated or assigned to it by the Council. This was, amongst others, achieved through the Senate performing the following functions:

- Making and amending rules and regulations relating to the curriculum for any qualification after consultation with relevant faculties;
- Making and amending rules and regulations relating to the manner in which students are to be examined;
- Approving and recommending academic policies to Council for approval;
- Determining the persons to whom scholarship and academic prizes were awarded;
- Taking note of any action and decision taken by committees in exercising their delegated powers or functions when such committees report their actions and decisions to the Senate; and
- Determining the standard of proficiency to be attained in any mode of assessment that may be used in order to satisfy the requirements for obtaining degrees, diplomas, certificates or any other qualifications.

4. MATTERS OF SIGNIFICANCE CONSIDERED BY THE SENATE DURING 2023

The **ordinary meeting** held on 6 March 2023 considered the following matters of consequence:

- Transformation of TUT Academic Regalia;
- Draft Policy on the Prevention of Gender-Based Violence and Femicide and other Related Violence for the Tshwane University of Technology, which was referred to the Policy Development Office for guidance on the policy formulation process;
- A verbal report from Prof Maharajh on the COP27 Climate Change Summit held on 6 to 18 November 2022;
- Reports and minutes of the various Committees of the Senate;
- Noted, ratified and approved the matters discussed at the meeting of the Executive Committee of Senate held on 27 February 2023;
- Noted, ratified and approved submissions from the Executive Committee of the Senate;
- Noted the overview of the status of the TUT Ministerial approved HEQSF-aligned PQM, which, among others, provided details on the number of approved and recorded undergraduate and postgraduate programmes on the institutional HEQSF-aligned PQM as at 27 February 2023;
- Noted the update on the developments regarding the implementation of the Quality Assurance Framework (QAF) by the Council on Higher Education (CHE) in 2024. In

SENATE REPORT (continued)

addition, the report also provides an update on the Institutional Audit and progress with the implementation of the quality improvement for the national review of doctoral degrees;

- Policy on Open Access;
- Policy on Student Evaluation of Learning and Teaching Practice;
- Election of the Senate Representatives on Council; and
- The recommendations of the Honorary Awards Committee on the conferment of honorary degrees.

The **ordinary meeting** held on 12 June 2023 considered the following matters of consequence:

- The presentation of the updated designs for the TUT Academic Regalia, following consultations with various stakeholders;
- Sexual harassment and gender-based violence matters;
- Progress report on the Integrated Institutional Mental Health Strategy;
- Noted, ratified and approved the matters discussed at the meeting of the Executive Committee of Senate held on 29 May 2023;
- Reports and minutes of the various Committees of the Senate;
- Progress report on Climate Change;
- The 2022 Student Ombudsman Annual Report that detailed the nature and status of the students' academic complaints lodged and handled by the Office of the Student Ombudsman;
- The 2024 Academic Core Calendar;
- Status of the TUT Ministerial approved HEQSF-aligned PQM, specifically, details on the number of approved and recorded undergraduate and postgraduate programmes on the institutional HEQSF-aligned PQM by June 2023;
- Noted the process and timelines for disseminating the draft Institutional Audit Report for comments institution-wide;
- Policy on Internationalisation;
- Policy on Subject and e-Resource Levies;
- Policy on Class Attendance and Academic Participation;
- Election of the Senate representatives on the Honorary Awards Committee;
- The 2022 Senate Performance Assessment Report, which was referred to the Executive Committee of Senate for further discussion of the section on the shortcomings;
- Approval of postgraduate final results; and
- Noted a presentation on the Anti-sexual Harassment reports.

The **third ordinary meeting** held on 11 September 2023 considered the following matters of consequence:

- Reports and minutes of the various Committees of the Senate;
- Noted, ratified and approved the matters discussed at the meeting of the Executive Committee of Senate held on 4 September 2023;
- Infrastructure related issues affecting the academic project;
- Noted that the Faculty of Arts and Design was being awarded a GBV niche area;
- Draft Institutional Mental Wellness Strategy;
- Progress report on Climate Change;
- An update on 2022 Senate Performance Assessment Report;
- Noted the National Health Research Ethics Council (NHREC) Audit Reports of the Research Ethics Committee for 2018 and 2023;

SENATE REPORT (continued)

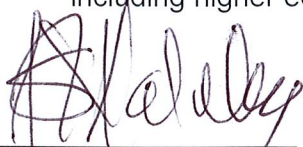
- Noted the status of the TUT Ministerial approved HEQSF-aligned PQM; more specifically the details on the number of planned and recorded undergraduate and postgraduate programmes on the institutional HEQSF-aligned PQM as at September 2023;
- Noted the overview of professional councils' accreditation visits and outcomes for all professional programmes at TUT and the update on the professional visits that would take place in 2023 and 2024;
- Noted the institutional factual error response report submitted to the Council on Higher Education (CHE);
- Considered the request from the Council on Higher Education for the University to participate in the planned study to assess the state of quality of higher education in South Africa;
- Policy on Credit Accumulation and Transfer;
- Request for members of the Senate to make inputs on the Terms of Reference for the Digital Transformation Committee; and
- Considered Teaching, Learning and Technology High Priority matters.

The **fourth ordinary meeting** held on 6 November 2023 considered the following matters of consequence:

- Reports and minutes of the various committees of the Senate;
- Noted, ratified and approved the matters discussed at the meeting of the Executive Committee of Senate held on 30 October 2023;
- The Reports regarding infrastructure on TUT campuses impacting on the academic Project;
- Sexual harassment and gender-based violence matters;
- Mental wellness matters;
- TUT SDG research footprint for 2022;
- Report on the analysis of the responses from members of the Executive Committee of the Senate based on the completed questionnaire;
- The status of the TUT Ministerial approved HEQSF-aligned PQM; more specifically, the detail on the number of planned and recorded undergraduate and postgraduate programmes on the institutional HEQSF-aligned PQM by October 2023;
- The status of institutional preparation for the implementation of the new Quality Assurance Framework (QAF);
- Policy on Conferring the Chancellor's Award for Outstanding Academic Achievement;
- Policy on Curriculum Development;
- Policy on the Development, Selection and use of Learning Resources;
- Draft Institutional Statute; and
- Customer Relationship Management System Report.

A **special meeting** held on 9 October 2023 considered the following matters:

- Annual reports from the Library and Information Services, the research, innovation and engagement; and the teaching, learning and technology environments portfolios, including higher education development and support senior directorate;



TS MALULEKE (PROF)
Chairperson of the Senate

21 June 2024

INSTITUTIONAL FORUM (IF) REPORT

1. INTRODUCTION

The report highlights the work of the Institutional Forum (IF) during the period under review.

2. COMPOSITION OF THE INSTITUTIONAL FORUM

The Institutional Forum consists of:

- Two members of the senior management;
- The Director of Transformation, Employment Equity and Diversity;
- Two members of the Council;
- Two members of the Senate;
- One non-academic employee from each of the campuses of the University;
- One academic employee, not being a member of the Senate, from each of the campuses of the University;
- Not more than two members of each recognised labour union at the University;
- Two members of the Student Services Council;
- Two members of the Convocation;
- Two members of the Students' Representative Council; and
- One or more members co-opted for the specific purpose of assisting the Institutional Forum in respect of any specific project.

3. INSTITUTIONAL FORUM MEETINGS

The Institutional Forum at Tshwane University of Technology remained in good standing and was able to fulfil its mandate of playing an advisory role to Council as stated in the Higher Education Act and the University Statute.

The IF held three ordinary meetings on 12 April 2023, 8 June 2023, and 27 October 2023. A special meeting was held on 13 October for the purpose of establishing IF Task Teams. The attendance of meetings by the IF members during the period under review was good.

The Institutional Forum, informed by its mandate, considered many issues and accordingly formulated and gave advice to the University Council. This was, amongst others, achieved through the Institutional Forum performing the following:

- Advising the Council on issues affecting the University, including:
 - the implementation of the Higher Education Act and the national policy on higher education; and
 - Transformation of TUT Academic Regalia.

4. MATTERS OF SIGNIFICANCE CONSIDERED BY THE INSTITUTIONAL FORUM DURING 2023

The following matters formed part of the agenda of the **ordinary meeting** that was held on 12 April 2023:

- Revision of the IF Terms of Reference.
- Reports from the various task teams of the Institutional Forum.
- Employment equity matters.
- Assessment of the B-BBEE Status.
- Policy evaluation for advice to Council.

INSTITUTIONAL FORUM (IF) REPORT (continued)

- Gender-Based violence matters.
- An evaluation of progress on infrastructure development and maintenance projects.
- Feedback on IF related matters.

The **ordinary meeting** that was held on 8 June 2023 considered the following matters of consequence:

- Election of the IF Chairperson - Adv B Mlilo was declared as an elected Chairperson of the Institutional Forum.
- Election of Deputy Chairperson of IF - Mr S Ndlovu was declared as an elected Deputy Chairperson of the Institutional Forum.
- Noted a presentation on Gender-Based Violence.
- Noted a presentation on the progress regarding transformation of the TUT academic regalia.
- Noted a presentation on the TUT B-BBEE which highlighted the following:
 - That the B-BBEE Strategy is aimed at, among others, developing specific initiatives and actions for each element with the Executive team taking responsibility implementation, monitoring and evaluation of the transformation agenda across the University.
- The following were highlighted as the B-BBEE pillars of focus:
 - Building of a capable high performing and diverse workforce that is reflective of the market the University operates from.
 - Creation of a culture that values our differences and drives innovation to achieve growth, reduce risks and create efficiencies.
 - Working effectively with all our stakeholders (clients, employees, intermediaries, suppliers, business partners and communities).
 - Creating value, and enable business success in the University diverse marketplace.
- The presentation also focused on the core components of B-BBEE, where the University is with B-BBEE, qualities and aspects for adopting and implementing B-BBEE Strategy, preferential procurement, supplier and enterprise development and socio-economic development.

The **ordinary meeting** held on 27 October 2023 considered the following matters of consequence:

- Finalisation of membership of the various task teams of the Institutional Forum.
- Tasked the Office of the Registrar with the responsibility of drafting of the Terms of Reference, which, among others, would outline the responsibilities of the different task teams.
- Agreed on the structure of the IF agenda.
- The University's role in ensuring the safety of the students in the accredited accommodation.
- Motivation for the establishment of new campus for TUT Polokwane.
- Presentation on TUT Academic Regalia Transformation (final designs).
- Presentation on the draft Institutional Statute.
- TUT relations with Israel.

A **special meeting** was held on 13 October 2023 for the purpose of establishing IF task teams.

INSTITUTIONAL FORUM (IF) REPORT (continued)

The following task teams were established:

- Equity and Universal Access Task Team.
- Charter and Policy Task Team.
- Disputes Mediation Task Team.
- Infrastructure and ICT Task Team.

Members were requested to submit their names on or before 20 October 2023 to the Secretariat to indicate the task teams they would prefer to serve on.



B. M. MLILO (ADV)

Chairperson of the Institutional Forum

21 June 2024

REPORT OF COUNCIL ON RISK ASSESSMENT AND MANAGEMENT OF RISK

1. BACKGROUND

The Audit and Risk Committee of Council continues to oversee the Risk Management activities for the University. We are pleased report that the identified risks were managed effectively except for the reported cyber security incident that occurred in the last month of the year. Since the last comprehensive review in 2022 of the effectiveness of risk management functions, the University focused on implementing the recommendations of the risk management review in 2023 as it was meant for continuous improvement of the function. Two recommendations are currently under implementation as they are intensive and require other institutional processes to be affected. These processes include the purchase of a risk management software and increasing the capacity of the Risk Management office through an organisational review process.

The transition from conducting risk assessments on a spreadsheet to MERS was successfully completed in 2023 as planned, which signifies a shift towards a more digitised and efficient risk management for the University.

2. PROGRESS MADE


- The utilisation of MERS for monitoring and evaluating the University's Strategic Plan underscores the institution's commitment to tracking and addressing risks that may impede the achievement of strategic goals.
- Timely submission of quarterly Risk Management reports to the Audit and Risk Committee reflects the University's commitment to transparency and accountability.
- Internal Audit review conducted in 2022 and the efficient implementation of the recommendations during the 2023 year of assessment confirms the effectiveness of Risk Management processes, instilling confidence in the system's ability to identify and mitigate potential risks.
- The function's structure was resuscitated after the appointment of the Risk Manager for the enhancement of strategic and operational risk management.
- Risk assessments were successfully conducted at a strategic, academic, and operational levels. Continuous mitigation of risks was reported to the ARC and recommendations by ARC were implemented.
- The Combined Assurance Forum found its momentum in 2023 where a comprehensive report on Combined Assurance was submitted. This enhances the governance processes as the risk coverage of assurance services is visible in this report.

3. OTHER RISK MANAGEMENT FACTORS

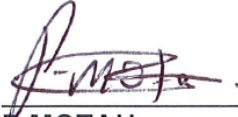
While the Audit and Risk Committee of Council continues to provide crucial oversight and support to the Council, ensuring the effective implementation of risk management policies and frameworks is at the core. The University embarked on the revision of both the Risk Management Policy and Framework. The approval and implementation of the new revised risk governing documents is expected to take place in 2024. This continued refinement of risk assessment processes is meant to ensure alignment with evolving regulatory requirements and industry best practices. The process will integrate business continuity management for the University together with the cyber security, and fraud risk management. In addition to the achievements, 2023 saw further advancements in risk management practices at the University.

REPORT OF COUNCIL ON RISK ASSESSMENT AND MANAGEMENT OF RISK
(continued)

Looking ahead, the University remains committed to continuous improvement and innovation in risk management practices to navigate future challenges and capitalise on emerging opportunities.



NE MABOTE (DR)
Acting Chief Risk Officer



P MOTAU
Chairperson of the Audit and Risk Committee

21 June 2024

STATEMENT OF THE AUDIT AND RISK COMMITTEE

1. ROLE AND FUNCTION OF THE COMMITTEE

The Audit and Risk Committee (ARC) submits its report for 2023 in terms of the Regulations for Reporting by Public Higher Education Institutions, Government Notice No. 37726 (9 June 2014). The ARC is accountable to the University Council for the performance of its duties. The ARC oversight role is to ensure that TUT’s assets are safeguarded, that the University maintains adequate accounting records, and develops and maintains an effective system of internal control and risk management.

The ARC oversees the implementation of effective risk and internal control management across the institution. The Committee periodically assesses the risk profile of the institution and reviews Management reports in conjunction with the Internal Audit Reports on a routine basis to advise Management and Council on appropriate risk management strategies as well as an appropriate action to strengthen the internal control environment. The ARC also recommends external auditors to Council, approves the Audit fees and engages with external auditors to obtain assurance that the Annual Financial Statements are fairly presented per the DHET Reporting Regulations.

The ARC enjoys unrestricted access to the Chairperson of Council (who is not a member of the Audit Committee), the Vice-Chancellor, the Chief Financial Officer, The Chief Audit Executive and the internal and external auditors.

2. COMPOSITION OF THE COMMITTEE

The composition of the Committee is as follows:

Chairperson

Name	Capacity	Qualifications
Ms APC Mangoma (Until 30/09/2023)	External Member of Council	- BCompt Accounting Sciences - Honours BCom - CIA
Mr. P Motau (From 9/11/2023)	External Member of Council	- PGD: Internal Auditing - BTech: Internal Auditing - National Diploma: Internal Auditing

Deputy Chairperson

Name	Capacity	Qualifications
Ms Z Mamabolo	Independent Expert	- MBL - BTech: Corporate Administration - National Diploma: Internal Auditing

Members

Name	Capacity	Qualifications
Mr MG Diago	External Member of Council	- HonsBA: Development and Management Studies - BTech: Management

STATEMENT OF THE AUDIT AND RISK COMMITTEE (continued)

Members (continued)

Name	Capacity	Qualifications
Prof N Moodley-Diar (Until 30/06/2023)	External Member of Council	- DPhil: Arts - MA: History of Art - BA: Fine Arts
Prof SM Niemann (Until 06/06/2023)	External Member of Council	- Phd: Education Management - MBA
Ms APC Mangoma	External Member of Council	- MPhil: Accounting Sciences
Mr P Motau	External Member of Council	- PGD: Internal Auditing - BTech: Internal Auditing - National Diploma: Internal Auditing

Independent Experts

Name	Capacity	Qualifications
Ms Z Mamabolo	Independent Expert	- MBL - BTech: Corporate Administration - National Diploma: Internal Auditing
Mr S Gounden	Independent Expert	- CA (SA) - BCompt
Ms S Dlungwane	Independent Expert	- MPhil: Development Finance - CA (SA) - Hons BCom: Accounting - BCom: Financial Accounting

Members Attending by Invitation

Name	Capacity	Qualifications
Prof TS Maluleke	Vice-Chancellor	- Doctor of Theology
Dr V Papu-Zamxaka	Internal Member of Council	- PhD in Education
Dr Kanakana-Katumba	Internal Member of Council	- Doctor of Engineering
Prof B Twala	Deputy Vice-Chancellor: Digital Transformation	- PhD: Machine Learning and Statistical Science - MSc: Statistics
Mr T Madurai	Chief Financial Officer	- CA (SA)
Dr NE Mabote	Executive Director: IE&T (Acting)	- PhD in Education

2.1 Changes in membership

The following changes took place during the period under review:

- a) Prof N Moodley-Diar's term of office expired on 30 June 2023.
- b) The terms of reference were revised in relation to the composition of the Committee to ensure alignment with the recommendation of King IV. The Committee is now constituted of non-executive members and the executive or internal members attend by invitation.

STATEMENT OF THE AUDIT AND RISK COMMITTEE (continued)

- c) On 9 November 2023, Mr P Motau was elected to the position of Chairperson of the Committee after the expiry of Ms APC Mangoma's second term.
- d) Prof SM Niemann resigned as a member of the Committee on 6 June 2023.

2.2 Meetings held during the period under review

Three ordinary meetings and one special meeting of the **Audit and Risk Committee** were held in 2023. The attendance of meetings is reflected in the table below:

Table 63: Attendance of meetings of the Audit and Risk Committee

MEMBERS	DATES OF MEETINGS				% PER MEMBER
	22-03-2023	13-04-2023	31-05-2023	09-11-2023	
Full Members					
APC Mangoma (Ms)	A	x	x	A	50%
N Moodley-Diar (Prof)	A	x	x	Membership Expired	50%
SM Niemann (Prof)	x	A	x	Resigned	50%
S Gounden (Mr)	x	A	x	A	50%
MG Diago (Mr)	x	A	x	x	75%
Z Mamabolo (Ms)	x	A	x	x	75%
S Dlungwane (Ms)	x	x	x	x	100%
By Invitation					
TS Maluleke (Prof)	x	x	x	x	100%
V Papu-Zamxaka (Dr)	x	x	x	A	75%
Kanakana-Katumba (Dr)	Prior to Membership	x	x	A	50%
T Madurai (Mr)	x	x	x	x	100%
B Twala (Prof)	x	x	x	x	100%
E Mabote (Dr)	Prior to Membership		x	x	50%

x – Present
A – Apology

3. REPORTING FOR THE PERIOD UNDER REVIEW

3.1 Expertise of the Finance Function

The ARC is satisfied with the expertise of the Finance Section and with the Chief Financial Officer who is a Chartered Accountant and Head of the Division. The ARC is further satisfied with the adequacy of resources in the division, the experience and overall performance of the division.

3.2 Reports to Council

The ARC submits quarterly reports to the Council on its statutory duties as well as functions assigned to it by Council.

STATEMENT OF THE AUDIT AND RISK COMMITTEE (continued)

The ARC interrogates reports submitted by Executive Management, Internal Audit, External Audit (Financial and ICT), and Risk Management as well as ad hoc reports commissioned by it and those submitted by Executive Management on issues that fall within its mandate and terms of reference.

3.3 Independence of External Auditors

The ARC is satisfied with the independence of the external auditors, SizweNtsalubaGobodo Grant Thornton Inc, as well as the documentation and reports emanating from them.

3.4 Financial Statements and Accounting Practices

The ARC reviews annual financial statements, including quarterly management accounting reports, and has comfort that accounting practices conform to the Regulations for Reporting Framework prescribed for Public Higher Education Institutions.

The Committee further confirms that about the current period financial statements, they have:

- Considered the appropriateness of accounting policies and any changes thereto;
- Reviewed the going concern assumptions; and
- Considered accounting treatment, significant transactions, and accounting judgements by management, and are satisfied that the disclosures made are adequate and that fair presentation has been achieved.

3.5 Internal Audit

The ARC is satisfied that the internal audit function was independent and that it had the necessary resources and capacity to enable it to discharge its duties.

The internal audit function is an outsourced function to SKX Protiviti, which reports functionally to the ARC and administratively to the Vice-Chancellor with an internal Chief Audit Executive who coordinates and facilitates institutional engagement.

The Committee reviewed and approved the internal audit plan and monitored the effectiveness of the internal audit function in terms of its scope, progress with execution, coverage and independence.

Quarterly progress reports are submitted to ARC for consideration and then to Council on:

- Progress on planned audits to date.
- Summary of reports presented to EMC.
- Liaison with external audit.
- Combined assurance.
- Summary of audit findings.
- Follow-up of prior year findings:
 - Overall assessment of the status of the resolution,
 - Status of findings per audit report/audit area, and
 - Tracking register.
- Management action plan and tracking register on the resolution of findings.
- Management reports on matters falling within the ambit and mandate of the ARC for consideration and submission to the Council.

STATEMENT OF THE AUDIT AND RISK COMMITTEE (continued)

3.6 Risk Management

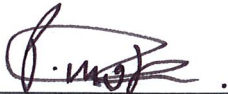
The Audit and Risk Committee assumed the oversight responsibility for the governance of risk by continuing to set the direction for how risk should be approached and managed within the University. While the University is still maturing with its risk management processes, the achievement of the strategic objectives is effectively managed by ensuring that strategic risks are efficiently and effectively mitigated.

The University embarked on a process of reviewing its Risk Appetite Statement which will be finalised in 2024. This will ensure the alignment of the risk management practices to the approved risk appetite which will also be aligned to the University goals.


In addition, the following has been covered within the risk management function:

- The assessment of risks at Operational, Academic, and Strategic levels;
- The implementation of recommendations from Audit and Risk Committee of Council;
- The implementation of recommendations from Internal Audit reviews;
- The enhancement of Combined Assurance; and
- The futuristic assessment of risk management by identifying possible strategic risks of 2024 in 2023.

The Audit and Risk Committee confirms that it has complied with the terms of reference as contained in the Charter adopted by Council.



P MOTAU
**Chairperson of the Audit and
Risk Committee**



II KA-MBONANE
Chairperson of the Council

21 June 2024

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL
AND THE CHIEF FINANCIAL OFFICER**

1. FINANCIAL MANAGEMENT STRUCTURE

There were no significant changes made to the Finance management structure in 2023. The normal operational management structures were maintained up to and including the Finance Committee. The latter prepares proposals for submission to the Executive Management Committee, which in turn makes recommendations to the Finance Committee of Council for approval by the Council.

2. BUDGET PLANNING AND CONTROL PROCESS

The budgetary function of the institution is monitored by the Finance Committee as a subcommittee of the Executive Management Committee (EMC) of the University. The Chief Financial Officer chaired this Committee in 2023.

The Finance Committee meets once a month to evaluate budget performance and to advise the EMC on strategic and corporate financial issues of the University. In addition, a special Budget Task Team comprising the Chief Financial Officer, Executive Director (Human Resources and Transformation), Executive Director (Institutional Effectiveness and Technology), Campus Rectors from the Pretoria, Soshanguve, Ga-Rankuwa, Polokwane, Mbombela and eMalahleni campuses and other Finance Committee members was established to oversee the budget 2023 process.

The functions and responsibilities of the Finance Committee are:

- To develop financial control measures, and maintain the financial policies.
- To advise the EMC through formulated substantiated proposals on all financial matters.
- To ensure fiduciary governance and financial control.
- To develop and monitor the:
 - Financial plan,
 - Main budget, and
 - Operational budget.
- To facilitate the improvement in operational results of the Statement of Comprehensive income.
- To facilitate the improvement in the financial health of the Statement of Financial Position.
- To translate the Strategic Plan for TUT into financial terms.
- To draft the annual budget according to the goals and objectives for the year.
- To continuously evaluate the operational results and determine corrective action.
- To co-opt specialists and advisors if and when necessary.
- To appoint task teams for special assignments.

The University subscribes to the going concern concept, which, in essence, means that sufficient financial resources should be generated through operational activities to ensure that all operational commitments are met and sustainable growth is achieved.

Operational budgets are therefore drawn up in a transparent and consultative manner, with a view to meeting predetermined strategic goals. These are funded from cash resources. Capital loans are concluded only for the funding of building projects and infrastructure improvements based on viability studies. No capital loans were secured in the 2023 financial year.

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

The Directorate of Strategic Management Support assisted in the execution of the budget process, applying financial information to a Resource Allocation Model (RAM), which is linked to:

- the funding framework of the Department of Higher Education and Training; and
- the benchmarks indicated in the Merger Guidelines.

The RAM was used as a benchmark and guideline to assist the budgeting process by indicating what total amounts should be allocated to the various expenditure categories, according to the University Strategic Plan.

The budgeting process consisted of the following steps:

- a) Computation of revenue by the Directorate of Strategic Management Support and the Finance Directorate.
- b) Allocation of remuneration of staff based on the calculations computed by the Human Resource Department.
- c) Allocation of leave pre-funding, medical pre-funding, and retirement fund guarantees as computed by Finance.
- d) Allocation of the finance cost expenditure as computed by the Treasurer in conjunction with the Chief Financial Officer.
- e) Allocation of corporate accounts expenditure as requested by the respective Executive Directors.
- f) Allocation of provision for strategic funds based on the recommendation of the Finance Committee.
- g) Allocation of capital expenditure based on the recommendation of the Finance Committee.
- h) Once the above revenue and expenditure had been provided for, the balance available was allocated for operational costs.

The Finance Committee matched the top-down RAM process (resources) with the zero-base bottom-up process (needs) with the goal to draw up a balanced budget. Monthly year-to-date reports with reviewed budget forecasts were submitted to the Finance Committee and the EMC.

3. FINANCIAL STATEMENTS

3.1 Accounting policies

The regulations for annual reporting by higher education institutions issued by the Department of Higher Education and Training in terms of the Higher Education Act, 1997 (Act No. 101 of 1997) required that all institutions report their financial information in a standardised format as from 2003. During 2023, there was no change in the accounting policies of the University.

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

3.2 Statement of Financial Position

3.2.1 Table 64: Property, Plant and Equipment (PPE)

Asset category	2023 Net book value R'000	2022 Net book value R'000
Land	27 117	27 117
Buildings	399 892	402 468
Buildings work in progress	287 667	238 434
Elevators	1 980	2 220
Central air-conditioning	-	-
Furniture and equipment	294 138	293 925
Computer equipment and software	207 685	194 579
Vehicles	32 143	29 801
	1 250 622	1 188 544

Depreciation is calculated on the straight-line method to write-off the cost of each asset to its residual value over its estimated useful life. Library items, museum pieces, art collections, and fixed assets whose cost is less than R2 000 per item are fully depreciated in the year of acquisition. The movement in the net book value comprised the following:

- Additions of R111,6 million.
- Depreciation of R94,7 million.

The majority of additions to fixed assets were buildings work in progress worth R14,0 million, furniture and equipment worth R43,4 million, computer equipment worth R47,7 million, and vehicles worth R6,4 million.

Additions to furniture and equipment and computer equipment consisted of a high volume of transactions with a low value. Furniture and equipment and computer equipment were funded using both unrestricted and restricted funds.

Expenditure relating to the IEG immovable assets received from the Department of Higher Education and Training to the value of R14,9 million (2022: R50,0 million) was capitalised and offset under Property, Plant and Equipment, as this related to capital expenditure.

3.2.2 Investment properties

Investment properties are defined as property held by the owner to earn rentals or for capital appreciation or both, rather than for use in the production of supply of goods or services or for administrative purposes or sale in the ordinary course of business. Investment properties are carried at cost less accumulated depreciation. There were no additions for investment properties, and depreciation amounted to R0,4 million for the current year. The net book value of investment properties was R9,2 million.

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

3.2.3 Right-of-Use Assets

As a lessee, the TUT Group previously classified leases prior to 2019 as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to the TUT Group. Under IFRS 16, the TUT Group recognises the right-of-use assets and lease liabilities for majority of their leases.

The TUT Group leases Equipment and Properties. The leases typically run for periods between two and five years. Some leases have an option to renew for an additional period after the end of the contractual term. Where it is reasonably certain TUT Group would exercise their option to renew, these periods have been included in the measurement of the lease liabilities.

The TUT Group has applied IFRS 16 using the modified retrospective approach, under which the cumulative effect of initial application is recognised in retained earnings as at 1 January 2019.

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at the respective lessee's incremental borrowing rate as at 1 January 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted for any prepaid or accrued lease payments.

As at 31 December 2023, the Right-of-Use Assets were recorded at R854,8 million (2022: R1 155,5 million) for the TUT Group and R26,1 million (2022: R41,0 million) for the University. No new leases were signed in 2023 by the University. There were no new leases signed in 2023 relating to student accommodation by TUT Enterprise Holdings Pty Ltd (TUTEH).

3.2.4 Non-current investments

Non-current investments consist of financial assets at fair value through profit and loss and Financial assets at amortised cost investments. Both are disclosed at market value.

Financial assets at fair value through profit and loss investments consisting of unlisted investments amounted to R782,0 million (2022: R705,1 million).

Financial assets at amortised cost investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the University's management has the positive intention and ability to hold to maturity. As at 31 December 2023, the University did not have any financial assets at amortised cost investments under non-current investments.

The University has an Investment Committee that oversees the investments and makes recommendations to the EMC and Finance Committee of Council. Medium- and long-term investments are revaluated on a monthly basis and reflected at market values. The long-term investment portfolio consists of various products at investment houses and fund managers and also includes investments in unit trusts.

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

Old Mutual Wealth was appointed by the TUT Council in June 2018 as the new investment consultants of TUT’s investment portfolio. The University’s medium- and long-term investment strategies are continuously monitored by the Investment Committee and Finance Committee of Council. The investment consultants make presentations at all Investment Committee meetings and Finance Committee of Council meetings.

3.2.5 Current investments

Financial assets at amortised cost investments under current assets are those with maturities less than 12 months from the statement of financial position date. These investments amounted to R2 857,1 million (2022: R2 482,4 million). Current investments comprise funding from restricted and unrestricted funds.

These Financial assets at amortised cost investments are invested in terms of the TUT’s short-term investment strategy that the Council approved on 24 June 2022.

The short and medium-term investment strategies are continuously monitored by the Investment Committee and Finance Committee of Council.

3.2.6 Investment in subsidiary

TUT Enterprise Holdings Pty Ltd (TUTEH) has been established by Council in 2017. In 2018, the CEO and permanent board were appointed, and thereafter, additional staff members were appointed.

TUTEH is currently administering 10 lease agreements as well as residences that are accredited. TUTEH is also administering Short Learning Programmes in cooperation with faculties.

The TUT Council approved the following funding for TUTEH since its inception:

Table 65: Council approved funding for TUTEH since inception

Date	Description	R’000
September 2017	Start-up capital towards set-up costs and initial operating budget of TUTEH	R6 000
June 2028	Additional funding towards operations of TUTEH	R5 900
April 2019	Additional funding towards operations of TUTEH	R9 000
September 2019	Loan to fund capital expenditure	R6 500

As at 31 December 2023, the total Investment in Subsidiary was impaired to the amount of R18,9 million and therefore recorded at R2,0 million and Loan in Subsidiary at R6,5 million.

TUTEH is currently under business rescue under the custodianship of Business Rescue Practitioners (BRP). An assessment of the financial position of TUTEH indicates that the company is under financial stress, therefore, the Investment in Subsidiary was impaired.

TUTEH was unable to prepare financial statements for 2023 due to the company being under business rescue. As a result the Group financial statements received a qualified audit opinion.

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

3.2.7 Investments in Associates

As at 31 December 2023 reporting period, TUTEH recorded eight Investments in Associates for no consideration in their financial records.

The entities listed below as at 31 December 2023 have share capital consisting solely of ordinary shares, which are held directly by the Group.

The country of incorporation or registration is also their principal place of business.

The associates noted below own properties which are held to collect rental income from student accommodation. TUTEH is the lessee for the rental contracts. The entities provide TUTEH with a management fee for their services:

Table 66: Associates noted

Name of Entity	Place of business/ country of incorporation	% ownership interest 2021	% Voting rights 2021	Carrying Amount (R'000) 2021	Carrying Amount (R'000) 2020	Effective date acquired investment
Housing Solutions No 127 Pty Ltd	South Africa	25%	30%	528	665	1 Jan 2020
Fatima Towers (RF) Pty Ltd#	South Africa	9%	9%	10 214	9 862	1 Jan 2020
Himalaya Towers (RF) Pty Ltd*	South Africa	9%	9%	12 965	12 684	1 Jan 2020
Mother City Group (RF) Pty Ltd*	South Africa	9%	9%	9 722	9 362	1 Jan 2020
Prorate Investments (RF) Pty Ltd*	South Africa	9%	9%	6 509	6 261	1 Jan 2020
Asante Sana Africa Holdings Pty Ltd	South Africa	26%	26%	31 704	33 177	1 Jan 2020
Student Housing Solutions Pty Ltd	South Africa	25%	25%	20 187	0	1 Jan 2021
Tshwane Varsity Lodge Phase 2 Pty Ltd	South Africa	35%	35%	0	0	31 Jan 2021
				91 829	72 011	

Due to the financial stress of TUTEH, no valuation was performed on the above list of Investment in Associates.

3.2.8 Financial assets - Derivatives

As part of the arrangements between TUTEH Properties Pty Ltd and the entities in which they have shareholding (investments in associates), TUTEH Properties Pty Ltd will receive additional shares at no cost should TUTEH Properties Pty Ltd exercise their option, in terms of the lease contracts, to renew at Year 4 and Year 9. This gives rise to a derivative financial instrument, namely a forward contract.

The following associate entities have the derivatives arrangement with TUTEH:

- Fatima Towers (RF) Pty Ltd
- Prorate Investments (RF) Pty Ltd
- Asante Sana Africa Holdings Pty Ltd
- Mother City Group (RF) Pty Ltd
- Himalaya Towers (RF) Pty Ltd
- Housing Solutions No 127 Pty Ltd
- Student Housing Solutions Pty Ltd

The value of the Financial Asset-Derivatives recorded in the statement of financial position as at 31 December 2023 amounted to R46,7 million.

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

Due to the financial stress of TUTEH, no valuation was performed on the above list of derivatives.

3.2.9 Accounts receivable

Provision for impairment of student debt

The provision for impairment of student debt amounted to R505,2 million on 31 December 2023 (2022: R404,7 million), namely 29,3% (2021: 29,2%) of student debts were effectively provided for.

The provision for impairment of student debt was computed in terms of IFRS 9 Financial Instruments which replaced IAS 39 Financial Instruments: Recognition and Measurement. IFRS 9 is mandatorily effective for financial periods commencing on 1 January 2018.

Expected credit losses (ECL) for 2023 increased in comparison to the ECL for 2022. This was largely due to forward-looking information using macro-economic factors, and consideration was given to the following forward-looking information:

- GDP growth rate of 0,6% (2022: 2,1%).
- Average prime lending rate of 11,75% (2022: 7,75%).
- Inflation rate of 5,1% (2022: 6,9%).
- Unemployment rate of 32,1% (2022: 32,7%).

Student debts

Of the gross amount of R1 670,0 million of student debts outstanding at the end of 2023 (2022: R1 383,8 million), R168,8 million was received in cash during the subsequent registration period in 2023 from self-funded students.

Since the start of the “Fees Must Fall” campaign in 2015, there has been a high increase in student debt. Since 2018, many more NSFAS students are being funded, i.e. students whose family income is less than R350 000. However, with regards to the missing middle group, i.e. students whose family income is between R350 000 and R600 000, they comprise most of the outstanding student debt. It must be noted that this is a national issue and affects all universities.

The Debt Collection and Debt Administration as well as Student Accounts units within the Revenue Department, are following up on all self-funding students with outstanding accounts to maximise the debt collection rate.

The collection of student debts during the current academic period by the Revenue section is done sensitively, yet firmly, as student fees are one of the major sources of income for the institution.

Other receivables

Other receivables comprised mainly of funds to the net amount of R538,5 million due from the National Student Financial Aid Scheme (NSFAS).

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

3.2.10 Non-current liabilities

Interest-bearing debt comprised borrowings from banking institutions to the value of R33,1 million. The amount repayable within one year in respect of this loan is R1,6 million. This loan was secured for the 2022 financial year for the purchase of a building that is housing the Institute for Future of Work.

The post-employment benefit obligations concerned were in respect of post-retirement health-care obligations worth R689,8 million (2022: R628,1 million). The total liability increased by 9.8% since the last valuation.

The following factors contributed to the increase in the post-retirement health-care obligations:

- Service cost in respect of active members over the valuation period results in an increase in the liability of R5 026 000. Service cost relates to the increase in the present value of the liability resulting from employee service in the year.
- Interest cost over the valuation period results in an increase in the liability of R71 908 000. Interest cost relates to the increase in the present value of the liability that arise from the passage of time and the benefits being one year closer to payment.
- Expected benefit payments in respect of continuation members results in a reduction in the liability of R52 780 000.
- The slight increase in net discount rates across the different types of members has resulted in an increase in liability of approximately R18 million.
- The actual medical aid scheme increases across the different medical schemes and options over the valuation period were greater than the expected increase of 8.2% p.a. projected in the previous valuation, leading greater than expected subsidies to be valued at the valuation date. Hence, there arose an actuarial loss of some R18.2 million.

The other post-employment benefit obligations concerned were in respect of pension fund guarantees worth R45,0 million (2022: R105,8 million). This liability has decreased by 57.4% since the last valuation. The main reasons for the increased liability are:

- The effect of the higher net discount rate provided a gain.
- Investment returns were greater than expected.
- Salary increases were slightly higher than expected.

Annual actuarial valuations were performed in order to recognise movements in these liabilities.

As discussed under 3.2.3, TUT implemented IFRS 16 for leases using the modified retrospective approach. This resulted in lease liabilities to the value of R1 355,6 million (2022: R1 468,7 million) for the TUT Group and R31,8 million (2022: R45,6 million) for the University. The amount repayable within one year in respect of these lease liabilities is R200,9 million (2022: R207.1 million) for the TUT Group and R14,2 million (2022: R20,4 million) for the University.

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

3.2.11 Current liabilities

Current liabilities consisted mainly of trade and other payables amounting to R465,2 million, provision for accrued leave amounting to R199,1 million, and the accrual for long service award amounting to R56,0 million.

TUT continues to pay its trade and other payables in line with its policy on a month-by-month basis.

Actuarial valuations were performed to recognise movements in the long service award liability.

Most of the trade and other payables are funded from the unrestricted funds of the University.

Included under current liabilities are deferred income which comprises:

- An Infrastructure and Efficiency grant of R642,9 million (2022: R614,9 million) was deferred and could only be utilised as prescribed by the Department of Higher Education and Training.
- A Gap grant of R35,0 million for poor and missing middle student fee adjustment was deferred and could only be utilised as prescribed by the Department of Higher Education and Training.

3.2.12 Funds employed

The financial statements are drawn up in such a manner that a distinction regarding financial consequences is made between assets representing restricted funds and assets representing unrestricted funds.

“Unrestricted operations” is funded directly from appropriations of revenues that fall under the absolute discretion/control of the Council. These include resources and the utilisation thereof, which the Council has designated for specific purposes, concerning which the Council retains an option to change its decisions.

“Restricted funds” represents income received for designated purposes from external contracts, grants, donations, and income on specifically purposed endowments. Surpluses remaining in this segment are transferred to the relevant restricted fund.

“Residences” comprises all income and expenditure from the provision of staff members and student residence accommodation, and directly related catering services.

Details of the financial consequences relating to the above are reflected in Table 67 and Table 68 below:

REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)

Table 67 Consequences for Statement of Comprehensive Income (R'000)

Description	Unrestricted funds	Restricted funds		TOTAL 2023
	<i>Education and General</i>	<i>Specifically funded</i>	<i>Residences</i>	
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>
Income	5 617 357	75 433	182 058	5 874 148
Less expenses	5 392 574	66 184	247 124	5 705 882
Operating surplus/(deficit) for the year	224 783	9 259	(65 065)	168 976
Investment income	218 973	8 463	-	227 436
Changes in fair value of financial assets through profit and loss	76 895	-	-	76 895
Finance expense	(155 408)	-	(155 408)	(155 408)
Surplus/(Deficit) for the year	364 880	17 722	(65 065)	317 537
Other comprehensive income	9 582	-	-	9 582
Total comprehensive income	374 462	17 722	(65 065)	327 119

Table 68: Consequences for Funds Employed (R'000)

Description	Unrestricted funds	Restricted funds		TOTAL 2023
	<i>Education and General</i>	<i>Specifically funded</i>	<i>Residences</i>	
	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>	<i>R'000</i>
Opening balance	3 366 214	14 179	(117 705)	3 262 689
Restatement of opening balance	51 002	-	-	51 002
Surplus/(Deficit) for the year	364 880	17 722	(65 065)	317 537
Other comprehensive income	9 582	-	-	9 582
Closing Balance	3 791 678	31 901	(182 770)	3 640 809

4. STATEMENT OF COMPREHENSIVE INCOME

4.1 Total income

The total income for the 2023 Financial Year amounted to R6 101,5 million (including investment income but excluding changes in fair value of financial assets through profit and loss, share of profits/losses from associates and fair value gain/loss on financial assets - derivatives).

Income recognised from the government amounted to R2,669,9 million, or 43,7% of the total income. This indicates the extent of the University's reliance on government funding.

Included in the R2 669,9 million are grants from the government for recapitalisation and implementation of the IEG. During the 2023 Financial Year, R24,8 million was expended for the year, R9,8 million of which was included in the Statement of Comprehensive Income and R14,9 million was capitalised and offset under Property, Plant and Equipment.

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

Income received from tuition, residence, and other fees amounted to R2 538,7 million, or 41.6% of the total income for the year. This also indicates the extent of the University's reliance on income from students.

Of the balance of income, R892,9 million, or 14.7% of the total income was received mainly from the sale of goods and services, such as short learning programmes, consultations, research contracts, and donations, as well as investment income. This 14.7% represents the third-stream income of the University. A significant amount of this 14.7% comprises earmarked funding and cannot be used to cover the operational expenditure of the University.

4.2 Total expenditure

The total expenditure for the 2023 Financial Year amounted to R5 861,2 million (including finance costs).

Human Resource costs (excluding medical and leave provisions) amounted to R3 388,6 million, or 57.8% of the total expenditure.

The general operating expenses for supplies and services amounted to R1 693,1 million, or 28.9% of the total expenditure for the year.

The net impairment losses on financial and contract assets increased, which amounted to R287,9 million or 4,9% of the total expenditure for the year. This related solely to the impairment of student debtors.

Other significant expenditure items were depreciation of R252.8 million (4.3%) and finance costs of R155,4 million (2.6%).

The post-employment medical and pension expenses amounted to R83,3 million (1.5%) of the total expenditure.

A significant amount of the Human Resources costs and general operating expenses for supplies and services are funded from the unrestricted funds of the University.

4.3 Other comprehensive income

Other comprehensive income consisted of:

- Actuarial loss on defined benefit medical plan: R37,5 million.
- Actuarial gain on defined benefit pension plan: R47,1 million.

4.4 Surplus/(Deficit) for the year

Table 69: Summary of the allocation of revenue-to-expenditure items during the year

Cost element	2023		2022	
	Amount R'000	%	Amount R'000	%
Staff-related (salaries and post-employment provisions)	3 471 952	56.5	3 228 542	55,8
General operating costs	1 693 107	27.5	1 405 545	24,3

**REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE OF COUNCIL AND
THE CHIEF FINANCIAL OFFICER (continued)**

Cost element	2023		2022	
	Amount R'000	%	Amount R'000	%
Net impairment losses on financial and contract assets	287 928	4.5	(168 275)	(3,9)
Finance costs	155 408	2.6	939	0.1
Depreciation	252 895	4.1	99 530	1.7
Surplus/(Deficit)	239 931	4.8	1 213 617	21,0
TOTAL INCOME	6 101 221	100	5 779 898	100

The significant contributors to the 2023 surplus are the following:

- An amount of R151,2 million of the distributable income for 2023 was allocated to deferred maintenance and infrastructure projects. Most of the deferred maintenance and infrastructure projects were not completed in 2023 as they were overlapping to the 2024 financial year.
- An amount of R111,6 million was capitalised as additions to Property, Plant and Equipment and as a result had no impact on the income statement.
- There was an increase in the revenue levels and investments resulting in a more favourable financial and liquid position as at 31 December 2023.

The operating model of the University remained unchanged in 2023.

The University considers itself a going concern based on the outcome of its 2023 financial statements.

The University currently has a level 4 B-BBEE rating which expires on 9 November 2024.



M. MALEKA
Chairperson of the Finance Committee



TL MADURAI
Chief Financial Officer

21 June 2024

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

INTRODUCTION TO THE ANNUAL CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

COUNCIL'S STATEMENT OF RESPONSIBILITY FOR THE ANNUAL CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

The Council is responsible for the preparation, integrity and fair presentation of the annual consolidated and separate financial statements of the Tshwane University of Technology and its subsidiaries ("the Group"). The annual consolidated and separate financial statements, presented on pages 154 to 212 of this annual report for the year ended 31 December 2023, have been prepared in accordance with International Financial Reporting Standards and the requirements of the Minister of Higher Education, Science and Innovation as prescribed by the Higher Education Act, 1997 (Act No. 101 of 1997 as amended). The Council also prepared other information as required to be included in the annual report and is responsible for both its accuracy and consistency with the consolidated and separate financial statements.

The Council is responsible for the University's system of internal financial control. These are designed to provide reasonable, but not absolute, assurance as to the reliability of the annual consolidated and separate financial statements, and to adequately safeguard, verify and maintain accountability of the assets, and to prevent and detect misstatement and loss. The Council of the University is responsible for the controls over, and the security of the website and, where applicable, for establishing and controlling the process for electronically distributing annual reports and other financial information to stakeholders. Nothing has come to the attention of Council to indicate that any material breakdown in the functioning of these controls, procedures and system has occurred during the year under review.

The going concern basis has been adopted in the preparation of the annual consolidated and separate financial statements. The Council has no reason to believe that Tshwane University of Technology will not be a going concern in the foreseeable future based on forecasts and available cash resources. The viability of Tshwane University of Technology is supported by the content of the annual consolidated and separate financial statements.

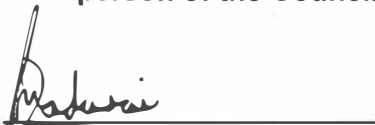
The annual consolidated and separate financial statements have been audited by the independent firm SizweNtsalubaGobodo Grant Thornton Inc the External Auditors, who were given unrestricted access to all financial records and related data, including minutes of meetings of the Council and all its committees. The Council believes that all representations made to the independent auditors during their audit were valid and appropriate.

APPROVAL OF THE ANNUAL CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

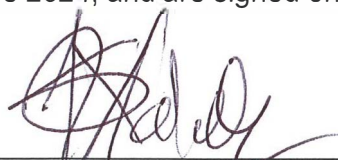
The annual consolidated and separate financial statements on pages 154 to 212 were approved by the Council of Tshwane University of Technology on 21 June 2024, and are signed on behalf of the Council of Tshwane University of Technology by:



II KA-MBONANE
Chairperson of the Council



TL MADURAI
Chief Financial Officer



TS MALULEKE (PROF)
Vice-Chancellor and Principal

Pretoria, 21 June 2024

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

**ANNUAL CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

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To the Minister of Higher Education, Science and Innovation and the Council of the Tshwane University of Technology.

Report on the Audit of the Consolidated and Separate Financial Statements

Disclaimer of opinion on the consolidated financial statements and unqualified opinion on the separate financial statements

We have audited the consolidated and separate financial statements of Tshwane University of Technology and its subsidiaries (the Group) set out on pages 154 to 212, which comprise the consolidated and separate statements of the financial position as at 31 December 2023, and the consolidated and separate statements of surplus and deficit and other comprehensive income, consolidated and separate statements of cash flows and the consolidated statement of changes in funds for the year then ended, as well as notes to the consolidated and separate financial statements, including a summary of significant accounting policies.

We do not express an opinion on the consolidated financial statements of the Group, because of the significance of the matter described in the Basis for Disclaimer of Opinion section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on these consolidated financial statements.

In our opinion, the separate financial statements present fairly, in all material respects, the financial position of Tshwane University of Technology (“the University”) as at 31 December 2023 and its statement of surplus and deficit and other comprehensive income and statements of cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997).

Basis for Disclaimer of opinion on the consolidated financial statements.

We were unable to obtain sufficient appropriate audit evidence for the consolidated amounts presented in the financial statements. This was due to incomplete accounting records of the subsidiary TUT Enterprise Holdings (Pty) Ltd. We could not confirm the consolidated amounts through alternative means.

We could not determine whether any adjustments were necessary to the consolidated amounts disclosed in the consolidated financial statements.

Basis for opinion on the Separate Financial Statements

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor’s responsibilities for the audit of the consolidated and separate financial statements section of our report.

We are independent of the group in accordance with Independent Regulatory Board for Auditors’ *Code of Professional Conduct for Registered Auditors* (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants’ *International Code of Ethics for Professional Accountants (Including International Independence Standards)*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the separate financial statements.

Responsibilities of the Council for Consolidated and the Separate Financial Statements

The Council, which constitutes the accounting authority, is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997), and for such internal control as the accounting authority determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, the accounting authority is responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the accounting authority either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated and separate financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

A further description of our responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. The council is responsible for the preparation of the annual performance report.

We selected the following strategic goals presented in the annual performance report for the year ended 31 December 2023. We selected, Teaching, Learning and Technology and Research, Innovation and Engagement strategic goals that measures the primary mandated functions and that are of significant national, community or public interest

Objective	Pages in the annual performance report
Strategic goal – Teaching, Learning and Technology	23 – 25
Strategic goal – Research, Innovation and Engagement	15 – 17

We evaluated the reported performance information for the selected strategic goals against the criteria developed from the performance management and reporting framework, as defined in the general notice. When annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the Universities planning and delivery on its mandate and goals/ objectives.

We performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the Universities mandate and the achievement of its planned objectives

- the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that we can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents
- there are adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion.

The material findings on the performance information of the selected strategic goals are as follows:

Teaching, Learning and Technology

1. During the review of the Annual Performance Report provided for audit purposes, it was noted that the following reported achievement is not consistent with the planned and reported targets.

Portfolio Objective	EMC Apex Priority	KPI as per Annual Performance Plan	Reported target per Annual Performance Report	Reported achievement as per Annual Performance Report
To review academic governance structures and processes to ensure alignment with the Strategy for Learning & Teaching	Sustainability	Short Learning Programmes	Increase the number of SLPs b 15% every year	List of SLPs offered by TICE in 2022 compared to 2023 is available

2. The indicator was included in the approved annual performance plan but then not clearly defined during planning processes. It was also not determined how the related targets would be measured and what evidence would be needed to support the achievements. Consequently, the information might be less useful for measuring performance. We could not determine if the reported achievement was correct, as adequate supporting evidence was not provided for auditing. Consequently, the achievement might be more or less than reported.

Portfolio Objective	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
To implement at least one innovative teaching and learning intervention per qualification	Future of Work	Research-informed myTUTOR/Brightspace online implementation that embraces a pedagogy of care to enhance student engagement activities and learning experiences	Developed guidelines No. of workshops Adoption rate	90 % guideline adoption rate for HEQSF aligned qualification	<p>In November 2023, an audit was conducted by Higher Education Development and Support (HEDS) on the usage of the myTutor Brightspace/D2L Learning Management System (LMS) using the developed guidelines. The audit report provides overall usage of myTutor in the TLT environment, across all faculties and in the departments of each faculty.</p> <p>Guidelines, contained in the TUT Success Rate Framework were developed and implemented for HEQSF qualifications in all faculties. Two workshops with faculties and key SCTL members were completed. There is a 100% adoption rate for HEQSF qualifications as reflected in the Senate Committee for Success Rate minutes.</p>

3. We could not determine if the reported achievement was correct, as adequate supporting evidence was not provided for auditing. Consequently, the achievement might be more or less than reported.

EMC Priorities	Expected deliverables	KPI	Target	Reported (Comments & Updates)
Future of Work	TLT partnerships to enhance teaching excellence and industry engagement	Signed MoUs/MoAs/SLAs	15 new partnerships to enhance engagement	<p>During 2023 a total of 48 MoUs/MoAs/SLAs were approved by SCTL and noted by Senate to enhance teaching excellence and industry engagement. The minutes of SCTL and Senate were provided as evidence.</p> <p>The signed MoUs/MoAs/SLAs were stored on a TUT SharePoint site and were lost during the December 2023 cyberattack. However, MoUs/MoAs/SLAs that were signed by the DVC TLT were retrieved and made available to the auditors.</p>

4. It was noted that the indicators do not have planned targets in the annual performance plan or reported targets in the annual performance report.

EMC Priorities	Expected Deliverables	KPI as per Annual Performance Plan	KPI as per Annual Performance Report	Target as per Annual Performance Plan	Progress Achieved
Sustainability	Improved institutional reputation through rankings, improved institutional reputation through Academy memberships & awards and finalised and implemented policies	Report on funds generated from partnerships.	Report on funds generated from partnerships.		
Sustainability	Effective services from RI&E to Faculties and optimal use of Contract Management System (CMS)	Provide quarterly reports at SCRI and monthly reports at SCPS on MOU/MOA signed.	Provide quarterly reports at SCRI and monthly reports at SCPS on MOU/MOA signed.		

5. It was noted that the actual achievement for the following indicators were not reported in the annual performance report.

EMC Priorities	Expected Deliverables	KPI as per Annual Performance Plan	KPI as per Annual Performance Report	Target as per Annual Performance Plan	Progress Achieved
Social Cohesion	Transformational Development	Implemented succession planning policy.	Implemented succession planning policy.	Staff members appointed for succession of externally funded Chairs (especially NRFs)	Staff members appointed for succession of externally funded Chairs (especially NRFs).
Sustainability	Improved institutional reputation through rankings, improved institutional reputation through Academy memberships & awards and finalised and implemented policies	Report on funds generated from partnerships.	Report on funds generated from partnerships.		
Sustainability	Effective services from RI&E to Faculties and optimal use of Contract Management System (CMS)	Provide quarterly reports at SCRI and monthly reports at SCPS on MOU/MOA signed.	Provide quarterly reports at SCRI and monthly reports at SCPS on MOU/MOA signed.		

6. During the review of the Annual Performance Report provided for audit purposes, it was noted that the following reported achievements are not consistent with planned and reported indicators and targets, as they are measured differently from the planned indicator/target.

Portfolio Objective	EMC Apex Priority	KPI as per Annual Performance Plan	Reported target per Annual Performance Report	Reported achievement as per Annual Performance Report
Sustainability	Increased Research and Innovation & Creative Output	Improved number of Rated Researchers	5% annual increment	Target achieved: Rated Researcher increased by 7% in 2023, 15 NRF rating and re-rating applications submitted.
Sustainability	Increased Research and Innovation & Creative Output	Increased number of applications submitted for research grants and contracts	5% increase of current grants.	Target achieved: External research grants increased from R 169 485 366.81 (2022) to R190 878 329,55 (2023). 3 external international funding received
Sustainability	Increased Research and Innovation & Creative Output	Increased average research output and thus improved DHET subsidy	Output per academic to increase from 0.39 to 0.5 by 2024	Target achieved: Research Outputs improved from 0.3 to 0.52 per capita and a 62.5% increase achieved.
Sustainability	An effective and efficient leadership	Use of BBBEE compliant service providers in R&E procurement processes.	20% of providers used	Target achieved: BBBEE Compliant service providers used for good and services.

7. We could not determine whether the achievement of reported indicators against the targets were correct, as there were no processes to consistently measure and report on achievements against planned indicators. Adequate supporting evidence was also not provided for auditing. Consequently, the reported achievement might be more or less than reported.

EMC Priorities	Expected Deliverables	KPI	Target as per Annual Performance Plan
Sustainability	Improved institutional reputation through rankings, improved institutional reputation through Academy memberships & awards	Submission & Ranked by Times Higher Education.	By 2023, ranking obtained from THE focusing on 4 SDG's
Sustainability	Effective services from RI&E to Faculties and optimal use of Contract Management System (CMS)	Scientifically analysed data benchmarked against key sectoral and university of technology performance indicators shared and discussed robustly in SENATE committees (SCRI, SCPS & SCTL).	Reports at SCRI and at SCPS
Social Cohesion	Transformational Development	Implemented succession planning policy.	Staff members appointed for succession of externally funded Chairs (especially NRFs)
Smart Campus	New digitalised marketing strategies for international and study opportunities, automated postgraduate studies processes and digitalised ecosystem platform that enable innovators to market their innovations	Training provided	2 training sessions per module
Smart Campus	Digitalized research and innovation environment	Customised and utilized Grants and Intellectual Property modules	100% implementation of Clarivate Converis
Smart Campus	Digitalized research and innovation environment	Training Provided	100% implementation of Clarivate Converis.

EMC Priorities	Expected Deliverables	KPI	Target as per Annual Performance Plan
Sustainability	Improved institutional reputation through rankings, improved institutional reputation through Academy memberships & awards and finalised and implemented policies	Report on funds generated from partnerships.	
Sustainability	Effective services from RI&E to Faculties and optimal use of Contract Management System (CMS)	Provide quarterly reports at SCRI and monthly reports at SCPS on MOU/MOA signed.	

8. There was no link between the indicator and the target as per the annual performance plan, as they did not measure what was planned.

EMC Priorities	Expected Deliverables	KPI	Target as per Annual Performance Plan
Smart Campus	Digitalized research and innovation environment	Customised and utilized Grants and Intellectual Property modules	100% implementation of Clarivate Converis
Smart Campus	Digitalized research and innovation environment	Training Provided	100% implementation of Clarivate Converis.

9. We could not determine if the reported achievements were correct, as adequate supporting evidence was not provided for auditing. Consequently, the achievements might be more or less than reported.

Portfolio Objective	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
A critical mass of contented research leaders who inspire and mentor others (e.g. NRF rating programme)	Sustainability	Increased Research and Innovation & Creative Output	Increased average research output and thus improved DHET subsidy.	Output per academic to increase from 0.39 to 0.5 by 2024.	Target achieved: Research Outputs improved from 0.3 to 0.52 per capita and a 62.5% increase achieved.
A critical mass of contented research leaders who inspire and mentor others (e.g. NRF rating programme)	Sustainability	Increased Research and Innovation & Creative Output	Improved number of Rated Researchers.	5% annual increment.	Target achieved: Rated Researcher increased by 7% in 2023, 15 NRF rating and re-rating applications submitted.
Increase our productivity and impact to advance growth, development and sustainability.	Sustainability	Increased Research and Innovation & Creative Output	Increased number of applications submitted for research grants and contracts	5% increase of current grants	External research grants increased from R 169 485 366.81 (2022) to R190 878 329,55 (2023). 3 external international funding received.
Effective and efficient governance and management systems.	Sustainability	Improved institutional reputation through rankings, improved institutional reputation through Academy memberships & awards and finalised and implemented policies	Staff nominated.	5 to Assaf. 2 NRF Awards. 2 NST	Assaf Nominations, NRF Awards and NSTF not submitted for 2023
Develop and support high-performance teams to foster staff engagement, quality leadership as well as personal and organisational growth by 31st Dec 2025	Social Cohesion	An effective and efficient leadership	Use of BBBEE compliant service providers in RI&E procurement processes	20% of providers used.	Target achieved: BBBEE Compliant service providers used for goods and services

Portfolio Objective	EMC Apex Priority	KPA/Expected Deliverable	KPI	Target	Progress Achieved
An effective and efficient leadership	Social Cohesion	Transformational Development	Implemented succession planning policy.	Staff members appointed for succession of externally funded Chairs (especially NRFs).	
The digitalisation of the research environment	Smart Campus	New digitalised marketing strategies for international and study opportunities, automated postgraduate studies processes and digitalised ecosystem platform that enable innovators to market their innovations	Provide web analytics report on technologies uploaded.	Upload 10 technologies per annum on Innovation Bridge Portal.	Target not achieved 9 technologies were uploaded on Innovation Bridge Portal.

Other matter

We draw attention to the matter below. Our opinion is not modified in respect of these matters.

Achievement of planned targets

Refer to the annual performance report on pages 1 to 25 for information on the achievement of planned targets for the year. This information should be considered in the context of the material findings on the usefulness and reliability of the reported performance information.

Material misstatements

We identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for both strategic goals. Management subsequently corrected some misstatements, however some could not be corrected.

Report on the audit of compliance with legislation

Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof, we must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The Council is responsible for the University's compliance with legislation.

We performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.

Through an established AGSA process, we selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the University, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.

The material finding on compliance with the selected legislative requirement, presented per compliance theme, is as follows:

Annual Financial Statements

The consolidated financial statements submitted for auditing were not prepared in accordance with International Financial Reporting Standards as required by reg 7(4)(b)(xii) of the regulations for reporting by public higher education institutions. I was unable to obtain sufficient appropriate audit evidence that the consolidated financial statements were supported by full and proper records as required by section 41(1)(b)(ii) of the Higher Education Act.

Other information

The Council is responsible for the other information. The other information comprises the information included in the Annual Report, the other information does not include the separate financial statements and our auditor's report thereon, and the selected strategic objectives information presented in the annual performance report that have been specifically reported in this auditor's report.

Our opinion on the separate financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the separate financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial

statements and the selected strategic objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Internal Control deficiencies

We considered internal control relevant to our audit of the consolidated and separate financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.

The matter reported below are limited to the significant internal control deficiencies that resulted in [the findings on the annual performance report strategic focus area two. Internal controls over the planning and reporting of performance information were not effective to prevent misstatements identified during audit resulting in material findings.

Other reports

We draw attention to the following engagements conducted as requested by the University. Agreed upon procedures engagement were performed various Department of Higher Education grants for the period ended 31 December 2023. These reports did not form part of our opinion on the consolidated and separate financial statements or our findings on the reported performance information or compliance with legislation.

Audit related services - Agreed upon procedures

Engagement name	Period End	Status	Expected date of issuing report
Infrastructure Efficiency Grant	31-Dec-23	Completed	The report has been issued.
Medical Research Fund	31-Dec-23	Completed	The report has been issued.
Research Output Publication	31-Dec-23	Completed	The report has been issued.
NESP Grant	31-Mar-24	Completed	The report has been issued.
Veterinary Sciences Grant	31-Mar-24	Completed	The report has been issued.
Clinical Training Grant	31-Mar-24	Completed	The report has been issued.
Capacity Development Grant	31-Mar-24	Completed	The report has been issued.
University Capacity Development Grant	31-Mar-24	Completed	The report has been issued.
Foundation Programme Grant	31-Mar-24	Completed	The report has been issued.
NGAP Grant	31-Mar-24	Completed	The report has been issued.
Technology Station in Chemicals Grant	31-Mar-24	Completed	The report has been issued.
Institute for Advanced Tooling Grant	31-Mar-24	Completed	The report has been issued.

Engagement name	Period End	Status	Expected date of issuing report
Performance Indicator Review	31-Dec-23	Completed	The report has been issued.
Technology Station in Electronics Grant	31-Mar-24	Completed	05 July 2024
Higher Education Information Management System (HEMIS)	31-Dec-23	In progress	31 July 2024
Clinical Enrolment Grant (HEMIS)	31-Dec-23	In progress	31 July 2024

Audit tenure

In terms of the IRBA rule published in *Government gazette number 39475* dated 4 December 2015, we report that SNG Grant Thornton has been the auditor of the Group for 2 years.



Thabo E Mogano
 Director
 Registered Auditor
 30 June 2024
 221 Garsfontein Road, Menlyn

Annexure – Auditor’s responsibility for the audit

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated and separate financial statements, and the procedures performed on the reported performance information for selected objectives and on the Group compliance with respect to the selected subject matters.

Financial statements

In addition to our responsibility for the audit of the consolidated and separate financial statements as described in this auditor’s report, we are also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council, which constitutes the accounting authority
- conclude on the appropriateness of the accounting authority’s use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor’s report. However, future events or conditions may cause the Group to cease operating as a going concern
- evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.

Communication with those charged with governance

We communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the accounting authority with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to have a bearing on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore key audit matters. We describe these matters in this auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in this auditor’s report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Higher Education Act 101 of 1997	<ul style="list-style-type: none"> • HE Act 41(1)(b)(ii) • HE Act 20(5) • HE Act 40(3)(a)(i) • HE Act 40(3)(a)(ii) • HE Act 40(3)(a)(iii)
Regulations for Reporting by Public Higher Education Institutions, 2016	<ul style="list-style-type: none"> • RRPHEI 7(4)(b)(xii) • RRPHEI 4(1) • RRPHEI 4(2) • RRPHEI 5(1) • RRPHEI 5(2)(a) • RRPHEI 5(2)(d) • RRPHEI 5(2)(g) • RRPHEI 5(2)(m) • RRPHEI 6(2) • RRPHEI 6(2)(d) • RRPHEI 6(3)
Public Audit Act 25 of 2004	<ul style="list-style-type: none"> • PAA 14(2)(b)
Auditor General Directive for 2023	<ul style="list-style-type: none"> • GN 3018 of 8 February 2023: Audit Directive for 2023
Prevention and Combatting of Corrupt Activities Act 12 of 2004	<ul style="list-style-type: none"> • PRECCA 34(1)

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

CONSOLIDATED AND SEPARATE STATEMENTS OF SURPLUS AND DEFICIT AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2023

Group	Notes	Council Controlled – Unrestricted	Specifically funded activities - Restricted	Sub Total	Student and Staff Accommodation – Restricted	Total 2023	Total 2022
		R'000	R'000	R'000	R'000	R'000	R'000
REVENUE		5 617 357	75 433	5 692 800	182 058	5 874 148	5 655 497
<i>Recurring income:</i>							
State appropriation - Subsidies and Grants	2	2 669 978	-	2 669 978	-	2 669 978	2 788 642
Tuition and other fee income	3	2 356 677	-	2 356 677	182 058	2 538 735	2 447 179
Income from contracts – Research		326	59 259	59 585	-	59 585	50 169
Sale of goods and services and other income	4	552 556	16 184	568 740	-	568 740	333 800
Private gifts and grants		37 111	-	37 111	-	37 111	35 707
OTHER INCOME		710	-	710	-	710	39
<i>Non-recurring income:</i>							
Profit on disposal of property, plant and equipment	6	710	-	710	-	710	39
TOTAL EXPENDITURE		5 392 574	66 184	5 458 758	247 124	5 705 882	4 565 342
<i>Recurring expenditure:</i>							
Personnel costs	7.1	3 188 287	29 229	3 217 516	171 164	3 388 680	3 145 270
Post-employment medical and pension plan expenses	7.2	88 737	-	83 272	-	83 272	83 272
Other current operating expenditure	7.3	1 567 713	36 811	1 604 523	75 960	1 680 483	1 387 329
Net impairment losses on financial and contract assets	15	287 928	-	287 928	-	287 928	(168 275)
Auditors' remuneration	8	12 480	144	12 624	-	12 624	18 216
Depreciation – Property, plant and equipment	9	94 712	-	94 712	-	94 712	94 940
Depreciation – Investment properties	10	370	-	370	-	370	370
Depreciation – Leased properties	11	157 813	-	157 813	-	157 813	4 220
OPERATING SURPLUS/(DEFICIT) FOR THE YEAR		224 783	9 259	234 042	(65 065)	168 976	1 090 194
Investment income	5.1	174 874	8 463	183 337	-	183 337	87 506
Interest Income	5.2	43 736	-	43 736	-	43 736	36 856
Changes in fair value of financial assets through profit and loss	12	76 895	-	76 895	-	76 895	20 545
Finance expense	7.4	(155 408)	-	(155 408)	-	(155 408)	(939)
Share of profit/(losses) from associates	27.3	-	-	-	-	-	-
Fair value gain/(loss) on financial assets-derivatives	27.4	-	-	-	-	-	-
Surplus/(Deficit) for the year before tax		364 880	17 722	382 603	(65 065)	317 537	1 234 162
Taxation	22	-	-	-	-	-	-
Surplus/(Deficit) for the year after tax		364 880	17 722	382 603	(65 065)	317 537	1 234 162
Other comprehensive (loss)/income that will not be classified into surplus or deficit:		9 582	-	9 582	-	9 582	9 359
- Actuarial (loss)/gain on the defined benefit medical plan	18.1	(37 571)	-	(37 571)	-	(37 571)	34 419
- Actuarial gain/(loss) on the defined benefit pension plan	18.2	47 153	-	47 153	-	47 153	(25 060)
TOTAL COMPREHENSIVE SURPLUS/(DEFICIT) FOR THE YEAR		374 462	17 722	392 185	(65 065)	327 119	1 243 521

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

CONSOLIDATED AND SEPARATE STATEMENTS OF SURPLUS AND DEFICIT AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

University	Notes	Council Controlled – Unrestricted R'000	Specifically funded activities - Restricted R'000	Sub Total R'000	Student and Staff Accommodation – Restricted R'000	Total 2023 R'000	Total 2022 R'000
REVENUE		5 372 109	75 443	5 447 552	182 058	5 628 900	5 530 627
<i>Recurring income:</i>							
State appropriation - Subsidies and Grants	2	2 669 978	-	2 669 978	-	2 669 978	2 788 642
Tuition and other fee income	3	2 356 677	-	2 356 677	182 058	2 538 735	2 447 179
Income from contracts – Research		326	59 259	59 585	-	59 585	50 169
Sale of goods and services and other income	4	307 307	16 184	323 491	-	323 491	208 930
Private gifts and grants		37 111	-	37 111	-	37 111	35 707
OTHER INCOME		710	-	710	-	710	39
<i>Non-recurring income:</i>							
Profit on disposal of property, plant and equipment	6	710	-	710	-	710	39
TOTAL EXPENDITURE		5 102 249	66 184	5 168 433	247 124	5 415 557	4 462 811
<i>Recurring expenditure:</i>							
Personnel costs	7.1	3 166 343	29 229	3 195 573	171 164	3 366 736	3 125 436
Post-employment medical and pension plan expenses	7.2	88 737	-	88 737	-	88 737	83 272
Other current operating expenditure	7.3	1 436 758	36 811	1 473 568	75 960	1 549 528	1 306 670
Net impairment losses on financial and contract assets	15	287 928	-	287 928	-	287 928	(168 275)
Auditors' remuneration	8	12 480	144	12 624	-	12 624	16 177
Depreciation – Property, plant and equipment	9	94 712	-	94 712	-	94 712	94 940
Depreciation – Investment properties	10	370	-	370	-	370	370
Depreciation – Leased properties	11	14 921	-	14 921	-	14 921	4 220
OPERATING SURPLUS/(DEFICIT) FOR THE YEAR		269 860	9 259	279 119	(65 065)	214 053	1 067 855
Investment income	5.1	174 874	8 463	183 337	-	183 337	87 402
Interest Income	5.2	43 736	-	43 736	-	43 736	36 856
Changes in fair value of financial assets through profit and loss	12	76 895	-	76 895	-	76 895	20 545
Finance expense	7.4	(6 648)	-	(6 648)	-	(6 648)	(939)
Surplus/(Deficit) for the year		558 717	17 722	576 439	(65 065)	511 374	1 211 719
Other comprehensive income/(loss) that will not be classified into surplus or deficit:							
		9 582	-	9 582	-	9 582	9 359
- Actuarial gain/(loss) on the defined benefit medical plan	18	(37 571)	-	(37 571)	-	(37 571)	34 419
- Actuarial gain/(loss) on the defined benefit pension plan	18	47 153	-	47 153	-	47 153	(25 060)
TOTAL COMPREHENSIVE SURPLUS/(DEFICIT) FOR THE YEAR		568 299	17 722	586 021	(65 065)	520 956	1 221 078

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION AS AT 31 DECEMBER 2023

	Notes	Group		University	
		2023 R'000	2022 R'000	2023 R'000	2022 R'000
ASSETS					
Non-Current Assets					
Property, plant and equipment	9	1 251 495	1 188 544	1 250 622	1 187 671
Investment properties	10	9 279	9 649	9 279	9 649
Right-of-use asset	11	854 862	1 155 565	26 102	41 023
Financial Assets at fair value through profit and loss	12	782 065	705 170	782 065	705 170
Investment in associate	27.3	91 829	91 829	-	-
Financial assets – derivatives	27.4	46 726	46 726	-	-
		4 705 307	4 080 404	4 611 771	4 004 274
Current Assets					
Financial Assets at amortised cost	13	2 857 126	2 482 433	2 857 126	2 482 433
Inventories	14	15 784	13 238	15 784	13 238
Accounts receivable and other receivables	15	1 812 739	1 567 114	1 725 034	1 493 470
Investment in subsidiary	27.1	-	-	2 096	2 096
Loan to subsidiary	27.2	-	-	6 533	6 533
Cash and cash equivalents	16	19 658	17 619	5 198	6 504
		7 741 563	7 277 888	6 679 839	5 947 787
FUNDS AND LIABILITIES					
Funds Utilised/Available					
Unrestricted Use Funds - Education and General		3 791 678	3 366 214	4 150 092	3 530 791
Restricted Use Funds – Specifically Funded Activities		31 901	14 179	31 901	14 179
Unrestricted Use Funds – Residence Funds		(182 770)	(117 705)	(182 770)	(117 705)
Fair value reserves		-	-	-	-
		2 267 464	2 473 818	1 130 361	1 237 398
Non-Current Liabilities					
Lease liabilities	11	1 154 708	1 261 645	17 605	25 225
Borrowings	17	31 438	31 778	31 438	31 778
Post-employment benefit obligations	18	734 890	733 967	734 890	733 967
Deferred income	20	346 428	446 428	346 428	446 428
		1 833 290	1 541 382	1 550 254	1 283 122
Current Liabilities					
Lease liabilities	11	200 974	207 154	14 268	20 443
Accounts payable and accrued liabilities	19	1 296 891	1 126 050	1 202 757	1 056 698
Deferred income	20	331 568	203 551	331 568	203 551
Deferred tax liability	22	2 196	2 196	-	-
Borrowings	17	1 662	2 430	1 662	2 430
		7 741 563	7 277 888	6 679 839	5 947 787

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

CONSOLIDATED AND SEPARATE STATEMENTS OF CASH FLOWS FOR THE YEAR ENDED
31 DECEMBER 2023

	Notes	Group		University	
		2023 R'000	2022 R'000	2023 R'000	2022 R'000
CASH FLOWS FROM OPERATING ACTIVITIES					
Cash generated from/(used by) operations	28.1	639 874	742 495	388 811	736 522
Finance expense	28.2	(155 408)	(939)	(6 648)	(939)
Interest income	5.2	43 736	36 856	43 736	36 856
Net cash (used by)/generated from operating activities		428 202	778 412	325 899	772 439
CASH FLOWS FROM INVESTING ACTIVITIES					
Additions to property, plant and equipment	9	(126 638)	(355 984)	(126 638)	(355 983)
Proceeds from sale of property, plant and equipment		5 692	39	5 692	39
Payments for financial assets at amortised cost	13	(10 634 132)	(11 405 039)	(10 634 132)	(11 405 039)
Proceeds from matured financial assets at amortised cost	13	10 259 439	10 654 975	10 259 439	10 654 975
Investment income	5	183 699	87 506	183 337	87 402
Net cash generate from/(used by) in investing activities		(311 940)	(1 018 503)	(312 302)	(1 018 606)
CASH FLOWS FROM FINANCING ACTIVITIES					
New loans		-	34 208	-	34 208
Other loans repaid	28.2	(1 108)	(576)	(1 108)	(576)
Principal repayments in lease liabilities	28.2	(113 116)	(4 106)	(13 795)	(4 106)
Increase in non-current deferred income	20	-	220 000	-	220 000
Net cash utilised in financing activities		(114 224)	249 526	(14 903)	249 526
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		2 039	(9 435)	(1 306)	3 359
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		17 619	8 184	6 504	3 145
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	16	19 658	17 619	5 198	6 504

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

CONSOLIDATED AND SEPARATE STATEMENTS OF CHANGES IN FUNDS FOR THE YEAR ENDED 31 DECEMBER 2023

Group	Education and General- Unrestricted R'000	Specifically Funded Activities- Restricted R'000	Residence Funds- Unrestricted R'000	Total R'000
Balance at 1 January 2022	2 075 511	10 604	(66 947)	2 019 168
Total comprehensive income/(loss) for the year	1 290 703	3 575	(50 758)	1 243 520
Surplus/(Deficit) for the year	1 281 344	3 575	(50 758)	1 234 161
Other comprehensive loss for the year	9 359	-	-	9 359
Balance at 1 January 2023	3 417 216	14 179	(117 705)	3 313 690
Total comprehensive income/(loss) for the year	374 462	17 722	(65 065)	327 119
Surplus/(Deficit) for the year	364 880	17 722	(65 065)	317 537
Other comprehensive income for the year	9 582	-	-	9 582
Balance at 31 December 2023	3 791 678	31 901	(182 770)	3 640 809

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

CONSOLIDATED AND SEPARATE STATEMENTS OF CHANGES IN FUNDS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

University	Education and General- Unrestricted R'000	Specifically Funded Activities- Restricted R'000	Residence Funds- Unrestricted R'000	Total R'000
Balance at 1 January 2022	2 262 531	10 604	(66 947)	2 206 188
Total comprehensive income/(loss) for the year	1 268 260	3 575	(50 758)	1 221 077
Surplus/(Deficit) for the year	1 258 901	3 575	(50 758)	1 211 718
Other comprehensive loss for the year	9 359	-	-	9 359
Balance at 1 January 2023	3 581 793	14 179	(117 705)	3 478 267
Total comprehensive income/(loss) for the year	568 299	17 722	(65 065)	520 956
Surplus/(Deficit) for the year	558 717	17 722	(65 065)	511 374
Other comprehensive income for the year	9 582	-	-	9 582
Balance at 31 December 2023	4 150 092	31 901	(182 770)	3 999 223

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1.1 General Information

The University is domiciled in South Africa. The registered address is Staatsartillerie Road, Pretoria West.

1.2 Basis of preparation

The consolidated and separate financial statements of Tshwane University of Technology and its subsidiaries have been prepared in accordance with and complies with the International Financial Reporting Standards ('IFRS') as issued by the International Accounting Standards Board ('IASB') and in the manner required by the Department of Higher Education, Science and Innovation in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997 as amended).

The financial statements have been prepared on the historical cost basis except for certain financial instruments recognised at fair value and incorporate the principal accounting policies set out below. They are presented in South African Rands, rounded to the nearest thousand Rand. The accounting policies are consistent with the previous year, unless otherwise stated. The financials are prepared on the going concern basis.

The financial statements were authorised for issue by the Council on 21 June 2024.

1.3 Basis of preparation

(a) New and revised standards:

Early adoption of standards

There were no standards or interpretations which were early adopted in the current financial year.

International Financial Reporting Standards and amendments effective for the first time for 31 December 2023 year-end:

- **IAS 1 Presentation of Financial Statements- Disclosure of Accounting Policies:**
The amendments require companies to disclose their material accounting policy information rather than their significant accounting policies, with additional guidance added to the Standard to explain how an entity can identify material accounting policy information with examples of when accounting policy information is likely to be material.
- **IAS 8 Accounting Policies:**
Changes in Accounting Estimates and Errors - Definition of Accounting Estimates: The amendments clarify how companies should distinguish changes in accounting policies from changes in accounting estimates, by replacing the definition of a change in accounting estimates with a new definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". The requirements for recognising the effect of change in accounting prospectively remain unchanged.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023

(continued)

- **IAS 12 Income Taxes:**

Deferred Tax related to Assets and Liabilities arising from a Single Transaction: The amendment clarifies how a company accounts for income tax, including deferred tax, which represents tax payable or recoverable in the future. In specified circumstances, companies are exempt from recognising deferred tax when they recognise assets or liabilities for the first time. The aim of the amendments is to reduce diversity in the reporting of deferred tax on leases and decommissioning obligations, by clarifying when the exemption from recognising deferred tax would apply to the initial recognition of such items.

(b) Standards effective from 1 January 2024

Management has performed a high-level impact assessment and are not expecting any material changes to the Annual Financial Statements preparations or disclosure when the following standards are adopted:

- **IFRS 16 Leases - Lease Liability in a Sale and Leaseback:**

The narrow-scope amendment requires a seller-lessee in a sale and leaseback transaction to determine 'lease payments' or 'revised lease payments' in a way that the seller-lessee would not recognise any amount of a gain or loss relating to the right of use retained by the seller-lessee. The new requirement does not prevent the seller-lessee from recognising in surplus or deficit any gain or loss relating to the partial or full termination of a lease.

- **IAS 1 Presentation of Financial Statements:**

The amendments in Non-current Liabilities with Covenants (Amendments to IAS 1):

- Modify the requirements introduced by Classification of Liabilities as Current or Non-current on how an entity classifies debt and other financial liabilities as current or non-current in particular circumstances:
- Only covenants with which an entity is required to comply on or before the reporting date affect the classification of a liability as current or non-current. In addition, an entity has to disclose information in the notes that enables users of financial statements to understand the risk that non-current liabilities with covenants could become repayable within twelve months. Defer the effective date of the 2020 amendments to 1 January 2024.
- Three proposals the IASB included in its November 2021 exposure draft were not finalised: the requirement that an entity has to present non-current liabilities with covenants separately in the statement of financial position; the requirement that an entity has to disclose whether and, if so, how it expected to comply with covenants after the reporting date; and the clarifications of some situations in which an entity would not have a right to defer settlement of a liability.

- **IAS 7 Statement of Cash Flows:**

Supplier Finance Arrangements - The amendment supplements existing disclosure requirements by requiring a company to disclose specific information about its supplier finance arrangements that enables users of financial statements to assess the effects of those arrangements on the company's liabilities and cash flows and on the company's exposure to liquidity risk.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

We do not expect the above statements to have an impact on the financial statements. These will be reassessed in future financial statements.

1.4 Consolidation

Subsidiaries are all entities (including structured entities) over which the University has control. Investment in subsidiaries are carried at cost less accumulated impairment. The University controls an entity when the University is exposed to or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the University. They are deconsolidated from the date that control ceases.

The financial statements include those of the University and its subsidiaries. The results of any subsidiaries acquired or disposed of during the year are included from the effective date of control and up to the effective date control ceased. At the date of acquisition of a subsidiary, the cost of the investment is allocated to the fair value of individual identifiable assets and liabilities.

Any remaining difference between the purchase price of shares in subsidiaries and net asset value is dealt with as follows:

- The excess of the purchase price over net asset value is capitalised as goodwill, which amount shall be assessed annually for possible impairment.
- The excess of net asset value over the purchase consideration is recognised as income in the year of acquisition.

Transactions between the University and subsidiaries, unrealised income arising from transactions within the University and intergroup balances are eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

The purchase method of accounting is used to account for the acquisition of subsidiaries by the University.

Associates are all entities over which the group has significant influence but not control or joint control. This is generally the case where the group holds between 20% and 50% of the voting rights. These investments are accounted for using the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the group's share of the post-acquisition profits or losses of the investee in surplus or deficit, and the group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates are recognised as a reduction in the carrying amount of the investment.

When the group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity. Unrealised gains on transactions between the group and its associates are eliminated to the extent of the group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity accounted investees have been changed where necessary to ensure consistency with the policies adopted by the group.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

1.5 Statement of Comprehensive Income: Separate activities reporting

The format of the Statement of Comprehensive Income is designed to disclose separately (i) the utilisation of the resources of the University that are under the absolute control of its Council and (ii) those for which the utilisation is prescribed in terms of the legal requirements of the providers of such resources. In addition, because universities vary significantly in the provision of accommodation for students and/or staff, the component, (iii) student and staff accommodation, is also treated separately.

1.6 Significant accounting judgements and estimates

The preparation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the annual consolidated financial statements, are disclosed below:

Critical judgements in applying the University's accounting policies

Right of use assets and lease liability

Significant judgement was applied in the determination of the discount rate used in the discounting of the lease liability. The detailed disclosure is in accounting policy 1.12.

Investments

All investments, with the exception of specific investments, which are financial assets at fair value through profit and loss, are considered to be financial assets at amortised cost.

Investment income relating to financial assets at amortised cost are reflected in the cash flow statement under cash flow from investing activities.

Interest Income

Interest income relating to deemed interest on student fees are reflected in the cash flow statement under cash flow from operating activities.

Financial assets – Derivatives

Significant judgement was applied in the measurement of the fair value of the derivatives financial instruments. Refer to note 27.4 for disclosure of the judgements, inputs and assumptions utilised in the measurement thereof.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

Critical accounting estimates and assumptions

The University makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, rarely equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below:

Depreciation

During each financial year, management reviews the assets within property, plant and equipment to assess whether the useful lives and residual values applicable to each asset are appropriate.

Post-employment benefits

The cost of certain guaranteed minimum benefits in terms of defined benefit plans and other post-employment medical benefits is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rates of future salary increases, mortality rates and future pension increases. Due to the long term nature of these plans, such estimates are subject to significant uncertainty however actuarial valuations are performed annually.

Student debtors

At year-end management makes an estimate of the amount that it expects to recover from outstanding balances. Students are grouped together on the basis of similar credit risk characteristics that are indicative of the ability of the student to pay according to the contractual terms. Assumptions for impairment of student debtors are based on the average drop-out rate of students at the University. A provision for impairment is raised based on these estimates.

Financial assets – Derivatives

The valuation of derivatives incorporates the use of various inputs and assumptions. Refer to note 27.4 for disclosure of the judgements, inputs and assumptions utilised in the measurement.

1.7 Revenue recognition

Subsidies and grants

State appropriations and grants for general purposes are recognised as income in the financial year to which the subsidy relates.

Infrastructure grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions. Government grants relating to the purchase of movable items of property, plant and equipment are included in non-current liabilities as deferred income and they are credited to surplus or deficit on a straight-line basis over the expected lives of the related assets.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

Government grants relating to the purchase of immovable items of property, plant and equipment are deducted from the cost of the asset at acquisition.

Tuition and Other fee income

Revenue comprises the consideration received or receivable on contracts entered into with students in the ordinary course of the University's activities. Revenue is shown net of taxes, discounts and amounts collected on behalf of third parties. Revenue is recognised at the amount of the transaction price that is determined at an amount that depicts the consideration to which the University expects to be entitled in exchange for transferring the tuition service to the students.

The tuition, residence and other fee income service provided to the students, which includes class lectures, study materials provided and registration to the courses make up a single performance obligation. Revenue is recognised as the University transfers the tuition service to the student and it is probable that the related economic benefits will flow to the University. Revenue is therefore recognised over the duration of the course registered for. The income is recognised as realisable and, to the extent that it is not, a provision is realistically made for the estimated unrealisable amount. Deposits provided by prospective students are treated as current liabilities until the amount is billed as due.

Tuition fees for distance education courses are recognised over the period of instruction. Fees received are apportioned and amounts relating to future financial years are disclosed as deferred income, classified under current liabilities.

Significant judgement

Revenue is recognised net of discounts. At inception of the contract with students, management estimates the amount of discounts which will be granted based on historical trends and economic factors specific to the current period.

Income received for designated specific purposes

Income received for designated specific purposes will arise from contracts, grants, donations and income on specifically purposed endowments. These amounts are recognised in the statement of comprehensive income to the extent that expenditure has been incurred for the specified purpose.

Any unused funds are transferred at year end to deferred income.

Non-current portion of deferred income is recognised as financing activities and current portion of deferred income is recognised as cash generated from operations in the statement of cash flows.

Investment income

Interest is recognised on a time proportion basis, taking account of the principal outstanding and the effective interest rate over the period to maturity, when it is determined that such income will accrue to the University.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

Dividends are recognised when the right to receive payment is established. Interest, dividends and other income on assets representing endowment and trust funds are credited directly to the respective funds and are transferred to income only in terms of the legal or other appropriate conditions relating to the respective funds.

Sale of goods and services

Revenue received or receivable for the sale of goods and services is shown net of value-added tax, estimated returns, rebates and discounts. Sales of services are recognised in the accounting period in which the services are rendered. The Group recognises revenue when it transfers control of the goods or services to a customer. Performance obligations are identified and the transaction price is allocated to these distinct performance obligations.

Private gifts and grants

Donations are recognised on receipt when the donor can be specifically identified. When not identified, the receipts are treated as a liability and subsequently allocated to revenue when the donor can be identified. Donations in kind are recognised at the fair value thereof.

1.8 Property, plant and equipment

All property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, except for donated assets, which are capitalised at current market values. Historical costs include expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on the straight-line method to write off the cost of each asset, to their residual values over their estimated useful lives as follows:

Elevators	50 years
Buildings	50 years
Vehicles	15 years
Computer equipment and software	10 years
Furniture	20 years
Equipment	15 years
Air-conditioners	25 years
Audio-visual equipment	10 years

The assets' residual values and useful lives are reviewed and adjusted if appropriate, at each reporting date.

Library books, museum and artworks are not capitalised, and movable assets with an individual cost less than R2 000, are written off in the year of acquisition.

Land is not depreciated and is deemed to have an indefinite useful life and is therefore stated at cost.

Buildings work in progress is not depreciated until the building is brought into use.

Routine maintenance costs are charged to surplus or deficit during the financial year in which it is incurred.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023

(continued)

Costs of major maintenance or overhaul of an item of property, plant or equipment are recognised as an expense, except if the cost had been recognised as a separate part of the cost of the asset, and that amount has already been depreciated to reflect the benefits that had been replaced or restored, and it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the University. Major renovations are depreciated over the remaining useful life of the related asset.

To the extent that the use of an asset is impaired for reason of deferred maintenance, an additional depreciation provision is created by a charge to surplus or deficit, the accumulated amount of which is included in the depreciation deduction to arrive at the carrying value of the asset.

Where the carrying amount of an asset is greater than its estimated recoverable amount, it is immediately written down to its recoverable amount through the statement of comprehensive income.

Gains and losses on disposal of property, plant and equipment are determined by comparing proceeds with carrying amounts and are charged to surplus or deficit and recorded as income or expense.

1.9 Investment property

Investment property is defined as property held by the owner to earn rentals or for capital appreciation or both, rather than for use in the production of supply of goods or services or for administrative purposes or sale in the ordinary course of business.

Depreciation is calculated on the straight-line method to write off the cost of each investment property, to their residual values over their estimated useful lives as follows:

Elevators	50 years
Buildings	50 years

Investment property principally comprising flats is held for long-term rental yields and is not occupied by the University. Residences are not classified as held for rentals as they are used by students even though they appear rental by nature.

Investment property is carried at cost less accumulated depreciation and impairment losses as the cost outweighs the benefits of carrying the investment property at fair value.

1.10 Impairment of non-financial assets

Assets that have an indefinite useful life, for example land, are not subject to amortisation/depreciation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that were impaired are reviewed for possible reversal of the impairment at each reporting date.

1.11 Leases

Lessee

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains a lease, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether:

- The contract involves the use of an identified asset - this may be specified explicitly or implicitly, and should be physically distinct or represent substantially all of the capacity of a physically distinct asset. If the supplier has the substantive right to substitute the asset, then the asset is not identified.
- The Group has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use; and
- The Group has the right to direct the use of the asset. The Group has the right when it has the decision making rights that are most relevant to changing how and for what purpose the asset is used. There are rare cases where the right may be predetermined, the Group has the right to direct the use of the asset if either:
 - the Group has the right to operate the asset; or
 - the Group designed the asset in a way that predetermines how and for what purpose it will be used.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability, and where applicable adjusted for any lease payments made at or prior to commencement date, plus any direct costs incurred and an estimate of costs to dismantle, and remove the underlying asset, or to restore the underlying asset or the site on which it is located, less any lease incentives received.

Initial and Subsequent Measurement

The right-of-use of asset is recognised at cost less accumulated depreciation. The right-of-use asset cost is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The estimated useful lives of right-of-use assets are determined on the same basis as those of Buildings and Equipment and adjusted for in terms of the lease period. The right-of-use of asset is written off over the shorter of the useful lives and lease term. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability, if any.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023

(continued)

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted at the interest rate implicit in the lease or, if that rate cannot be readily determined, the incremental borrowing rate. Generally the incremental borrowing rate is used as the discount rate.

To determine the incremental borrowing rate, the group uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the group. The risk-free rate is adjusted for the country specific risk spread, as well as country specific risk. Adjustments made to the lease take into account, lease term, economic environment, secured borrowing and what the group pays to borrow.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments;
- variable payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option.

The lease liability is measured at amortised cost using the effective interest method. It is re-measured when there is a change in future lease payments arising from a change in an index or rate, or if the Group changes its assessment of whether it will exercise an extension or termination option.

When the lease liability is re-measured in any way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in surplus or deficit if the carrying amount of the asset has been reduced to zero.

Some leases contain extension options exercisable by the Group. The extension options held are exercisable by the Group and not by the lessors. The group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses whether it is reasonably certain to exercise the options if there is a significant event of significant change in circumstances within its control. Significant judgements applied by management when assessing whether it is reasonably certain the Group would renew include assessing dependency on these assets for the operation of the business, business plans for the foreseeable future and costs to relocate if the lease is terminated.

The Group has elected not to recognise a right-of-use asset and lease liability for short term leases (lease term of 12 months or less). The University has not applied a low value threshold as there are no leases of low value assets. The Group recognises lease payments associated with these leases as an expense on a straight-line basis over the lease term. These expenses are included in the Consolidated and Separate Statements of Surplus or Deficit and Other Comprehensive Income under the line item "Other current operating expenditure".

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the finance balance outstanding. The corresponding rental obligations, net of finance charges, are included in other long-term payables with the short term portion (payable within 12 months) included in accounts payables. The interest element of the finance charge is charged to surplus or deficit over the lease period. The property, plant and equipment acquired under lease contracts are depreciated over the useful life of the asset to its residual value.

Leases of assets, under which the lessor effectively retains all the risks and benefits of ownership, are expensed when incurred. Payments made under these lease contracts are charged to the statement of comprehensive income when incurred.

When lease contract is terminated before the lease period has expired, any payment required to be made to the lessor by way of penalty is recognised as an expense in the period in which termination takes place.

1.12 Financial Assets

Financial instruments held by the University are classified in accordance with the provisions of IFRS 9 Financial Instruments. Broadly, the classification possibilities, which are adopted by the University, as applicable, are as follows:

Financial assets, which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or
- Mandatorily at fair value through profit or loss. (This classification automatically applies to all debt instruments, which do not qualify as at amortised cost or at fair value through other comprehensive income).

Financial assets – derivatives

Classification

Derivatives are classified at fair value through profit or loss.

Recognition and measurement

Derivative financial instruments are measured initially at fair value (excluding transaction costs) and subsequently at fair value through profit or loss. Subsequent movements in the fair value are recorded in surplus or deficit.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

Financial Assets

Accounts Receivables and Other Receivables

Classification

Accounts receivable and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 15). They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the University business model is to collect the contractual cash flows on accounts receivable and other receivables.

Recognition and measurement

Accounts receivable and other receivables are recognised when the University becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any. They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

Impairment

The University recognises a loss allowance for expected credit losses on accounts receivables. The amount of expected credit losses is updated at each reporting date.

The University measures the loss allowance for accounts receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

Measurement and recognition of expected credit losses

The University makes use of a provision matrix as a practical expedient to the determination of expected credit losses on accounts receivable and other receivables.

The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

An impairment gain or loss is recognised in surplus or deficit with a corresponding adjustment to the carrying amount of accounts receivable and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in surplus or deficit as a movement in credit loss allowance (note 7.3).

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023

(continued)

The University assesses at each reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity securities classified as financial assets at fair value through profit and loss, a significant or prolonged decline in the fair value of the security below its cost is considered as an indicator that the securities are impaired.

If any such evidence exists for financial assets at fair value through profit and loss, the cumulative loss - measured as the difference between the acquisition cost and the current fair value is recognised in surplus or deficit.

Impairment losses recognised in the statement of comprehensive income on equity instruments are not reversed through the statement of comprehensive income.

A provision for impairment of loans and receivables and financial assets at amortised cost investments is established when the counterparty to the financial instrument is considered default. The definition of default includes instances where there is objective evidence that the University will not be able to collect all amounts due according to the original terms of the receivables based on a review of all outstanding amounts at the year-end.

Significant financial difficulties of the debtor or class of debtors and default or delinquency in payments are considered indicators that the receivable is impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated cash flows, discounted at the original effective interest rate.

The impairment allowance account is used to record the provision for impairment. Actual bad debts are written off during the year in which they are identified. Subsequent recoveries of amounts previously written off are credited to the statement of comprehensive income.

Write-off policy

Actual bad debts are written off during the year in which they are identified. Subsequent recoveries of amounts previously written off are credited to the Statement of Comprehensive Income.

Credit risk

Details of credit risk are included in the accounts receivable and other receivables note (note 15) and the financial instruments and risk management note (note 23).

Cash and cash equivalents

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value. For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand and amounts in current account, net of bank overdrafts. Cash and cash equivalents are generally highly liquid. Investments with maturity less than three months are classified as cash and cash equivalents.

In the statement of financial position, bank overdrafts are disclosed as short term borrowings.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

1.13 Inventories

Inventories are assets in the form of materials or supplies to be consumed in the ordinary course of rendering of services.

Inventory is measured at the lower of cost or net realisable value. Cost is determined by applying the average cost method. The carrying amounts of different classifications of inventory are disclosed separately. Net realisable value is the estimated selling price in the ordinary course of business, less the costs of completion and selling expenses.

1.14 Financial liabilities

Financial liabilities include accounts payable and other creditors (excluding non-financial instruments), leases and borrowings. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

Financial liabilities:

- Amortised cost; or
- Mandatorily at fair value through profit or loss.

The financial instruments held by the University and risk management policies are detailed in Note 23.

Borrowings

Borrowings (note 17) are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

Borrowings and loans from related parties are recognised when the University becomes a party to the contractual provisions of the loan. The loans are measured, at initial recognition, at fair value less transaction costs, if any. They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction cost and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Interest expense, calculated on the effective interest method, is included in surplus or deficit in finance cost (note 7.4).

Borrowings expose the University to liquidity risk and interest rate risk. Refer to note 23 for details of risk exposure and management thereof.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

1.14 Financial liabilities (continued)

Trade and other payables

Classification

Account payable and accrued liabilities (note 19), are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

They are recognised when the University becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value less transaction costs, if any. They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Accounts payable and accrued liabilities expose the University to liquidity risk and possibly to interest rate risk. Refer to note 23 for details of risk exposure and management thereof.

Bank overdrafts

Bank overdrafts are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

1.15 Provisions

Provisions represent liabilities of uncertain timing or amount. Provisions are recognised when the University has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle the obligation, and a reliable estimate can be made for the amount of the obligation. Provisions are not recognised for future operating losses.

Provisions are measured at present value of the expenditure required to settle the present obligation, using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision is recognised as an expense in surplus or deficit.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

1.16 Post-retirement benefits

The costs of post-employment benefits are made up of those obligations which the University has towards current and retired employees. These obligations can be separated into the following categories, and are determined as follows:

Defined contribution plans

Retirement and provident funds

A defined contribution plan is a pension plan under which the University pays fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Defined benefits plans

Pension Fund

A defined benefit plan is a pension plan that is not a defined contribution plan. Typically defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. The liability recognised in the statement of financial position in respect of defined benefit pension plan is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets, together with adjustments for unrecognised past-service costs.

The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value for the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension liability.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to the statement of comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in surplus or deficit, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period of time (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

Post-retirement medical aid costs

The University provides for post-retirement medical aid benefits for certain of its employees. Their entitlement to these benefits is dependent on the employee remaining in service until retirement and is subject to periodic review. The accumulated post-retirement medical aid obligation and annual cost of those benefits is determined by independent actuaries annually. The actuarially determined liability based on the University's current practice of funding a portion of its retiree's and in-service members' medical aid contributions has been provided for in the statement of financial position.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

ACCOUNTING POLICIES FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

1.16 Post-retirement benefits (continued)

The present value of the obligation is determined by independent qualified actuaries. Actuarial gains and losses are recognised in the statement of comprehensive income in the year it occurs.

1.17 Funds and reserves

Funds and reserves comprise of:

- “*Education and general*” is funded directly from appropriations of revenues that fall under the absolute discretion/control of the Council.
- “*Specifically funded activities*” represents income received for designated purposes from external contracts, grants, donations and income on specifically purposed endowments.
- “*Residence funds*” comprises all income and expenditure from the provision of staff and student residence accommodation and directly related catering services.
- “*Fair value reserve*” is the movement of the fair value adjustments for the financial assets at fair value through profit and loss investments.

1.18 Borrowing costs

Borrowing cost expenses will be capitalised against the qualifying assets if it is directly attributable to the acquisition, construction or production of a qualifying asset. Other borrowing costs will be expensed in surplus or deficit.

1.19 Research and development expenditure

Research and development expenditure is recognised as an expense except that costs incurred on development projects are recognised as development assets (intangible assets) to the extent that such expenditure is expected to have future benefits. However, developments costs initially recognised as an expense are not recognised as an asset in a subsequent period.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
2. STATE APPROPRIATIONS – SUBSIDIES AND GRANTS				
Operation – education and grants				
- Current year subsidy	2 660 132	2 708 261	2 660 132	2 708 261
- Redemption of government loans	-	632	-	632
- Utilisation of conditional 0% fee increase gap grant	-	25 737	-	25 737
- Utilisation of infrastructure and efficiency conditional grants	9 846	54 011	9 846	54 011
	2 669 978	2 788 642	2 669 978	2 788 642
3. TUITION AND OTHER FEE INCOME				
Tuition fees				
- Class fees	2 101 764	1 993 010	2 101 764	1 993 010
- Class levies	145 221	162 104	145 234	162 104
Residence fees	182 172	185 050	182 172	185 050
Electronic resource centre levy	16 128	14 748	16 128	14 748
Registration and other fees	53 125	55 511	53 112	55 511
Student Representative Council levies	40 324	36 755	40 324	36 755
	2 538 735	2 447 179	2 538 735	2 447 179
4. SALE OF GOODS AND SERVICES AND OTHER INCOME				
Sundry income*	530 212	296 676	284 964	171 807
Insurance claims	4 361	11 436	4 361	11 436
Bad debts recovered	34 167	25 688	34 167	25 688
	568 740	333 800	323 491	208 930
<i>* Sundry income represents income from Institutes and Centres, Campus Businesses, Culture Funds, Departmental Funds, etc.</i>				
5. INVESTMENT AND INTEREST INCOME				
5.1 Investment income				
Interest from financial assets at amortised cost investments	183 699	87 506	183 337	87 402
5.2 Interest income				
Interest Income				
Deemed interest on NSFAS bursaries ¹	39 447	28 897	39 447	28 897
Deemed interest on student debts ¹	4 290	7 959	4 290	7 959
	43 736	36 856	43 736	36 856
<i>¹ Deemed interest represents payments received later in the year from NSFAS and students but recorded as revenue at beginning of year.</i>				
6. PROFIT ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT				
Net profit on disposal of property, plant and equipment	710	39	710	39
7. STAFF, OPERATING EXPENSES AND FINANCE COSTS				
7.1 Personnel costs				
Academic personnel	1 430 211	1 387 312	1 430 211	1 387 312
Other personnel	1 711 281	1 597 384	1 689 361	1 577 550
Other staff related costs	247 188	160 573	247 165	160 573
	3 388 680	3 145 270	3 366 736	3 125 436

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
7. STAFF, OPERATING EXPENSES AND FINANCE COSTS (continued)				
Number of employees during the year:				
- permanent employees	3 369	3 482	3 347	3 460
- temporary employees	5 969	5 740	5 969	5 740
	9 338	9 222	9 316	9 200
7.2 Post-employment medical and pension plan expenses				
Current service costs on defined benefit medical plan	5 026	5 676	5 026	5 676
Current service costs on defined benefit pension plan	2 603	2 500	2 603	2 500
Interest cost on defined benefit medical plan	71 908	66 089	71 908	66 089
Interest cost on defined benefit pension plan	9 200	9 007	9 200	9 007
	88 737	83 272	88 737	83 272
7.3 Operating expenses by nature				
The following items have been charged in arriving at a net surplus:				
- Supplies and services	1 044 120	844 164	929 630	795 579
- Cost of services outsourced	203 288	183 134	203 288	183 134
- Operating lease rentals	35 990	62 524	19 526	30 450
- Maintenance of property, plant and equipment	298 969	217 483	298 969	217 483
- Bursaries	87 453	73 663	87 453	73 663
- Legal fees	10 662	6 360	10 662	6 360
	1 680 483	1 387 329	1 549 528	1 306 670
7.4 Finance expense				
Long-term borrowings:				
- Bank borrowings	3 912	143	3 778	143
- Lease borrowings	151 496	796	2 870	796
	155 408	939	6 648	939
8. AUDITORS' REMUNERATION				
8.1 External				
Audit fee	5 978	7 311	5 978	5 272
Other services	1 007	1 961	1 007	1 961
	6 986	9 271	6 986	7 232
8.2 Internal				
Audit fee	4 226	7 012	4 226	7 012
Other services	1 412	1 933	1 412	1 933
	5 638	8 945	5 638	8 945
Total	12 624	18 216	12 624	16 177

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

9. PROPERTY, PLANT AND EQUIPMENT

9.1 For the year ended 31 December 2023

Group	Notes	Land	Buildings	Buildings	Elevators	Central	Furniture	Computer	Vehicles	Total
		[1]	[2]	work in progress		air-conditioning	and equipment	equipment and software		
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost		29 716	797 137	324 195	10 427	13 047	781 572	499 826	53 253	2 509 173
Accumulated depreciation		-	(381 440)	(50 587)	(8 207)	(13 047)	(487 647)	(305 247)	(23 452)	(1 269 627)
Opening net carrying amount		29 716	415 697	273 608	2 220	(0)	293 925	194 579	29 801	1 239 546
Additions		-	-	14 059	-	-	43 403	47 775	6 406	111 643
Additions as a result of government grants ^[3]	20	-	-	14 995	-	-	-	-	-	14 995
Utilisation of government grant against additions ^[3]	20	-	-	(14 995)	-	-	-	-	-	(14 995)
Disposals – cost		-	(2 851)	-	-	-	(6 245)	(6 404)	(2 233)	(17 733)
Disposals – accumulated depreciation		-	455	-	-	-	4 802	5 420	2 074	12 751
Depreciation		-	(16 008)	-	(240)	-	(41 523)	(33 036)	(3 905)	(94 712)
Closing net carrying amount		29 716	399 892	287 667	1 980	(0)	294 362	208 334	32 143	1 251 495
Cost		29 716	794 286	353 249	10 427	13 047	818 730	541 197	57 426	2 618 078
Accumulated depreciation		-	(396 993)	(65 582)	(8 447)	(13 047)	(524 368)	(332 863)	(25 283)	(1 366 583)
Closing net carrying amount		29 716	397 293	287 667	1 980	(0)	294 362	208 334	32 143	1 251 495

[1] Includes carrying value of land and buildings encumbered (refer to note 9.3).

[2] Land and buildings cannot be sold without the prior approval of the Minister of Higher Education, Science and Innovation.

[3] The cumulative effect of utilisation of government grants against additions is R733,2 million since 2008.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

9. PROPERTY, PLANT AND EQUIPMENT (continued)

9.1 For the year ended 31 December 2023

University	Notes	Land	Buildings	Buildings	Elevators	Central	Furniture	Computer	Vehicles	Total
		[1]	[2]	work in progress		air-conditioning	and equipment	equipment and software		
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost		29 716	797 137	273 608	10 427	13 047	781 155	498 714	53 253	2 457 057
Accumulated depreciation		-	(381 440)	-	(8 207)	(13 047)	(487 454)	(304 784)	(23 452)	(1 218 384)
Opening net carrying amount		29 716	415 697	273 608	2 220	(0)	293 701	193 930	29 801	1 238 673
Additions		-	-	14 059	-	-	43 403	47 775	6 406	111 643
Additions as a result of government grants ^[3]	20	-	-	14 995	-	-	-	-	-	14 995
Utilisation of government grant against additions ^[3]	20	-	-	(14 995)	-	-	-	-	-	(14 995)
Disposals – cost		-	(2 851)	-	-	-	(6 245)	(6 404)	(2 233)	(17 733)
Disposals – accumulated depreciation		-	455	-	-	-	4 802	5 420	2 074	12 751
Depreciation		-	(16 008)	-	(240)	-	(41 523)	(33 036)	(3 905)	(94 712)
Closing net carrying amount		29 716	397 293	287 667	1 980	(0)	294 138	207 685	32 143	1 250 622
Cost		29 716	794 286	287 667	10 427	13 047	818 313	540 085	57 426	2 550 967
Accumulated depreciation		-	(396 993)	-	(8 447)	(13 047)	(524 175)	(332 400)	(25 283)	(1 300 345)
Closing net carrying amount		29 716	397 293	287 667	1 980	(0)	294 138	207 685	32 143	1 250 622

[1][2] Includes carrying value of land and buildings encumbered (refer to note 9.3).

[1][2] Land and buildings cannot be sold without the prior approval of the Minister of Higher Education, Science and Innovation.

[3] The cumulative effect of utilisation of government grants against additions is R733,2 million since 2008.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

9. PROPERTY, PLANT AND EQUIPMENT (continued)

9.2 For the year ended 31 December 2022

Group	Notes	Land	Buildings	Buildings	Elevators	Central	Furniture	Computer	Vehicles	Total
		[1]	[2]	work in progress		air-conditioning	and equipment	equipment and software		
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost		29 716	746 127	84 349	10 427	13 047	729 580	440 579	47 781	2 101 606
Accumulated depreciation		-	(364 288)	-	(7 948)	(13 047)	(445 983)	(272 256)	(19 997)	(1 123 519)
Opening net carrying amount		29 716	381 839	84 349	2 479	(0)	283 597	168 323	27 784	978 087
Additions		-	34 601	154 085	-	-	51 992	59 247	5 472	305 397
Additions as a result of government grants ^[3]	20	-	-	50 587	-	-	-	-	-	50 587
Utilisation of government grant against additions ^[3]	20	-	-	(50 587)	-	-	-	-	-	(50 587)
Depreciation		-	(16 571)	-	(259)	-	(41 664)	(32 991)	(3455)	(94 940)
Closing net carrying amount		29 716	399 869	238 434	2 220	(0)	293 925	194 579	29 801	1 188 544
Cost		29 716	780 728	289 021	10 427	13 047	781 572	499 826	53 253	2 457 590
Accumulated depreciation		-	(380 859)	(50 587)	(8 207)	(13 047)	(487 647)	(305 247)	(23 452)	(1 269 046)
Closing net carrying amount		29 716	399 869	238 434	2 220	(0)	293 925	194 579	29 801	1 188 544

[1][2] Includes carrying value of land and buildings encumbered (refer to note 9.3).

[1][2] Land and buildings cannot be sold without the prior approval of the Minister of Higher Education, Science and Innovation.

[3] The cumulative effect of utilisation of government grants against additions is R733,2 million since 2008.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

9. PROPERTY, PLANT AND EQUIPMENT (continued)

9.2 For the year ended 31 December 2022

University	Notes	Land	Buildings	Buildings	Elevators	Central	Furniture	Computer	Vehicles	Total
		[1]	[2]	work in progress		air-conditioning	and equipment	equipment and software		
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cost		29 716	746 127	84 349	10 427	13 047	729 164	439 467	47 781	2 100 078
Accumulated depreciation		-	(364 288)	-	(7 948)	(13 047)	(445 790)	(271 793)	(19 997)	(1 122 863)
Opening net carrying amount		29 716	381 839	84 349	2 479	(0)	283 374	167 674	27 784	977 215
Additions		-	34 601	154 085	-	-	51 991	59 247	5 472	305 396
Additions as a result of government grants ^[3]	20	-	-	50 587	-	-	-	-	-	50 587
Utilisation of government grant against additions ^[3]	20	-	-	(50 587)	-	-	-	-	-	(50 587)
Depreciation		-	(16 571)	-	(259)	-	(41 664)	(32 991)	(3 455)	(94 940)
Closing net carrying amount		29 716	399 869	238 434	2 220	(0)	293 701	193 930	29 801	1 187 671
Cost		29 716	780 728	238 434	10 427	13 047	781 155	498 714	53 253	2 405 474
Accumulated depreciation		-	(380 859)	-	(8 207)	(13 047)	(487 454)	(304 784)	(23 452)	(1 217 803)
Closing net carrying amount		29 716	399 869	238 434	2 220	(0)	293 701	193 930	29 801	1 187 671

[1][2] Includes carrying value of land and buildings encumbered (refer to note 9.3).

[1][2] Land and buildings cannot be sold without the prior approval of the Minister of Higher Education, Science and Innovation.

[3] The cumulative effect of utilisation of government grants against additions is R733,2 million since 2008.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
9. PROPERTY, PLANT AND EQUIPMENT (continued)				
9.3 Carrying value of land and buildings encumbered				
- Zaragosa Park Erf 1154	4 000	4 000	4 000	4 000

In terms of a negative pledge, the University may not encumber any assets without Standard Corporate and Merchant Bank's prior authority.

Registers containing details of land and buildings are available for inspection at the University's Pretoria campus.

10. INVESTMENT PROPERTIES

For the year ended 31 December 2023

Group	Land R'000	Buildings R'000	Elevators R'000	Total R'000
Cost	1 474	17 059	1 491	20 024
Accumulated depreciation	-	(9 552)	(823)	(10 375)
Opening net carrying amount	1 474	7 507	668	9 649
Depreciation for the year	-	(341)	(29)	(370)
Closing net carrying amount	1 474	7 166	639	9 279
Cost	1 474	17 059	1 491	20 024
Accumulated depreciation	-	(9 893)	(852)	(10 745)
Closing net carrying amount	1 474	7 166	639	9 279

University	Land R'000	Buildings R'000	Elevators R'000	Total R'000
Cost	1 474	17 059	1 491	20 024
Accumulated depreciation	-	(9 552)	(823)	(10 375)
Opening net carrying amount	1 474	7 507	668	9 649
Depreciation for the year	-	(341)	(29)	(370)
Closing net carrying amount	1 474	7 166	639	9 279
Cost	1 474	17 059	1 491	20 024
Accumulated depreciation	-	(9 893)	(852)	(10 745)
Closing net carrying amount	1 474	7 166	639	9 279

For the year ended 31 December 2022

Group	Land R'000	Buildings R'000	Elevators R'000	Total R'000
Cost	1 474	17 059	1 491	20 024
Accumulated depreciation	-	(9 211)	(794)	(10 005)
Opening net carrying amount	1 474	7 848	697	10 019
Depreciation for the year	-	(341)	(29)	(370)
Closing net carrying amount	1 474	7 507	668	9 649
Cost	1 474	17 059	1 491	20 024
Accumulated depreciation	-	(9 552)	(823)	(10 375)
Closing net carrying amount	1 474	7 507	668	9 649

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

10. INVESTMENT PROPERTIES (continued)

University	Land R'000	Buildings R'000	Elevators R'000	Total R'000
Cost	1 474	17 059	1 491	20 024
Accumulated depreciation	-	(9 211)	(794)	(10 005)
Opening net carrying amount	1 474	7 848	697	10 019
Depreciation for the year	-	(341)	(29)	(370)
Closing net carrying amount	1 474	7 507	668	9 649
Cost	1 474	17 059	1 491	20 024
Accumulated depreciation	-	(9 552)	(823)	(10 375)
Closing net carrying amount	1 474	7 507	668	9 649

Registers containing details of land and buildings are available for inspection at the University's Pretoria campus. The buildings of the University are clustered together within campuses and therefore fair value cannot be obtained reliably. As a result, the range of estimates for fair values cannot be reliably estimated.

11. LEASES

11.1 Amount recognised in Group statement of financial position

Group	Properties R'000	Equipment R'000	Total R'000
Right-of-use assets			
Cost	1 404 740	57 634	1 462 374
Accumulated depreciation	(429 240)	(20 459)	(449 699)
ROU assets recognised at 1 January 2023	975 500	37 175	1 012 675
Additions to right-of-use assets	-	-	-
Depreciation charge for the year	(144 433)	(13 380)	(157 813)
Balance at 31 December 2023	831 067	23 795	854 862
Cost	1 404 740	57 634	1 462 374
Accumulated depreciation	(573 673)	(33 839)	(607 512)
ROU assets recognised at 31 December 2023	831 067	23 795	854 862

University	Properties R'000	Equipment R'000	Total R'000
Right-of-use assets			
Cost	39 032	57 634	96 666
Accumulated depreciation	(35 184)	(20 459)	(55 643)
ROU assets recognised at 1 January 2023	3 848	37 175	41 023
Additions to right-of-use assets	-	-	-
Depreciation charge for the year	(1 541)	(13 380)	(14 921)
Balance at 31 December 2023	2 307	23 795	26 102
Cost	39 032	57 634	96 666
Accumulated depreciation	(36 725)	(33 839)	(70 564)
ROU assets recognised at 31 December 2023	2 307	23 795	26 102

Group	Properties R'000	Equipment R'000	Total R'000
Right-of-use assets			
Cost	1 400 118	18 229	1 418 347
Accumulated depreciation	(284 360)	(18 229)	(302 589)
ROU assets recognised at 1 January 2022	1 115 758	-	1 115 758
Additions to right-of-use assets	4 622	39 405	44 027
Depreciation charge for the year	(1 990)	(2 230)	(4 220)
Balance at 31 December 2022	1 118 390	37 175	1 155 565
Cost	1 404 740	57 634	1 462 374
Accumulated depreciation	(286 350)	(20 459)	(306 809)
ROU assets recognised at 31 December 2022	1 118 390	37 175	1 155 565

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

11. LEASES (continued)

University	Properties R'000	Equipment R'000	Total R'000
Right-of-use assets			
Cost	34 410	18 229	52 639
Accumulated depreciation	(33 194)	(18 229)	(51 423)
ROU assets recognised at 1 January 2022	1 216	-	1 216
Additions to right-of-use assets	4 622	39 405	44 027
Depreciation charge for the year	(1 990)	(2 230)	(4 220)
Balance at 31 December 2022	3 848	37 175	41 023
Cost	39 032	57 634	96 666
Accumulated depreciation	(35 184)	(20 459)	(55 643)
ROU assets recognised at 31 December 2022	3 848	37 175	41 023

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
Lease liabilities				
Current	200 974	207 154	14 268	20 443
Non-current	1 154 708	1 261 645	17 605	25 225
	1 355 682	1 468 799	31 873	45 668

11.2 Amount recognised in Group and University Statement of comprehensive income

Interest on lease liabilities	151 496	796	2 870	796
Expenses relating to short term leases	35 990	62 524	19 526	30 450

Depreciation of ROU assets are indicated above.

11.3 Amount recognised in Group and University Statement of cash flows

- Principal repayment of leases	113 116	4 106	13 795	4 106
- Interest on lease liabilities	151 496	796	2 870	796
Total cash outflows for leases	264 612	4 902	16 665	4 902

The Group leases Equipment and Properties. The leases typically run for periods between 2-5 years respectively. Some leases have an option to renew for an additional period after the end of the contractual term. Where it is reasonably certain, the Group would exercise their option to renew, these periods have been included in the measurement of the lease liabilities. Refer to note 1.11 where judgements applied by management in this assessment have been disclosed.

12. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT AND LOSS

At 1 January	705 170	684 625	705 170	684 625
Fair value gains/(loss)	76 895	20 545	76 895	20 545
At 31 December	782 065	705 170	782 065	705 170
Less: non-current portion	(782 065)	(705 170)	(782 065)	(705 170)
Current portion	(0)	-	(0)	-

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
12. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT AND LOSS (continued)				
Financial assets at fair value through profit and loss include the following:				
Non-current investments				
Unlisted securities				
Allan Gray Unit Trust [#]	182 872	161 222	182 872	161 222
Investec Unit Trust [#]	188 978	173 498	188 978	173 498
Prudential Balance Fund [#]	159 361	142 319	159 361	142 319
Sanlam Global Absolute	126 470	115 277	126 470	115 277
Vunani BCI Global Macro Fund B	121 937	110 498	121 937	110 498
Sabinet	2 447	2 357	2 447	2 357
	782 065	705 170	782 065	705 170

[#] *Unlisted Investments – fair values determined at their unit price.*

Fair value estimation is disclosed in note 23.4.

The maximum exposure to credit risk at the reporting date in respect of these financial assets is the carrying value of the unlisted investments. Management of credit risk is disclosed in note 23.2.

None of these financial assets are either past due or impaired and no impairment provisions were raised in either 2023 or 2022.

13. FINANCIAL ASSETS AT AMORTISED COST

At 1 January	2 482 433	1 732 369	2 482 433	1 732 369
Additions ¹	10 634 132	11 405 039	10 634 132	11 405 039
Disposals ²	(10 259 439)	(10 654 975)	(10 259 439)	(10 654 975)
At 31 December	2 857 126	2 482 433	2 857 126	2 482 433
Less: non-current portion	-	-	-	-
Current portion	2 857 126	2 482 433	2 857 126	2 482 433

¹ *Additions represent short-term bank deposits that are reinvested after maturity*

² *Disposals represent short-term bank deposits that have matured*

Financial assets at amortised cost include the following:

Current investments				
Investec call account	7 000	10 000	7 000	10 000
ABSA call account	80 000	140 000	80 000	140 000
First National Bank call account	7 000	10 000	7 000	10 000
Investec interest bearing assets	922 573	778 621	922 573	778 621
Sanlam interest bearing assets	912 606	769 009	912 606	769 009
Aluwani interest bearing assets	920 947	764 803	920 947	764 803
Nedbank call account	7 000	10 000	7 000	10 000
	2 857 126	2 482 433	2 857 126	2 482 433

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

13. FINANCIAL ASSETS AT AMORTISED COST (continued)

The University has not reclassified any financial assets measured at amortised cost to fair value during the year (2022: nil). There was no gains or losses realised on the disposal of these financial assets at amortised cost in 2023 and 2022 as all financial assets were disposed of at their redemption date.

None of these financial assets are either past due or impaired and no impairment provisions were raised in either 2023 or 2022. The carrying value of these investments approximates its fair value due to financial assets being with external parties and at market related rates.

Included under current investments are restricted funds relating to the Infrastructure and Efficiency funding received from the Department of Higher Education, Science and Innovation (refer to note 20).

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
14. INVENTORIES				
Stationery and other	4 545	3 812	4 545	3 812
Technical inventories	11 202	9 395	11 202	9 395
Fuel	37	31	37	31
	15 784	13 238	15 784	13 238

The cost of inventories recognised as expenditure and included in current operating expenditure is R15,8 million (2022: R13,2 million).

No provision for stock obsolescence was provided for at year end as obsolete stock is written-off when identified.

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
15. ACCOUNTS RECEIVABLE AND OTHER RECEIVABLES				
Student debtors	1 670 003	1 383 880	1 670 003	1 383 880
Other receivables	647 947	588 014	560 242	514 370
- Sundry receivables	109 359	86 732	21 654	13 088
- Agency debtors	-	-	-	-
- National Student Financial Aid Scheme (NSFAS)	538 588	501 282	538 588	501 282
Less: Provision for impairment	(505 211)	(404 780)	(505 211)	(404 780)
	1 812 739	1 567 114	1 725 034	1 493 470
- Opening provision for impairment as at 1 January 2023 – calculated under IFRS9	404 780	677 420	404 780	677 420
- Impairment loss recognized	287 928	(168 275)	287 928	(168 275)
- Receivables written off during the year (bad debts)	(187 497)	(104 365)	(187 497)	(104 365)
- Balance at 31 December 2023	505 211	404 780	505 211	404 780
The aging of student debtors is as follows:				
- Students enrolled in current year	1 090 253	903 459	1 090 253	903 459
- Students enrolled in prior year	287 671	238 384	287 671	238 384
- Students enrolled more than two years ago	292 079	242 037	292 079	242 037
	1 670 003	1 383 880	1 670 003	1 383 880
The aging of provision for impairment is as follows:				
- Students enrolled in current year	329 824	264 258	329 824	264 258
- Students enrolled in prior year	87 027	69 727	87 027	69 727
- Students enrolled more than two years ago	88 360	70 795	88 360	70 795
	505 211	404 780	505 211	404 780

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

15. ACCOUNTS RECEIVABLE AND OTHER RECEIVABLES (continued)

	Gross	%	Impairment	%
The aging of student debtors at the reporting date was:				
Group				
2023				
- Not past due	128	0,01%	38	0,01%
- Past due by 1 to 30 days	323	0,02%	99	0,02%
- Past due by 31 to 60 days	208 143	12,46%	62 967	12,46%
- Past due by more than 60 days	1 461 408	87,51%	442 106	87,51%
TOTAL	1 670 003	100%	505 211	100%
University				
2023				
- Not past due	128	0,0%	38	0,01%
- Past due by 1 to 30 days	323	0,0%	99	0,02%
- Past due by 31 to 60 days	208 143	12,5%	62 967	12,46%
- Past due by more than 60 days	1 461 408	87,5%	442 106	87,51%
TOTAL	1 670 003	100%	505 211	100%
Group and University				
2022				
- Not past due	106	0,0%	31	0,0%
- Past due by 1 to 30 days	268	0,0%	79	0,0%
- Past due by 31 to 60 days	172 482	12,5%	50 450	12,5%
- Past due by more than 60 days	1 211 024	87,5%	354 220	87,5%
TOTAL	1 383 880	100%	404 780	100%

Apart from student debtors, none of the other receivables are past due or impaired. We calculate the impairment of student debtors or Expected Credit Loss (ECL) using the loss rate approach. The loss rates are calibrated based on historical credit loss experiences, considering both the time value of money and subsequent write-offs after tracking student debt for two years. The loss rate takes into account the total receipts received as repayment towards the balance of outstanding student debt in each month during the 24 subsequent months. At the end of two-years tracking payments in respect of a particular year's student debtors balance, the ultimate write-off constitutes the amount of student debt that is still outstanding at the end of the two years, if the student is not re-registered.

The following assumptions are made in determining the provision for the impairment of student debtors or Expected Credit Loss (ECL):

- The Outstanding student debt at the end of a calendar year is tracked for students who have dropped off and whatever is unpaid will be written off.
- Time value of money loss and write-offs constitute the total credit loss incurred on the student debtors.
- The applicable discount rate is the prime rate of lending for South Africa.
- Students with debt outstanding who completed their degrees are not considered to be impaired based on historical evidence that these students do settle their debt in full in order to collect their degrees.
- Monthly payments to settle student debt are applied to the student balance at the end of each month of receipt.

The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the students to settle their accounts. A regression analysis was performed to identify reasonable and supportable forward-looking information using macro-economic factors, and consideration was given to the following forward-looking information:

- GDP Growth rate of 0,6% (2022: 2,1 %)
- Average prime lending rate of 11,75% (2022: 7,75%)
- Inflation rate of 5,1% (2022: 6,9%)
- Unemployment rate of 32,1% (2022: 32,7%)

The conditions for incorporating forward-looking information are statistical and economic significance. A macroeconomic factor is considered to be statistically significant if it has a strong correlation with historical default rates. Impairment losses on receivables are presented as net impairment losses within operating surplus/(deficit). Subsequent recoveries of amounts previously written off are credited to the operating surplus.

For the current student debtors, the carrying value of accounts receivable approximates its fair value.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
16. CASH AND CASH EQUIVALENTS				
Cash at bank and on hand	19 658	17 619	5 198	6 504
Cash at bank and on hand	19 658	17 619	5 198	6 504
<p>The weighted average effective interest rate on short term bank deposits was 9% (2022: 9%). The total facilities with ABSA Bank is as follows: Primary Lending: R18,000,000; ACB Direct Credit - Credit Limit: R200,000,000; ACB Direct Debit - Credit Limit: R3,000,000; Bond Holding: R35,000; Daylight Limit Credit - Limit: R200,000,000; Credit Card: R10,000,000; ABSA Vehicle Asset Finance: R3,000,000; Fleet Cards: R2,000,000.</p> <p>Overdraft facilities are available with ABSA Bank to the value of R18 million.</p> <p>The carrying value of cash and cash equivalents approximates its fair value.</p>				
17. BORROWINGS				
17.1 Nedbank Mortgage Loan	33 100	34 208	33 100	34 208
Long term portion	31 438	31 778	31 438	31 778
Short term portion transferred to current liabilities	1 662	2 430	1 662	2 430
<p>The Nedbank Mortgage loan shall be repaid by way of equal instalments of capital and interest which shall escalate by 4% (four percent) on the 13th month following the first utilisation and each year thereafter and shall fully amortise to zero on the termination date.</p>				
Total borrowings	33 100	34 208	33 100	34 208
Less: Current portion of borrowings	(1 662)	(2 430)	(1 662)	(2 430)
Long-term portion of borrowings	31 438	31 778	31 438	31 778
<p>The carrying amounts approximates the fair values of borrowings due to the borrowings being with external parties and market related rates. The University has no undrawn borrowing facilities.</p> <p>The interest rate exposure of the total borrowings was as follows:</p>				
- At fixed rates	33 100	34 208	33 100	34 208
Weighted average effective interest rates:				
- Borrowings	7,50%	7,50%	7,50%	7,50%

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
18. POST-EMPLOYMENT BENEFIT OBLIGATIONS				
Post-employment medical benefits – wholly unfunded	689 857	628 132	689 857	628 132
Pension benefits (National Tertiary Retirement Fund) – wholly unfunded	45 033	105 835	45 033	105 835
Total post-employment benefit obligations	734 890	733 967	734 890	733 967

18.1 Post-employment medical benefits

Group and University

The University operates a post-employment medical benefit scheme. The method of accounting and the frequency of valuations are similar to those used for defined benefit pension schemes. The most recent actuarial valuation was performed as at 31 December 2023.

The fund is required to comply with the Medical Schemes Act, fund rules and any other relevant legislation.

The amounts recognised in the statement of financial position are determined as follows:

- Present value of unfunded obligations	689 857	628 132	689 857	628 132
- Liability in the statement of financial position	689 857	628 132	689 857	628 132

Movement in the defined benefit obligation over the year is as follows:

- At beginning of year	628 132	638 785	628 132	638 785
- Current service cost	5 026	5 676	5 026	5 676
- Interest cost	71 908	66 089	71 908	66 089
- Actuarial (gain)/loss recognised in other comprehensive income	37 571	(34 419)	37 571	(34 419)
- Contributions paid on behalf of members	(52 780)	(47 999)	(52 780)	(47 999)
At end of year	689 857	628 132	689 857	628 132

The amounts recognised in the statement of comprehensive income are as follows:

- Current service cost	5 026	5 676	5 026	5 676
- Interest cost	71 908	66 089	71 908	66 089
- Actuarial (gain)/loss recognised in other comprehensive income	37 571	(34 419)	37 571	(34 419)
Total included in statement of comprehensive income	114 505	37 346	114 505	37 346

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
18. POST-EMPLOYMENT BENEFIT OBLIGATIONS (continued)				
The principal actuarial assumptions used for the medical aid provision were:				
- Discount rate	11.95%	11.95%	10.90%	11.95%
- Healthcare inflation	8.15%	8.15%	7.40%	8.15%
- Retirement age	65	65	65	65
- Post-retirement mortality assumption	PA (90) – 1	PA (90) - 1	PA (90) - 1	PA (90) – 1
- Post-retirement mortality assumption	PA (90) – 3	PA (90) - 3	PA (90) - 3	PA (90) – 3
- Number of active and pension members	1 069	1 069	1 033	1 069

Expected contributions to post-employment medical benefit plans on behalf of members for the year ending 31 December 2024 are R58,3 million.

The Employer pays the subsidy amounts in respect of the pensioners directly. There is a risk to the Employer that, due to unforeseen circumstances, funds may not be available at the time that it is required.

Sensitivity Analysis on the post-employment medical aid benefit scheme:

Assumption	Change	In-service R'000	Continuation R'000	Total R'000	% change effect on liability
Central assumptions		161 485	528 372	689 857	
Discount Rate	+1%	146 509	490 486	636 995	-8%
	-1%	173 127	579 598	752 725	9%
Healthcare inflation	1%	172 572	577 739	750 311	9,0%
	-1%	146 670	491 026	637 696	-8,0%
Retirement age	-1yr	162 833	545 138	707 971	3,0%
	1 y	153 835	515 014	668 849	-3,0%
Post-retirement mortality	PA(90) - 1	151 308	506 555	657 863	-5,0%
	PA(90) - 3	162 842	545 167	708 009	3,0%

18.2 Pension benefits (National Tertiary Retirement Fund (NTRF))

Group and University

The University operates both a defined benefit and a defined contribution pension scheme. The most recent actuarial valuation of the defined benefit scheme was performed as at 31 December 2023.

The Fund is required to comply with the Pension Funds Second Amendment Act 2001, Income Tax and Fund Rules. The Fund is governed by the Fund Rules and the responsibilities of the Trustees are detailed in the Fund Rules.

	Present value of obligation R'000	Fair value of plan assets R'000	Impacting of asset ceiling R'000	Total R'000
As at 31 December 2021	(95 642)	2 363	-	(93 279)
Adjustment to open market value	-	17 992	-	17 992
Current Service Cost	(2 500)	-	-	(2 500)
Interest (expense)/income	(9 210)	203	-	(9 007)
Cash movements:				
Benefits payments (incl. risk premiums)	28 454	(28 454)	-	-
Employer contributions	-	24 011	-	24 011
Re-measurements:				
Return on plan assets	-	18	-	18
Loss - change in financial assumption	18 710	-	-	18 710
Experience gains	(61 780)	-	-	(61 780)
As at 31 December 2022	(121 968)	16 133	-	(105 835)

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

18. POST-EMPLOYMENT BENEFIT OBLIGATIONS (continued)

	Present value of obligation	Fair value of plan assets	Impacting of asset ceiling	Total
	R'000	R'000	R'000	R'000
As at 31 December 2022	(121 968)	16 133	-	(105 835)
Adjustment to opening market value	-	54	-	54
Current Service Cost	(2 603)	-	-	(2 603)
Interest (expense)/income	(10 741)	1 540	-	(9 201)
Cash movements:				
Benefits payments (incl. risk premiums)	19 068	(19 068)	-	-
Employer contributions	-	25 451	-	25 451
Re-measurements:				
Return on plan assets	-	347	-	347
Loss - change in financial assumption	2 425	-	-	2 425
Experience gains	44 329	-	-	44 329
As at 31 December 2023	(69 490)	24 457	-	(45 033)
	Present value of obligation	Fair value of plan assets	Impacting of asset ceiling	Total
	R'000	R'000	R'000	R'000
As at 31 December 2023	(69 490)	24 457	-	(45 033)
Projected financial impact 2022:				
(Current Service Cost)	(1 789)	-	-	(1 789)
Interest (expense)/income	(7 800)	-	-	(7 800)
Expected return on plan assets	-	2 320	-	2 320
Cash movements:				
Benefits payments (incl. risk premiums)	18 305	(18 305)	-	-
As at 31 December 2024	(60 774)	8 472	-	(52 302)

The University is not exposed to any significant risks relating to plan assets.

The Employer pays the contributions in respect of the employees' pension benefit directly. There is a risk to the Employer that, due to unforeseen circumstances, funds may not be available at the time that it is required.

The University does not hold any transferable financial instruments as plan assets.

Classes of plan assets based on the nature and risk of the assets:

	2023	2022
Corporate Debt	30%	30%
Equities	35%	35%
Overseas Equities	20%	20%
Cash	15%	15%
Total	100%	100%

Significant actuarial assumptions used to determine the present value of the defined benefit obligation:

	2023	2022
Discount rate (per annum)	9,49%	9,55%
Annual allowance for salary increases (per annum)	5,66%	5,88%
Annual allowance for pension increases (per annum)	3,29%	4,34%
Long-term inflation rate (per annum)	4,66%	4,88%
Post-retirement mortality	PA(90)-2	
Retirement age	With adjustments 65	

A sensitivity analysis for each significant actuarial assumption as at the end of the reporting period:

The results presented here are based on a number of assumptions. The extent to which the actual liability faced in the future by the University differs from these results, will depend on the extent to which actual experience differs from the assumptions made.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

18. POST-EMPLOYMENT BENEFIT OBLIGATIONS (continued)

The liability at the Valuation Date was recalculated to show the effect of:

- (i) A 1% increase and decrease in the assumed rate of salary inflation;
- (ii) A one-year age reduction in the assumed rates of post-retirement mortality; and
- (iii) A one-year increase in the assumed average retirement age.

Change in assumption	Changes	Increase assumption	Decrease assumption
Discount rate	1.00%	Decrease by 21%	Increase by 29%
Salary inflation	1.00%	Increase by 26%	Decrease by 19%
Post-retirement Mortality	(1 year)	Increase by 10%	n/a
Retirement Age	(1 year)	Increase by 43%	n/a

The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the pension liability recognised within the statement of financial position.

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous period.

Expected contributions to post-employment pension fund benefit plans shortfall for the year ending 31 December 2024 are R18,3 million.

The expected remaining working lifetime of the Defined Benefit members is 5,2 years.

The expected actual return on assets for the year ended 31 December 2024 are R2,3 million (2023: R1,5 million).

The University does not use any asset-liability matching strategies to manage risk.

18.3 Post-employment benefits (pension and medical)

	2023	2022	2021	2020	2019	2018
At 31 December	R'000	R'000	R'000	R'000	R'000	R'000
Present value of defined benefit obligations	759 347	750 100	734 427	718 143	732 673	706 781
Fair value of plan assets	(24 457)	(16 133)	(2 363)	(49 464)	(49 005)	(57 121)
Deficit in the plan	734 890	733 967	732 064	668 679	683 668	649 660

	Group		University	
	2023	2022	2023	2022
	R'000	R'000	R'000	R'000
19. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES				
Trade and other payables	465 285	303 532	365 415	233 534
National Student Financial Aid Scheme (NSFAS)	474 841	481 566	474 841	481 566
Agency creditors	10 838	15 949	10 838	15 949
Grant deposits	9 082	14 172	14 818	14 818
Student accounts in credit	21 763	21 767	21 763	21 767
Deferred medical benefit	757	757	757	757
Accrual for 13 th cheque bonus	59 069	57 632	59 069	57 632
Leave accrual	199 187	193 744	199 187	193 744
Accrual for long service awards	56 069	36 931	56 069	36 931
	1 296 891	1 126 050	1 202 757	1 056 698

The carrying amount is an approximation of fair value.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
20. DEFERRED INCOME				
Non-current portion				
Deferred Infrastructure and Efficiency Grant - Department of Higher Education and Training	346 428	446 428	346 428	446 428
Current Portion				
Deferred Infrastructure and Efficiency Grant – Department of Higher Education, Science and Innovation	296 505	168 489	296 505	168 489
Deferred GAP Grant – Department of Higher Education, Science and Innovation	35 063	35 063	35 063	35 063
Closing balance	331 568	203 551	331 568	203 551
<p>An Infrastructure and Efficiency grant of R586,8 million (2022: R454,7 million) was deferred and can only be utilised as prescribed by the Department of Higher Education, Science and Innovation.</p>				
Reconciliation of deferred infrastructure and efficiency grant				
Opening balance	614 917	454 795	614 917	454 795
Grant received during the year	52 857	264 720	52 857	264 720
Utilised during the year – capitalised under PPE	(14 995)	(50 587)	(14 995)	(50 587)
Utilised during the year – expensed as repairs and maintenance	(9 846)	(54 011)	(9 846)	(54 011)
Closing balance	642 933	614 917	642 933	614 917
Less: non-current portion	(346 428)	(446 428)	(346 428)	(446 428)
Current portion	296 505	168 489	296 505	168 489

A GAP grant of R35,0 million (2022: R35,0 million) million for poor and missing middle student fee adjustment was deferred and could only be utilised as prescribed by the Department of Higher Education, Science and Innovation.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

21. COMPENSATION PAID TO EXECUTIVES AND COUNCIL MEMBERS

21.1 Executives

University – Annualised gross remuneration 2023

Name	Office held	Basic Salary	Employment Benefits	Other Allowances	Total cost to HEI
		R'000	R'000	R'000	R'000
Prof. TS Maluleke	Vice-Chancellor & Principal	2 022	168	3 235	5 425
Dr VB Papu-Zamxaka	DVC: Postgraduate Studies, Research and Innovation	2 269	189	1 250	3 708
Prof BJ van Wyk	DVC: Teaching, Learning and Technology	2 269	189	1 252	3 710
Dr N Tlale	DVC: Operations	2 269	189	1 248	3 706
Prof B Twala	DVC: Digital Transformation	2 269	189	1 443	3 901
Dr AM Mushaathoni	Registrar	2 269	189	1 248	3 706
Mr TL Madurai	Chief Financial Officer	1 438	119	1 541	3 098
Dr SP Zulu	Executive Director: Human Resources and Transformation	1 692	141	1 126	2 959
Dr SA Nthangeni	Executive Director: Student Affairs and Extracurricular Development	1 590	132	1 216	2 938
Prof. P Ngobeni ¹	Executive Dean	1 596	133	927	2 656
Prof N Mokgalaka-Fleischmann ²	Executive Dean	1 692	141	985	2 818
Prof MH Maserumule	Executive Dean	1 692	141	985	2 818
Dr EA van Wyk	Executive Dean	1 692	141	1 175	3 008
Dr AE Nesamvuni	Executive Dean	1 692	141	985	2 818
Dr MG Kanakana	Executive Dean	1 692	141	985	2 818
Prof. N Moodley	Executive Dean	1 692	141	985	2 818
Prof. MP Mashigo	Executive Dean	1 692	141	985	2 818
Mr I Tlhabadira	Executive Director	1 692	141	985	2 818
Mr. FD Dakora	Research Chair	1 638	136	738	2 512
Mr. R Maharaj	Chief Director	1 410	117	771	2 298
Dr M Banoobhai	Senior Director	1 410	117	730	2 257
Prof. HE Klingelhofer	Senior Director	1 410	117	973	2 500
Dr MC Selepe	Senior Director	1 491	124	844	2 459
Mr TJ Mohlomi	Senior Director	1 247	103	706	2 056
Prof KF Notshiombo	Campus Rector	1 676	139	555	2 370
Prof M Maleka	Campus Rector	1 437	119	559	2 115
Dr NW Tshamano	Campus Rector	1 676	139	555	2 370

¹Contract terminated 31 May 2023

²Appointed 1 November 2023

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

21. COMPENSATION PAID TO EXECUTIVES AND COUNCIL MEMBERS (continued)

21.2 Executives

University – Actual remuneration 2023

Name	Office held	Basic Salary R'000	Employment Benefits R'000	Other Allowances R'000	Other R'000	Total cost to HEI R'000
Prof. P Ngobeni ¹	Executive Dean	665	122	265	1 772	2 824
Prof N Mokgalaka-Fleischmann ²	Executive Dean	282	50	114	56	502

¹Contract terminated 31 May 2023

²Appointed 1 November 2023

21.3 Exceptional amounts to individuals exceeding R249,999

Payment Details	Name	Office Held	Amount R'000
CCMA Settlement	Prof P Ngobeni	Executive Dean	1 771

21.4 Executives

University – Annualised gross remuneration 2022

Name	Office held	Basic Salary R'000	Employment Benefits R'000	Other Allowances R'000	Total cost to HEI R'000
Prof. TS Maluleke ¹	Vice-Chancellor & Principal	1 908	159	3 066	5 133
Prof. LR Van Staden ²	Vice-Chancellor & Principal	2 930	244	1 698	4 872
Dr VB Papu-Zamxaka	DVC: Postgraduate Studies, Research and Innovation	2 141	178	1 207	3 526
Prof BJ van Wyk	DVC: Teaching, Learning and Technology	2 141	178	1 221	3 540
Dr N Tlale	DVC: Operations	2 141	178	1 208	3 527
Prof B Twala	DVC: Digital Transformation	2 141	178	1 390	3 709
Dr AM Mushaathoni	Registrar	2 141	178	1 208	3 527
Mr TL Madurai	Chief Financial Officer	1 358	113	1 482	2 953
Dr SA Nthangeni ³	Executive Director: Student Affairs and Extracurricular Development	1 500	125	1 168	2 793
Ms M Mokuele ⁴	Executive Director: Human Resources & Transformation	1 507	126	1 003	2 636
Dr SP Zulu ⁵	Executive Director: Human Resources and Transformation	1 597	133	1 063	2 793
Dr. D Naidoo ⁶	Chief Information Officer & Executive Director: Institutional Effectiveness and Technology	1 597	133	1 280	3 010
Prof. P Ngobeni	Executive Dean	1 597	133	956	2 686
Prof MH Maserumule	Executive Dean	1 597	133	958	2 688
Dr EA van Wyk	Executive Dean	1 597	133	1 127	2 857
Dr AE Nesamvuni	Executive Dean	1 597	133	958	2 688
Dr MG Kanakana	Executive Dean	1 597	133	958	2 688
Prof. N Moodley	Executive Dean	1 597	133	958	2 688
Prof. MP Mashigo	Executive Dean	1 597	133	958	2 688

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

21. COMPENSATION PAID TO EXECUTIVES AND COUNCIL MEMBERS (continued)

Name	Office held	Basic Salary	Employment Benefits	Other Allowances	Total cost to HEI
		R'000	R'000	R'000	R'000
Mr I Tlhabadira	Executive Director	1 597	133	930	2 660
Mr. FD Dakora	Research Chair	1 546	129	697	2 372
Mr. R Maharaj	Chief Director	1 331	111	717	2 159
Dr M Banoobhai	Senior Director	1 331	111	718	2 160
Prof. HE Klingelhofer	Senior Director	1 331	111	918	2 360
Dr MC Selepe	Senior Director	1 407	117	825	2 349
Mr TJ Mohlomi ⁷	Senior Director	1 177	98	666	1 941
Prof KF Notshiombo	Campus Rector	1 582	132	578	2 292
Prof M Maleka	Campus Rector	1 356	113	797	2 266
Dr NW Tshamano	Campus Rector	1 582	132	552	2 266

¹Appointed 1 February 2022

²Contract ended 31 January 2022

³Appointed 1 September 2022

⁴Contract ended 28 February 2022

⁵Appointed 1 November 2022

⁶Contract ended 31 August 2022

⁷Appointed 1 April 2022

21.5 Executives

University – Actual remuneration 2022

Name	Office held	Basic Salary	Employment Benefits	Other Allowances	Other	Total cost to HEI
		R'000	R'000	R'000	R'000	R'000
Prof. TS Maluleke ¹	Vice-Chancellor & Principal	1 749	316	2 530	131	4 727
Prof. LR Van Staden ²	Vice-Chancellor & Principal	244	-	144	486	875
Dr SA Nthangeni ³	Executive Director: Student Affairs and Extracurricular Development	1 366	52	929	110	2 458
Ms M Mokuele ⁴	Executive Director: Human Resources & Transformation	376	6	251	50	684
Dr SP Zulu ⁵	Executive Director: Human Resources and Transformation	266	42	141	-	450
Dr. D Naidoo ⁶	Chief Information Officer & Executive Director: Institutional Effectiveness and Technology	1 064	183	682	321	2 251
Mr TJ Mohlomi ⁷	Senior Director	882	157	342	-	1 382

¹Appointed 1 February 2022

²Contract ended 31 January 2022

³Appointed 1 September 2022

⁴Contract ended 28 February 2022

⁵Appointed 1 November 2022

⁶Contract ended 31 August 2022

⁷Appointed 1 April 2022

21.6 Exceptional amounts to individuals exceeding R249,999

Payment Details	Name	Office Held	Amount R'000
CCMA Settlement	Ms M Mokuele	Executive Director: Human Resources and Transformation	950

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

21. COMPENSATION PAID TO EXECUTIVES AND COUNCIL MEMBERS (continued)

21.7 Non-executive members of Council

University – Reimbursement of expenses

To whom paid	2023	2022	2023 R'000	2022 R'000
	No. of members	No. of members	Aggregate amount paid	Aggregate amount paid
Chair of Council	2	1	2	4
Chairs of committees	8	6	7	12
Members of council	18	17	26	24
Members of committees	37	31	57	10

21.8 Attendance of meetings

To whom paid	2023	2022	2023 R'000	2022 R'000
	No. of members	No. of members	Aggregate amount paid	Aggregate amount paid
Chair of Council	2	1	101	180
Chairs of committees	8	6	88	94
Members of council	18	17	281	370
Members of committees	37	31	835	504

22. TAXATION

Group

**2023
R'000** **2022
R'000**

No provision for taxation is made for the University as the University is exempt from direct taxation.

Group taxation

Deferred tax

Arising as a result of temporary differences on:

Assessed loss

Provisions

- -
175 175

Total deferred tax asset

175 175

Fair value adjustments

Total deferred tax liability

Total deferred tax

(2 371) (2 371)
(2 371) (2 371)
(2 196) (2 196)

Reconciliation of deferred tax

At beginning of the year

Movement in temporary differences on provisions

Movement in temporary differences on assessed loss

Movement in temporary differences on fair value adjustments

6 973 6 973
175 175
(6 973) (6 973)
(2 371) (2 371)

At end of the year

(2 196) (2 196)

2 091 2 091

Taxation

Major components of the tax expense

Current taxation

South African normal tax - current year

- -

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

22. TAXATION (continued)

	Group	
	2023 R'000	2022 R'000
Deferred taxation		
South African deferred tax - current year	2 091	2 091
Reconciliation of tax expense		
Reconciliation between accounting profit and tax expense		
Accounting profit	6 753	6 753
Tax at the applicable rate of 27% (2022: 27%)	1 890	1 890
Tax effect of adjustments on taxable income		
Non-deductible expenses		
- Legal costs	397	397
- Provisions	723	723
- Deferred tax acquired with section 45	494	494
Other		
- Assessed loss	(680)	(680)
	2 824	2 824

No provision has been made for the current and prior year as the subsidiary did not have any taxable income.

23. FINANCIAL INSTRUMENTS

23.1 Market risk

Interest rate risk

As part of the process of managing the University's interest rate risk, interest rate characteristics of new borrowings and the refinancing of existing borrowings are positioned according to expected movements in interest rates. Details of interest rates relating to borrowings are detailed in Note 17. At the reporting date the interest rate profile of the University's interest bearing financial instruments was as follows:

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
Variable rate instruments				
- Cash, bank and cash equivalents	19 658	17 619	5 198	6 504
- Borrowings	(33 100)	(34 208)	(33 100)	(34 208)
	(13 442)	(16 589)	(27 902)	(27 704)
Fixed rate instruments				
- Financial assets at amortised cost	2 777 126	2 342 433	2 777 126	2 342 433
- Borrowings	-	-	-	-
	2 777 126	2 342 433	2 777 126	2 342 433

Interest rate sensitivity analysis

An increase or decrease of 100 basis points in interest rates at the reporting date would have increased and decreased surplus by the amounts shown below. This analysis is based on the assumption that the prime rate had increased/decreased by 100 basis points with all variables held constant. The analysis is performed on the same basis for 2023 and a change of 100 basis points has no impact on funds.

	Gain or Loss and Equity			
	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
Increase of 100 basis points	31 599	31 599	36 113	31 599
Decrease of 100 basis points	(31 599)	(31 599)	(36 113)	(31 599)

Price risk

The University is exposed to the risk of fluctuations in the fair value of the non-current investments because of changes in market prices (other than changes in interest rates and currencies). To manage its other market price risk arising from the non-current investments, the investments are managed on an individual basis and the buy and sell decisions are approved by the Council.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

23. FINANCIAL INSTRUMENTS (continued)

Price sensitivity analysis

There were no equity investments that were listed on the Johannesburg Stock Exchange in 2023 and 2022.

Foreign currency risk

The University is not subject to foreign currency risk as no financial instruments are denominated in a foreign currency.

23.2 Credit risk management

Financial assets that expose the University to credit risk consist of current and non-current investments, loan to subsidiary and accounts receivable and other receivables (net of impairment of trade receivables allowance) and cash and cash equivalents. The carrying amount of financial assets represents the maximum credit exposure.

The University limits its counter party exposures from its money market operations by only dealing with well-established financial institutions of high-quality credit standing. The credit exposure to any counter party is managed by setting transaction/exposure limits, which are reviewed annually by management.

Student debtors comprise a large number of students. Ongoing credit evaluations are performed on these debtors. Student debtors are presented net of the provision for impairment.

At 31 December 2023, the University did not consider there to be any significant concentration of credit risk that had not been adequately provided for.

23.3 Liquidity risk management

Liquidity risk arises from interest bearing borrowings, accounts payable and accrued liabilities (excluding non-financial instruments as per note 19) and short-term borrowings. The University has minimised its liquidity risk by ensuring that it has adequate banking facilities and reserve borrowing capacity. The following are the contractual maturities of financial liabilities:

Group	Payable within 1 month or on demand R'000	More than 1 month but not exceeding 1 year R'000	More than 1 year but not exceeding 2 years R'000	More than 2 years R'000
2023				
Interest bearing borrowings	-	4 800	4 800	38 400
Accounts payable and accrued liabilities	47 008	449 122	-	-
Lease liabilities	-	86 341	143 396	64 517
2022				
Interest bearing borrowings	-	4 800	4 800	38 400
Accounts payable and accrued liabilities	47 008	292 463	-	-
Lease liabilities	-	86 341	143 396	64 517

University	Payable within 1 month or on demand R'000	More than 1 month but not exceeding 1 year R'000	More than 1 year but not exceeding 2 years R'000	More than 2 years R'000
2023				
Interest bearing borrowings	-	1 662	1 662	29 776
Accounts payable and accrued liabilities	50 582	351 414	-	-
Lease liabilities	-	14 268	-	17 605
2022				
Interest bearing borrowings	-	4 800	4 800	38 400
Accounts payable and accrued liabilities	47 008	325 567	-	-
Lease liabilities	-	20 443	-	25 225

23.4 Fair value of financial instruments

Management is of the opinion that the carrying amounts reported in the statement of financial position for financial assets and financial liabilities approximate their fair values. We consider the fair value of long-term borrowings approximates their carrying values, on the assumption that the current rates on these borrowings remain market related rates. The fair value of non-current and current investments is given in Notes 12 and 13.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

23. FINANCIAL INSTRUMENTS (continued)

Financial instruments that are measured at fair value in the statement of financial position, are disclosed by level of the following fair value hierarchy:

- quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

The information below presents the University's assets that are measured at fair value at 31 December 2023:

	Level 1
	R'000
Assets	
Financial assets at fair value through profit and loss	779 618
	Level 2
	R'000
Assets	
Financial assets derivatives at fair value through profit and loss	46 726
Financial assets - at fair value through profit and loss	2 447

There are no financial liabilities carried at fair value.

23.5 Capital risk

The University's objectives when managing capital are to safeguard the University's ability to continue as a going concern in order to provide benefits for its stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust this capital structure, the University may draw down on available banking facilities and funds, or obtain long-term funding from stakeholders such as the government.

The University monitors capital on the basis of a gearing ratio. The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including current and non-current borrowings as shown in the statement of financial position) less cash and cash equivalents. Total capital is calculated as "funds utilised/available" shown in the statement of financial position plus net debt.

There were no changes to the University's approach to capital management during the year.

23.6 Financial Risk Management

The following table represents the financial instruments of the University per category:

Group			
As at 31 December 2023	Amortised	Fair value	Total
R'000	Cost	through profit	
		and loss	
Assets as per statement of financial position			
Current investments	2 857 126	-	2 857 126
Non-current investments	-	782 065	782 065
Derivatives	-	46 726	46 726
Other receivables (excluding non-financial assets (net of impairment))	647 947	-	647 947
Cash and cash equivalents	19 658	-	19 658
Student debtors	1 164 792	-	1 164 792
	4 689 523	828 791	5 518 314
As at 31 December 2023		Financial	Total
R'000		liabilities at	
		amortised cost	
Liabilities as per statement of financial position			
Borrowings		33 100	33 100
Accounts payable and accrued liabilities		1 296 891	1 296 891
Lease liabilities		1 355 682	1 355 682
		2 685 673	2 685 673

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

23. FINANCIAL INSTRUMENTS (continued)

Group

As at 31 December 2022
R'000

Assets as per statement of financial position

	Amortised cost	Fair value through profit and loss	Total
Current investments	2 482 433	-	2 482 433
Non-current investments	-	705 170	705 170
Derivatives	-	46 726	46 726
Other receivables (excluding non-financial assets (net of impairment))	588 014	-	588 014
Cash and cash equivalents	17 619	-	17 619
Student debtors	979 100	-	979 100
	4 067 166	751 896	4 819 062

As at 31 December 2022
R'000

Liabilities as per statement of financial position

	Financial liabilities at amortised cost	Total
Borrowings	34 208	34 208
Accounts payable and accrued liabilities	1 126 050	1 126 050
Lease liabilities	1 468 799	1 468 799
	2 629 057	2 629 057

University

As at 31 December 2023
R'000

Assets as per statement of financial position

	Amortised cost	Fair value through profit and loss	Total
Current investments	2 857 126	-	2 857 126
Non-current investments	-	782 065	782 065
Other receivables (excluding non-financial assets (net of impairment))	560 242	-	560 242
Cash and cash equivalents	5 198	-	5 198
Student debtors	1 164 792	-	1 164 792
Loan to subsidiary	6 533	-	6 533
	4 593 891	782 065	5 375 956

As at 31 December 2023
R'000

Liabilities as per statement of financial position

	Financial liabilities at amortised cost	Total
Borrowings	33 100	33 100
Accounts payable and accrued liabilities	1 202 757	1 202 757
Lease liabilities	31 873	31 873
	1 267 730	1 267 730

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

23. FINANCIAL INSTRUMENTS (continued)

University

As at 31 December 2022
R'000

Assets as per statement of financial position

	Amortised cost	Fair value through profit and loss	Total
Current investments	2 482 433		2 482 433
Non-current investments	-	705 170	705 170
Other receivables (excluding non-financial assets (net of impairment))	514 370	-	514 370
Cash and cash equivalents	6 504	-	6 504
Student debtors	979 100	-	979 100
Loan to subsidiary	6 533	-	6 533
	3 988 940	705 170	4 694 110

As at 31 December 2022
R'000

Liabilities as per statement of financial position

	Financial liabilities at amortised cost	Total
Borrowings	34 208	34 208
Accounts payable and accrued liabilities	1 126 050	1 126 050
Lease liabilities	45 668	45 668
	1 205 926	1 205 926

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
24. COMMITMENTS				
24.1 Capital – building projects : Property, Plant and Equipment				
Authorised and contracted for	275 517	347 644	275 517	347 644
Total	275 517	347 644	275 517	347 644

The commitment on the building projects will be financed from the capital grant received from the Department of Higher Education, Science and Innovation.

25. CONTINGENT LIABILITY

25.1 Guarantees from ABSA Bank

The following guarantees existed during the year/exist at year end:

Beneficiaries	Amount in Rands	Expiry Date	Nature
Department of Finance Customs and Excise	10,000	N/A	SARS instruction guarantee
Universities South Africa	1,542,810	N/A	Pre-financing repayment

26. RETIREMENT BENEFIT PLANS

26.1 The National Tertiary Retirement Fund (NTRF)

The fund is registered under and governed by the Pension Funds Act 1956 as amended. The nature of this fund is that of a defined contribution plan and a defined benefit plan (Refer to 18.2). At 31 December 2023 there were 1 972 (2022: 2 035) employees who were members of this fund.

Total expenses debited to the statement of comprehensive income in respect of contributions made by the University amounted to R192,614 million (2022: R185,536 million).

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

26. RETIREMENT BENEFIT PLANS (continued)

26.2 The Orion Provident and Pension Funds

26.2.1 The Orion Provident Fund

The fund is registered under and governed by the Pension Funds Act 1956 as amended. The nature of this fund is that of a defined contribution plan. At 31 December 2023 there were 16 (2022: 16) employees who were members of this fund.

Total expenses debited to the statement of comprehensive income in respect of contributions made by the University amounted to R0,413 million (2022: R0,380 million).

26.2.2 The Orion Pension Fund

The fund is registered under and governed by the Pension Funds Act 1956 as amended. The nature of this fund is that of a defined contribution plan. At 31 December 2023 there were 16 (2022: 16) employees who were members of this fund.

Total expenses debited to the statement of comprehensive income in respect of contributions made by the University amounted to R1,248 million (2022: R1,147 million).

26.3 The Tshwane University of Technology Pension Fund

The fund is registered under and governed by the Pension Funds Act 1956 as amended. The nature of this fund is that of a defined contribution plan. At 31 December 2023 there were 1 312 (2022: 1 255) employees who were members of this fund.

Total expenses debited to the statement of comprehensive income in respect of contributions made by the University amounted to R53,503 million (2022: R46,001 million).

27. RELATED PARTIES

Related parties relates to the Department of Higher Education, Science and Innovation, Pretoria Institute of Technology, TUT Advancement Office (non-profit company), Leur Beleggings Pty Ltd, TUT Holdings Pty Ltd, TUT Enterprise Holdings Pty Ltd and Tshwane Institute of Continuing Education Pty Ltd and executives and council members. Transactions with related parties are at arm's length. Refer to Note 21 for compensation paid to executives and council members. Refer to note 2 and note 20 regarding subsidies and grants received from the Department of Higher Education, Science and Innovation.

27.1 University's Investment in Subsidiaries

Name of subsidiaries	% Holding 2023	% Holding 2022	Carrying amount 2023	Carrying amount 2022
Leur Beleggings Pty Ltd	100%	100%	-	-
TUT Holdings Pty Ltd	100%	100%	-	-
TUT Enterprise Holdings Pty Ltd	100%	100%	2 096	2 096
			2 096	2 096

The carrying amount of subsidiaries are shown net of impairment losses.

The TUT Enterprise Holdings Pty Ltd investment has been impaired by R18,8 million as the company is under financial stress and went into business rescue.

27.2 University's Loan to Subsidiary

TUT Enterprise Holdings Pty Ltd	6 533	6 533
	6 533	6 533

The carrying amount approximates the fair value of the loan. There is no interest charged on this loan and there is no time period stipulated for repayment of this loan.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

27. RELATED PARTIES (continued)

27.3 Investment in Associates

In the previous reporting period, TUTEH Properties Pty Ltd acquired the investments in the below entities for no consideration. The shareholding was acquired as a lease incentive. During the current reporting period, TUTEH acquired the investment in Student Housing Solutions Pty Ltd for no consideration, as well as investment in Tshwane Varsity Lodge Phase 2 Pty Ltd for a nominal amount. The shareholding was acquired as a lease incentive.

The right of use asset recognised associated to the leases has been reduced by the fair value of shareholding acquired at initial recognition.

Refer to note 11 for details of right of use assets.

Set out below are the associates of the group as at 31 December 2023 (which were the same at 31 December 2022 with the exception of Student Housing Solutions Pty Ltd, and Tshwane Varsity Lodge Phase 2 Pty Ltd acquired in 2022) which, in the opinion of the directors, are material to the group.

The entities listed below have share capital consisting solely of ordinary shares, which are held directly by the group. The country of incorporation or registration is also their principal place of business.

2023 – Group

Name of Entity	Place of business/ country of incorporation	% ownership interest	% Voting rights	FV at acquisition (R'000)	Carrying Amount (R'000) 2022	Carrying Amount (R'000) 2021	Effective date acquired investment
Housing Solutions No 127 Pty Ltd	South Africa	25%	30%	813	528	665	1 Jan 2021
Fatima Towers (RF) Pty Ltd#	South Africa	9%	9%	5 289	10 214	9 862	1 Jan 2021
Himalaya Towers (RF) Pty Ltd*	South Africa	9%	9%	5 114	12 965	12 684	1 Jan 2021
Mother City Group (RF) Pty Ltd*	South Africa	9%	9%	2 930	9 722	9 362	1 Jan 2021
Prorate Investments (RF) Pty Ltd*	South Africa	9%	9%	3 127	6 509	6 261	1 Jan 2021
Asante Sana Africa Holdings Pty Ltd	South Africa	26%	26%	32 969	31 704	33 177	1 Jan 2021
Student Housing Solutions Pty Ltd	South Africa	25%	25%	22 633	20 187	-	1 Jan 2022
				72 875	91 829	72 011	

2022 – Group

Name of Entity	Place of business/ country of incorporation	% ownership interest	% Voting rights	FV at acquisition (R'000)	Carrying Amount (R'000)	Carrying Amount (R'000)	Effective date acquired investment
Housing Solutions No 127 Pty Ltd	South Africa	25%	30%	813	528	665	1 Jan 2021
Fatima Towers (RF) Pty Ltd#	South Africa	9%	9%	5 289	10 214	9 862	1 Jan 2021
Himalaya Towers (RF) Pty Ltd*	South Africa	9%	9%	5 114	12 965	12 684	1 Jan 2021
Mother City Group (RF) Pty Ltd*	South Africa	9%	9%	2 930	9 722	9 362	1 Jan 2021
Prorate Investments (RF) Pty Ltd*	South Africa	9%	9%	3 127	6 509	6 261	1 Jan 2021
Asante Sana Africa Holdings Pty Ltd	South Africa	26%	26%	32 969	31 704	33 177	1 Jan 2021
Student Housing Solutions Pty Ltd	South Africa	25%	25%	22 633	20 187	-	1 Jan 2022
				72 875	91 829	72 011	

The associates noted above own properties which are held to collect rental income. TUTEH is the lessee for the rental contracts.

The following entities provide TUTEH with a management fee for their services:

Fatima Towers (RF) Pty Ltd
Himalaya Towers (RF) Pty Ltd
Mother City Group (RF) Pty Ltd
Prorate Investments (RF) Pty Ltd
Asante Sana Africa Holdings Pty Ltd

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

27. RELATED PARTIES (continued)

* Although the entity's ownership percentage is indicative of a financial asset, the entity has rights to appoint a director on the board of directors which gives the entity the ability to participate in the financial and operating policy decisions of the investee. Therefore indicating significant influence.

#Although the entity's ownership interest is commonly associated with joint control, the decisions of the investee do not require the unanimous consent of the shareholders. The entity's voting rights are 9%. The entity does however have the right to appoint directors onto the board. Thus giving them the ability to participate in the financial and operating policy decisions of the investee. Therefore indicating significant influence.

Summarised financial information for associates

The tables below provide summarised financial information for those associates that are material to the group.

The information disclosed reflects the amounts presented in the financial statements of the relevant associates and not TUTEH's share of those amounts.

They have been amended to reflect adjustments made by the entity when using the equity method.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

27. RELATED PARTIES (continued)

2023	Housing Solutions No 127 Pty Ltd	Fatima Towers (RF) Pty Ltd	Himalaya Towers (RF) Pty Ltd	Mother City Group (RF) Pty Ltd	Prorate Investments (RF) Pty Ltd	Asante Sana Africa Holdings Pty Ltd ("Corridor Hill")	Student Housing Solutions Pty Ltd
Date of financial information	31 Dec 2023 R'000	31 Dec 2023 R'000	31 Dec 2023 R'000	31 Dec 2023 R'000	31 Dec 2023 R'000	31 Dec 2023 R'000	31 Dec 2023 R'000
Summarised Statement of Financial Position							
Current assets	10 466	11 667	4 980	11 340	15 631	38	7 475
Non-current assets	85 469	51 842	100 929	49 440	55 993	165 941	-
Total assets	95 935	63 509	105 909	60 780	71 624	165 979	7 475
Current liabilities	6 509	5 921	(1 231)	5 495	(1 382)	12 091	6 415
Non-current liabilities	77 505	(57 782)	(1 855)	(54 400)	-	115 708	-
Total liabilities	84 014	(51 861)	(3 086)	(48 905)	(1 382)	127 799	6 415
Equity value	11 921	115 370	108 995	109 685	73 006	38 180	1 060
Reconciliation to carrying amounts							
Opening net assets 1 January	6 818	110 109	105 048	104 748	69 216	30 850	-
Profit for the period	5 103	5 261	3 947	4 936	3 790	7 330	1 059
Other comprehensive income	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	-	-
Closing net assets 31 December	11 921	115 370	108 995	109 684	73 006	38 180	1 059
Group's share in %	2 980	10 383	9 809	9 871	6 570	9 927	265
Elimination of upstream and downstream transactions	(1 412)	(126)	(77)	(88)	(61)	(3 379)	(2 711)
Carrying amount of investment at 31 December 2022	2 072	10 257	13 012	9 783	6 473	6 614	20 186
Reconciliation							
Fair value since acquisition	813	5 289	5 114	2 930	3 127	32 969	22 633
Share of profits/(losses) for the period	(285)	868	7 848	558	539	(1 265)	(2 445)
Negative goodwill at acquisition	-	4 052	-	6 230	2 839	-	-
Carrying amount of investment at 31 December 2022	528	10 209	12 962	9 718	6 505	31 704	20 187
Summarised Statement of Profit or Loss and Other Comprehensive Income							
Revenue/Income	18 991	9 653	6 535	7 556	8 299	22 135	37 982
Gross profit	-	-	-	-	-	-	-
Profit from continuing operations	-	-	-	-	-	-	-
Profit from discontinued operations	-	-	-	-	-	-	-
Profit for the period	5 103	5 261	3 947	4 936	3 790	7 330	1 060
Other comprehensive income	-	-	-	-	-	-	-
Total comprehensive income	5 103	5 261	3 947	4 936	3 790	7 330	1 060
Dividends received from associates	-	-	-	-	-	-	-
Share of profits for the year	(136)	347	278	356	244	1 473	2 446

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

27. RELATED PARTIES (continued)

2022	Housing Solutions No 127 Pty Ltd	Fatima Towers (RF) Pty Ltd	Himalaya Towers (RF) Pty Ltd	Mother City Group (RF) Pty Ltd	Prorate Investments (RF) Pty Ltd	Asante Sana Africa Holdings Pty Ltd ("Corridor Hill")	Student Housing Solutions Pty Ltd
Date of financial information	31 Dec 2022 R'000	31 Dec 2022 R'000	31 Dec 2022 R'000	31 Dec 2022 R'000	31 Dec 2022 R'000	31 Dec 2022 R'000	31 Dec 2022 R'000
Summarised Statement of Financial Position							
Current assets	10 466	11 667	4 980	11 340	15 631	38	7 475
Non-current assets	85 469	51 842	100 929	49 440	55 993	165 941	-
Total assets	95 935	63 509	105 909	60 780	71 624	165 979	7 475
Current liabilities	6 509	5 921	(1 231)	5 495	(1 382)	12 091	6 415
Non-current liabilities	77 505	(57 782)	(1 855)	(54 400)	-	115 708	-
Total liabilities	84 014	(51 861)	(3 086)	(48 905)	(1 382)	127 799	6 415
Equity value	11 921	115 370	108 995	109 685	73 006	38 180	1 060
Reconciliation to carrying amounts							
Opening net assets 1 January	6 818	110 109	105 048	104 748	69 216	30 850	-
Profit for the period	5 103	5 261	3 947	4 936	3 790	7 330	1 059
Other comprehensive income	-	-	-	-	-	-	-
Dividends paid	-	-	-	-	-	-	-
Closing net assets 31 December	11 921	115 370	108 995	109 684	73 006	38 180	1 059
Group's share in %	2 980	10 383	9 809	9 871	6 570	9 927	265
Elimination of upstream and downstream transactions	(1 412)	(126)	(77)	(88)	(61)	(3 379)	(2 711)
Carrying amount of investment at 31 December 2022	2 072	10 257	13 012	9 783	6 473	6 614	20 186
Reconciliation							
Fair value since acquisition	813	5 289	5 114	2 930	3 127	32 969	22 633
Share of profits/(losses) for the period	(285)	868	7 848	558	539	(1 265)	(2 445)
Negative goodwill at acquisition	-	4 052	-	6 230	2 839	-	-
Carrying amount of investment at 31 December 2022	528	10 209	12 962	9 718	6 505	31 704	20 187
Summarised Statement of Profit or Loss and Other Comprehensive Income							
Revenue/Income	18 991	9 653	6 535	7 556	8 299	22 135	37 982
Gross profit	-	-	-	-	-	-	-
Profit from continuing operations	-	-	-	-	-	-	-
Profit from discontinued operations	-	-	-	-	-	-	-
Profit for the period	5 103	5 261	3 947	4 936	3 790	7 330	1 060
Other comprehensive income	-	-	-	-	-	-	-
Total comprehensive income	5 103	5 261	3 947	4 936	3 790	7 330	1 060
Dividends received from associates	-	-	-	-	-	-	-
Share of profits for the year	(136)	347	278	356	244	1 473	2 446

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NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

27. RELATED PARTIES (continued)

There are no significant restrictions, which prevent the associates from transferring funds to the entity.

Contingent liabilities – associates

Share of contingent liabilities incurred jointly with other investors of the associate.

Contingent liabilities relating to liabilities of the associate for which the company is severally liable.

27.4 Financial Assets – Derivatives

As part of the arrangements between TUT Enterprise Holdings (Pty) Ltd and the entities in which they have shareholding (investments in associates), TUT Enterprise Holdings (Pty) Ltd will receive additional shares at no cost should TUT Enterprise Holdings (Pty) Ltd exercise their option, in terms of the lease contracts, to renew at year 5 and year 10. This gives rise to a derivative financial instrument, namely a forward contract.

This option is a lease incentive provided by the lessors, and therefore the right of use asset recognised associated to the leases has been reduced by the fair value of options at initial recognition.

Refer to note 11 for details for Right of Use of Asset.

The valuations of the derivatives has been based on the value of the underlying companies. The valuations of the underlying companies were performed using a discounted cash flow technique. Cash flows for 5 years. Significant unobservable inputs used in the measurement include long term growth rates of 4.5% and discount rates of 14.4% - 15.18%.

Terminal growth rate is estimated based on market information for similar types of companies.

Discount rates are determined using a capital asset pricing model to calculate a pre-tax rate that reflects current market assessments of the time value of money and the risk specific to the asset.

Cash flows were based on managements' forecast budgets.

The following inputs were taken into account in determining the fair value of the derivatives at 31 December 2023:

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NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

27. RELATED PARTIES (continued)

2023	Fatima Towers (RF) (Pty) Ltd		Prorate Investments (RF) (Pty) Ltd		Asante Sana Africa Holdings (Pty) Ltd		Mother City Group (RF) (Pty) Ltd		Himalaya Towers (RF) (Pty) Ltd		Housing Solutions No 127 (Pty) Ltd		Student Housing Solutions (Pty) Ltd	
	Number of shares entitled to at Year 5	192	-	77	-	121	-	192	-	192	-	68	-	124
Number of shares entitled to at Year 10	-	96	-	44	-	-	-	96	-	96	-	-	-	142
Share price calculated (ZAR)	11 889	11 889	14 722	14 722	154 581	-	7 358	7 358	7 957	7 957	129 215	-	-	-
Risk free rate	6.01%	8.75%	6.01%	8.75%	6.0133%	-	6.01%	8.75%	6.01%	8.75%	6.01%	-	6.01%	8.75%
Dividend yield	9.81%	9.81%	9.05%	9.05%	0.000%	-	7.38%	7.38%	8.70%	8.70%	11,10%	-	-	-
Probability of lease being renewed	95%	95%	95%	95%	95%	-	95%	95%	95%	95%	95%	-	95%	95%
Time to maturity	3 Years	8 Years	3 Years	8 Years	3 Years	-	3 Years	8 Years	3 Years	8 Years	3 Years	-	4 Years	9 Years
Value of the derivative (ZAR'000)	1 600	465	816	290	17 769	-	1 077	375	1 114	354	5 881	-	8 253 825	8 729 580

2021	Fatima Towers (RF) (Pty) Ltd		Prorate Investments (RF) (Pty) Ltd		Asante Sana Africa Holdings (Pty) Ltd		Mother City Group (RF) (Pty) Ltd		Himalaya Towers (RF) (Pty) Ltd		Housing Solutions No 127 (Pty) Ltd		Student Housing Solutions (Pty) Ltd	
	Number of shares entitled to at Year 5	192	-	77	-	121	-	192	-	192	-	68	-	124
Number of shares entitled to at Year 10	-	96	-	44	-	-	-	96	-	96	-	-	-	142
Share price calculated (ZAR)	11 889	11 889	14 722	14 722	154 581	-	7 358	7 358	7 957	7 957	129 215	-	-	-
Risk free rate	6.01%	8.75%	6.01%	8.75%	6.0133%	-	6.01%	8.75%	6.01%	8.75%	6.01%	-	6.01%	8.75%
Dividend yield	9.81%	9.81%	9.05%	9.05%	0.000%	-	7.38%	7.38%	8.70%	8.70%	11,10%	-	-	-
Probability of lease being renewed	95%	95%	95%	95%	95%	-	95%	95%	95%	95%	95%	-	95%	95%
Time to maturity	3 Years	8 Years	3 Years	8 Years	3 Years	-	3 Years	8 Years	3 Years	8 Years	3 Years	-	4 Years	9 Years
Value of the derivative (ZAR'000)	1 600	465	816	290	17 769	-	1 077	375	1 114	354	5 881	-	8 253 825	8 729 580

The bond yield for both 4 and 9 year (2022: 4 and 9 year) South African Bonds was used as at proxy for the risk-free rate for the two forward contracts at the first and second renewal lease dates.

Forecast dividend yields were utilised, and it is assumed that dividends are paid once a year at each financial year end.

2023 (R'000)	Change in value of derivative:															
	4 year option		9 year option		4 year option		9 year option		4 year option		9 year option		4 year option		9 year option	
Decrease risk free rate by 1%	(10 702)	(22 274)	(4 901)	(11 656)	-	-	(4 972)	-	(6 355)	(13 226)	-	-	(6 920)	(24 183)		
Increase risk free rate by 1%	10 374	21 007	4 750	10 993	-	-	4 820	-	6 160	12 474	-	-	6 670	22 703		
Decrease renewal probability by 5%	(84 180)	(24 020)	(42 963)	(14 968)	(935 213)	-	(56 715)	-	(58 603)	(18 357)	-	-	(434 412)	(459 452)		
Increase renewal probability by 5%	67 344	19 216	34 371	11 975	748 171	-	45 372	-	46 883	14 685	-	-	347 529	367 561		

2022 (R'000)	Change in value of derivative:															
	4 year option		9 year option		4 year option		9 year option		4 year option		9 year option		4 year option		9 year option	
Decrease risk free rate by 1%	(10 702)	(22 274)	(4 901)	(11 656)	-	-	(4 972)	-	(6 355)	(13 226)	-	-	(6 920)	(24 183)		
Increase risk free rate by 1%	10 374	21 007	4 750	10 993	-	-	4 820	-	6 160	12 474	-	-	6 670	22 703		
Decrease renewal probability by 5%	(84 180)	(24 020)	(42 963)	(14 968)	(935 213)	-	(56 715)	-	(58 603)	(18 357)	-	-	(434 412)	(459 452)		
Increase renewal probability by 5%	67 344	19 216	34 371	11 975	748 171	-	45 372	-	46 883	14 685	-	-	347 529	367 561		

External valuers were engaged to perform the valuations.

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

27. RELATED PARTIES (continued)

Reconciliation of financial assets - option contracts

	2023 R'000	2022 R'000
Opening balance 1 January 2023	18 707	18 707
Additions	12 158	12 158
Disposals	-	-
Gains/(losses) recognised in surplus/(deficit)	15 861	15 861
Closing balance 31 December	46 726	46 726

The total gains/(losses) in P/L disclosed above relate to unrealised gains/(losses).

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
28. NOTES TO THE STATEMENT OF CASH FLOWS				
28.1 Cash generated from operations				
Surplus for the year	317 537	1 234 162	511 374	1 211 719
<i>Adjustments for non-cash items and separately disclosable items:</i>				
- Depreciation - property, plant and equipment	94 712	94 940	94 712	94 940
- Depreciation - investment properties	370	370	370	370
- Depreciation – ROU	157 813	4 220	14 921	4 220
- Net profit on sale of property, plant and equipment	(710)	(39)	(710)	(39)
- Changes in fair value of share of profits/losses from associates	-	-	-	-
- Changes in fair value gain/(loss) on financial assets – derivatives	-	-	-	-
- Changes in fair value of financial assets through profit and loss	(76 895)	(20 545)	(76 895)	(20 545)
- Impairment on investment in subsidiary	-	-	-	18 861
- Net impairment loss on financial losses on financial and contractual assets	287 928	(168 275)	287 928	(168 275)
<i>Other adjustments</i>				
- Deferred tax	2 091	2 091	-	-
- Utilisation of government grant against additions to property plant and equipment	14 995	50 587	14 995	50 587
- Investment income	(183 337)	(87 506)	(183 337)	(87 402)
- Investment income	(43 736)	(36 856)	(43 736)	(36 856)
- Investment income on planned assets	(1 540)	(203)	(1 540)	(203)
- Finance expense	155 408	939	6 648	939
- Contributions paid on the post-employment medical benefits	(52 780)	(47 999)	(52 780)	(47 999)
- Contributions paid on the post-employment pension benefits	(25 451)	(24 011)	(25 451)	(24 011)
- Current service cost and interest cost on the post-employment medical benefits	76 934	71 765	76 934	71 765
- Current service cost and interest costs on the post-employment pension benefits	13 344	11 710	13 344	11 710
<i>Changes in working capital</i>				
- Inventories	(2 546)	(1 737)	(2 546)	(1 737)
- Accounts receivables and other receivables	(533 552)	(289 092)	(519 492)	(246 946)
- Accounts payable and accrued liabilities	311 274	195 314	146 060	152 762
- Current Deferred income	28 016	(247 339)	28 012	(247 339)
	539 874	742 495	288 811	736 522

TSHWANE UNIVERSITY OF TECHNOLOGY AND ITS SUBSIDIARIES

NOTES TO THE CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023 (continued)

	Group		University	
	2023 R'000	2022 R'000	2023 R'000	2022 R'000
28. NOTES TO THE STATEMENT OF CASH FLOWS (continued)				
28.2 Reconciliation of liabilities arising from financing activities				
(i) Borrowings				
- Opening balance	34 208	576	34 208	576
- Additions	-	34 208	-	34 208
- Repayment	(1 108)	(576)	(1 108)	(576)
	33 100	34 208	33 100	34 208
(ii) Lease liabilities				
- Opening balance	1 468 798	1 428 877	45 667	5 746
- Additions to lease liabilities (excl. impact of investments in associates and derivatives)	-	44 027	-	44 027
- Interest accrued per Statement of Comprehensive income	151 496	796	2 870	796
- Interest paid per Statement of cash flow	(151 496)	(796)	(2 870)	(796)
- Principal Repayment	(113 116)	(4 106)	(13 795)	(4 106)
	1 355 682	1 468 798	31 873	45 667
(iii) Finance expense				
- Bank borrowings	3 912	143	3 778	143
- Interest paid per statement of cash flow	151 496	796	2 870	796
	155 408	939	6 648	939

29. EVENTS AFTER THE REPORTING PERIOD

TUT Enterprise Holdings (Pty) Ltd is under business rescue and this business rescue process is still ongoing.

Aside from this, no adjusting or significant non-adjusting events have occurred between the 31 December reporting date and the date of authorisation.

30. GOING CONCERN

The University considers itself a going concern based on the outcome of its 2023 financial statements. There was an increase in the revenue levels and investments resulting in a more favorable financial and liquid position as at 31 December 2023.

The 2024 Budget is similar to that of previous years. The University's projected budget is a break-even budget.

31. OTHER MATTER

The University currently has a level 4 B-BBEE rating which expires on 9 November 2024.

TUT is not required to do segment reporting as it does not meet the requirements in terms of IFRS 8 (2).

