iYunivesithi
Walter Sisulu

2025 ANNUAL REPORT

2025 Annual Report of the iYunivesithi Walter Sisulu



In accordance with Section 42 of the Higher Education Act, No. 101 of 1997, as amended, iYunivesithi Walter Sisulu presents its Annual Report for the year ended 31 December 2025, to the Minister of Higher Education and Training. This report details the University's governance, operations, performance and financial position during the reporting period.

The Annual Report has been prepared in accordance with the Regulations for Reporting by Public Higher Education Institutions, the Implementation Manual for Annual Reporting by Public Higher Education Institutions, the Higher Education Act and the Institutional Statute of iYunivesithi Walter Sisulu, as published in Government Gazette No. 51352 on 4 October 2024.

The University remains dedicated to the principles of ethical leadership, accountability, transparency, responsible governance and institutional sustainability, as outlined in the King IV Report on Corporate Governance and relevant higher education governance requirements.

This report provides an overview of the University's core activities and performance throughout 2025 and aligns with the approved Vision 2030 Strategy, which affirms the University's aspiration to be an impactful, technology-infused African university. The report is organised around the University's governance and management structures, core academic functions, institutional support functions and nine strategic goals of Vision 2030.

In presenting this report, the University aims to demonstrate its ongoing commitment to academic excellence, student success, research and innovation, community engagement, transformation, financial sustainability, digital enablement, infrastructure development and effective governance.

Chancellor
Ms Nonkululeko Gobodo

Chairperson of the Council
Professor Adv. Tembeka Ngcukaitobi

Vice-Chancellor and Principal
Professor Thandi Mgwebi

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iYunivesithi
Walter Sisulu
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VISION AND MISSION

Our Vision

An impactful, technology-infused African University.

Our Purpose

In pursuit of excellence, iYunivesithi Walter Sisulu addresses societal challenges by:

- producing relevant, innovative, and impactful research,
- championing sustainable and just development, and
- graduating versatile individuals.

Our Mission

Through its core business, iYunivesithi Walter Sisulu responds to societal needs in ethical, scholarly, sustainable, and entrepreneurial ways, and delivers future-ready graduates.

Our Core Values

iYunivesithi Walter Sisulu's core values are:

- Honesty and Integrity
- Quality and Excellence
- Respect
- Ubuntu

Our Slogan

In pursuit of excellence



About iYunivesithi Walter Sisulu

iYunivesithi Walter Sisulu, named in honour of one of South Africa's most revered leaders in the struggle for democracy, was officially established on 1 July 2005, following the merger of Border Technikon, Eastern Cape Technikon and the University of Transkei. This merger was approved through the Government Gazette on 28 November 2003 and resulted in a comprehensive university with a distinctive developmental mandate and a significant presence across the Eastern Cape.

The University operates across four main campuses located in Mthatha, Butterworth, Buffalo City and Komani with multiple delivery sites spread over approximately 840 kilometres. This extensive geographic reach positions the University as a key higher education institution in the Eastern Cape, enabling it to serve diverse communities across rural, peri-urban and urban areas.

As a comprehensive university, iYunivesithi Walter Sisulu offers a wide range of academic programmes and qualifications, including certificates, diplomas, undergraduate degrees, postgraduate qualifications, masters degrees and doctoral studies. This diverse academic structure provides flexible pathways for student access, progression and mobility across vocational, professional and academic routes.

The University's comprehensive nature allows it to address a broad spectrum of educational, social, economic and developmental needs. Through its teaching and learning, research, innovation, community engagement and lifelong learning activities, the University contributes directly to human capital development, regional growth and community transformation.

Rooted in the Eastern Cape yet connected to national, continental and global knowledge systems, the University plays a vital role in addressing the region's socio-economic challenges. Its academic offerings, research initiatives and partnerships are informed by the realities of the communities it serves while also responding to broader national development priorities and global trends in higher education.

The University's strategic direction is anchored in its aspiration to be an impactful, technology-infused African university. This vision reflects its commitment to contextual relevance, academic excellence, digital transformation, African-centred knowledge production, and meaningful societal impact.

iYunivesithi Walter Sisulu also significantly contributes to the local and regional economy through employment, procurement, infrastructure development, student activities, research partnerships and the stimulation of goods and services. Its presence across the Eastern Cape strengthens the province's knowledge economy and supports broader social and economic development.

Through its commitment to producing capable, ethical, socially conscious, and future-ready graduates, the University continues to play a critical role in advancing social mobility, sustainable development and community transformation. In this regard, iYunivesithi Walter Sisulu remains a vital institution for higher learning, public value creation and regional development in South Africa.

Walter Sisulu Numbers



Walter Sisulu is spread across 4 campuses, structured into 7 faculties, comprising 46 departments and offers 2 485 courses and **188 programmes**.

Its staff and students have access to **655 097** book volumes: 249 414 print, 329 516 electronic and **76 447 journals**. The University also provides access to **135 online databases**.

The University has **12 libraries** and **657 residence houses (internal and external)** with **26 156 beds**, accommodating **75%** of the student population.

Student Enrolment:	
Headcount	**32 688**
Female	**60%**
Black African	**99%**
Undergraduate	**96%**

Efficiency Ratios:	
Overall Success Rate	**81%**
Staff with PhDs	**31%**
Student : Staff Ratio	**30 : 1**

Permanent Instructional/Research staff headcount	**964**
Instructional/Research staff FTEs	**932**


Kunivesithi
Walter Sisulu
Kunivesithi
Walter Sisulu



Institutional Highlights 2025

The 2025 reporting period showcased a year of ongoing momentum, renewal and achievements at iYunivesithi Walter Sisulu. The University continued to demonstrate its commitment to becoming an impactful, technology-infused African institution through advancements in teaching and learning, research and innovation, student development, infrastructure, partnerships and institutional transformation.

This section offers a curated overview of notable institutional highlights reported during the year. These highlights are not intended to replace the detailed performance reports found in subsequent sections but rather to provide a concise narrative of significant achievements, milestones and developments that contributed to the University's strategic progress in 2025.

These highlights emphasis the University's persistent focus on student success, academic excellence, research productivity, innovation, community engagement, leadership development, and institutional renewal.

TEACHING, LEARNING AND STUDENT SUCCESS

Advancing Work-Integrated Learning for Student Teachers

In 2025, the Faculty of Education enhanced Work-Integrated Learning for student teachers. This initiative aimed to improve the quality of teacher preparation by providing students with meaningful exposure to school-based practices and professional teaching environments.

The initiative demonstrates the University's commitment to producing competent, reflective and practice-ready graduates who can make significant contributions to the education sector and address the needs of schools and communities.

Preparing Medical Students for Clinical Training

The induction of fifth- and sixth-year medical students before they begin bedside practical training marked a crucial milestone in preparing future healthcare professionals for clinical practice. This induction process aided students in their transition to the advanced stages of medical training, where applied learning, patient interaction, professional conduct and clinical competence become essential for their development.

This initiative reinforced the Faculty of Medicine and Health Sciences role in enhancing healthcare education and developing skilled health professionals for the Eastern Cape and beyond.

Strengthening Academic and Industry Linkages

In 2025, the Faculty of Economics and Financial Sciences strengthened its academic and industry connections to enhance graduate employability. These efforts helped improve the relevance of academic programmes, strengthened relationships with industry and supported students' transitions into the workforce.

These initiatives align with the University's broader strategic focus on employability, work readiness, entrepreneurship and responsive curriculum development.

RESEARCH, INNOVATION AND ACADEMIC EXCELLENCE

Recognition of Excellence in Health Sciences Research

In 2025, a significant highlight was the recognition of Dr Zizipho Mbulawa from the Department of Laboratory Medicine and Pathology. She was named one of the top 10 productive HPV researchers in Africa. This achievement underscores the University's growing contribution to health sciences research and its role in addressing critical public health challenges.

Furthermore, this recognition underscores the growing visibility of iYunivesithi Walter Sisulu's researchers within African and global research networks, particularly in key areas of public health, disease prevention and community well-being.

Advancing Nano-Micro Manufacturing Innovation

The University continued to enhance its innovation

profile by advancing nano-micro manufacturing. A notable milestone was the appointment of Dr Batsi Magunje, a senior lecturer in physics, and specialist in nano-materials science and technology, as the Director of the DSI Nano-Micro Manufacturing Facility Node.

This appointment positioned the University to make more substantial contributions to advanced manufacturing, nano-materials research, technology development and innovation-driven knowledge production. It further reflects the University's commitment to expanding its research and innovation presence in strategically important scientific fields.

Representation at the Global Young Scientist Summit

A PhD candidate from iYunivesithi Walter Sisulu represented South Africa at the Global Young Scientist Summit in 2025. This achievement highlights the calibre of postgraduate research talent being nurtured at the University and showcases the increasing international exposure of its emerging scholars.

Participation in such global platforms strengthens research networks, builds postgraduate confidence and enhances the University's visibility within international scientific and academic communities.

Research Addressing Social Challenges

The University continued to demonstrate the relevance of its research in addressing pressing societal issues. One key contribution was a researcher's call for the urgent integration of social workers in Eastern Cape schools. This initiative reflects the University's commitment to research that directly responds to community needs, learner well-being, psychosocial support and social development challenges in the province.

Such scholarly work reinforces the University's role as a socially responsive institution by contributing to policy dialogue, professional practice and improved community outcomes.

STRATEGIC RECOGNITION, PLANNING AND INSTITUTIONAL IMPACT

Global Recognition through the G20 EMPOWER Best Practices Playbook 2025

In 2025, iYunivesithi Walter Sisulu gained global recognition through its role as Knowledge Partner for the G20 EMPOWER Best Practices Playbook 2025. The University contributed to the development of this international publication through data collection, analysis and report writing.

The Playbook highlights impactful initiatives that advance women's leadership, economic participation and financial independence across G20 economies. Its acknowledgement in the G20 South African Leaders' Declaration affirmed the University's growing contribution to evidence-based policy, global advocacy, gender equality and inclusive development.

This achievement also aligned with South Africa's G20 Presidency theme of Solidarity, Equality and Sustainability, while reinforcing the University's position as a trusted contributor to research-informed public policy and international knowledge partnerships.

Approval of the Enrolment Plan 2026–2030

A major institutional milestone during the reporting period was the Minister's approval of the University's Enrolment Plan 2026–2030. The approved plan provides a stable framework for shaping the University's future size, academic profile and sustainability trajectory.

The plan aims to increase student enrolment to 33 527 by 2030 and grow the University's funded teaching input share from 2.8% to 3.4%. It also places stronger emphasis on science, engineering, technology, postgraduate growth, graduate output and research productivity.

This approval represents an important step in aligning the University's academic planning, programme development, resource allocation and financial sustainability with national development priorities and the long-term objectives of Vision 2030.

National Recognition through USAf Impact Case Studies

The University received national recognition through the Universities South Africa Impact Case Study Open Call, where two of its three submissions were selected among the top impact case studies in the country.

The selected projects, Life Sciences Teaching and Learning Workshops and the ECAS Mobile Application for Oesophageal Cancer Screening, demonstrate the University's commitment to socially responsive scholarship, innovation and public value.

These initiatives show how the University's academic and research work contributes to improved teaching practice, rural health innovation, early disease detection and meaningful impact in the communities it serves.

INFRASTRUCTURE AND FUTURE-READY LEARNING ENVIRONMENTS

New Engineering Building: Supporting Academic Excellence

The occupation of the new Engineering Building marked a significant infrastructure milestone in 2025. This facility was designed to be a crucial enabler of academic excellence, practical training and future growth in engineering education.

The new building contributes to the creation of modern, purpose-built learning environments that enhance the development of practical skills, promote technology-enabled teaching and align education with industry needs.

It also reflects the University's ongoing commitment to investing in infrastructure that supports academic initiatives and long-term institutional sustainability.

Strengthening Innovation Infrastructure

The University's emphasis on innovation infrastructure is further exemplified by its focus on nano-micro manufacturing and advanced scientific capabilities.

These initiatives align with the University's goal of enhancing research infrastructure, expanding technology-driven innovation and supporting emerging areas of scientific excellence.

Collectively, these investments in infrastructure and innovation aim to create future-ready learning and research environments. They enhance the University's ability to adapt to technological changes and meet national development priorities.

STUDENT LEADERSHIP AND GLOBAL EXPOSURE

Student Representation at the Asia Youth International Model United Nations

In 2025, a student from iYunivesithi Walter Sisulu represented the institution at the Asia Youth International Model United Nations Conference. This achievement showcased the University's growing commitment to developing students who are globally aware, socially conscious and civically engaged.

Participating in international student leadership platforms allows students to engage with global issues, enhance their diplomatic and leadership skills and represent the University in international forums.

Building Globally Engaged Graduates

Student involvement in international platforms aligns with the University's broader goal of producing graduates who are firmly grounded in local contexts while being globally engaged. These experiences expose students to inter-cultural learning, international policy dialogue and global citizenship, ultimately strengthening their confidence and leadership capabilities.

Such opportunities are crucial for advancing the University's graduate attributes and preparing students for active participation in an increasingly interconnected world.

PARTNERSHIPS, COMMUNITY ENGAGEMENT and SOCIAL IMPACT

Collaboration to Improve Rural Education

The partnership between the iYunivesithi Walter Sisulu Convocation and the Ngcukayitobi Foundation to enhance rural education represents a significant example of community-responsive engagement. This collaboration reflects the University's dedication to improving educational outcomes in rural communities and fostering partnerships that support social development.

The initiative aligns closely with the University's developmental mandate and its responsibility to contribute to the transformation of the Eastern Cape through education, community engagement and stakeholder collaboration.

Strengthening Language Policy Implementation

The Department of Higher Education and Training's assessment of language policy implementation at the University emphasised the importance of multilingualism, language transformation and inclusive academic practices. This evaluation reaffirmed the University's ongoing efforts to promote African languages, enhance linguistic inclusion and strengthen the role of language in teaching, learning, identity and transformation.

Partnerships for Academic Benchmarking and Growth

In 2025, the Faculty of Engineering, Built Environment and Information Technology engaged in a benchmarking exercise with a partner university in Ghana. This collaboration supported institutional learning, academic cooperation and the enhancement of faculty development initiatives.

Benchmarking exercises like this are vital for improving academic quality, strengthening international partnerships and identifying opportunities for enhancement in teaching, research and faculty operations.

INSTITUTIONAL RENEWAL AND STRATEGIC LEADERSHIP

New Leadership Driving Vision 2030

In 2025, the University's leadership continued to advance the Vision 2030 agenda, focusing on a technology-oriented future, academic excellence, institutional renewal and strategic alignment. This leadership emphasis was crucial for maintaining institutional momentum, enhancing organisational coherence and positioning the University for future growth and impact.

Faculty-Level Strategic Reflection

Various faculties utilised the State of the Faculty Address platform to reflect on their progress, challenges and future priorities. These discussions supported faculty-level planning, reinforced accountability and promoted alignment with the overall institutional strategy. Notable highlights included the Faculty of Medicine and Health Sciences outlining a bold vision for the University's role in healthcare in the Eastern Cape and the Faculty of Law, Humanities and Social Sciences emphasising transformation, change and core values.

Recognition of Academic Leadership

The appointment of the Head of the Built Environment Department to the Public Works and Infrastructure Ministerial Review Panel signifies external recognition of the University's academic expertise. Such appointments enhance institutional visibility, contribute to national policy and professional discussions and affirm the University's role in advancing developments in the sector.

CONCLUSION

The highlights from 2025 illustrate the diverse range of activities and achievements at iYunivesithi Walter Sisulu. They demonstrate the University's commitment to advancing teaching and learning, supporting students, strengthening research and innovation, investing in infrastructure, fostering partnerships and positioning itself as a socially responsive and future-oriented African institution.

These highlights also reflect the University's ongoing dedication to its strategic goal of becoming an impactful, technology-infused African university. While the detailed sections that follow provide a comprehensive account of performance across governance, academic, administrative, financial and operational areas, this overview offers a snapshot of the institutional momentum that characterised the 2025 reporting period.



Strategic Overview: Advancing Vision 2030



The 2025 reporting period was significant for iYunivesithi Walter Sisulu as the University continued to implement its approved Vision 2030 Strategy and reinforce its position as an impactful, technology-infused African university. The year was characterised by ongoing efforts to improve academic quality, enhance the student experience, expand research and innovation, strengthen institutional systems, and deepen the University's contributions to society.

Operating within a rapidly changing higher education landscape, the University responded to technological disruptions, fiscal constraints, evolving labour market demands, demographic pressures, and heightened public expectations regarding relevance, accountability, and impact. These challenges underscored the importance of the University's strategic commitment to excellence, sustainability, transformation, and public value.

STRATEGIC GOALS GUIDING THE REPORTING PERIOD

The University's work in 2025 was guided by the approved Vision 2030 Strategy, which affirms its aspiration to be an impactful, technology-infused African university. The Strategy provides the institutional framework for aligning planning, implementation, monitoring, and reporting across the academic and support enterprise.

The nine strategic goals that guided institutional performance during the reporting period were:

- Quality, Impactful Teaching and Learning
- Enriching Student Experience
- Relevant and Impactful Research and Innovation
- Transformative Community Engagement, Internationalisation and Partnerships
- Empowered Staff
- Financial Sustainability
- Cutting-edge ICT
- Modern Infrastructure; and
- Effective and Efficient Governance and Administration.

Together, these goals reflect the University's integrated approach to academic excellence, student success, societal impact, institutional sustainability, and effective governance. They also provide the basis against which the University's 2025 performance is organised and assessed throughout this Annual Report.

A UNIVERSITY ROOTED IN PURPOSE AND TRANSFORMATION

As the largest comprehensive university in the Eastern Cape, iYunivesithi Walter Sisulu holds a unique position within South Africa's higher education system. With campuses in Mthatha, Butterworth, Buffalo City, and Komani, the University is deeply integrated into rural, peri-urban, and historically underserved communities. This location gives the University a significant developmental responsibility: to expand access to higher education, transform lives, strengthen communities, and contribute to inclusive regional growth.

The University's Vision 2030 Strategy acknowledges its role as a university of access while also affirming that access must lead to meaningful success. For many students, admission to the University signifies more than just entry into higher education; it serves as a pathway to personal advancement, family upliftment, economic participation, and intergenerational change. Therefore, the University's impact is measured not only by the number of graduates it produces but also by how effectively those graduates become ethical professionals, entrepreneurs, public servants, researchers, innovators, and community leaders.

Through its academic programmes, student support initiatives, research activities, community engagement, and partnerships, the University directly contributes to social mobility and public value. It enables students from historically marginalised backgrounds to gain knowledge, skills, confidence, and opportunities that enhance their life chances, allowing them to participate meaningfully in the development of their communities and society at large.

The University's strategic purpose extends beyond merely attaining qualifications. It aims to graduate versatile individuals, produce relevant and impactful research, and champion sustainable and just development. This purpose is pursued through the integration of teaching and learning, research and innovation, community engagement, internationalisation, student support, staff development, infrastructure renewal, digital transformation, and effective governance.

In this way, iYunivesithi Walter Sisulu remains committed to its transformative mandate: to change lives through education, strengthen communities through knowledge and engagement, and contribute to a more just, sustainable, and inclusive future.

RESPONDING TO A CHANGING HIGHER EDUCATION ENVIRONMENT

The 2025 reporting period unfolded in a complex and uncertain operating environment. The higher education sector continued to face fiscal pressures, rising demand for access, increasing student support needs, infrastructure limitations, pressures from digital transformation, and heightened expectations for universities to demonstrate measurable societal impact.

Additionally, the rise of artificial intelligence, data-driven decision-making, climate instability, youth unemployment, and changes in the job market necessitated that universities rethink how they prepare students for the future. These developments underscored the ongoing relevance of Vision 2030, which emphasises impact, technological integration, African-centred knowledge, and graduates who are ready for the future.

In response, the University focused on the following priorities:

- Modernising teaching, learning, and institutional systems
- Strengthening digitally enabled education
- Improving student success, retention, and graduate outcomes
- Expanding postgraduate education and research productivity
- Enhancing curriculum relevance and responsiveness
- Supporting entrepreneurship, innovation, and work readiness
- Improving financial sustainability and operational efficiency
- Strengthening governance, quality assurance, and institutional accountability
- Deepening partnerships that foster community, regional, national, and continental development

These priorities ensured that the University's response to the external environment was not just reactive but also aligned with its long-term strategic direction and developmental mandate.

STRATEGIC PROGRESS AND INSTITUTIONAL PERFORMANCE

Despite ongoing financial and systemic challenges in the higher education sector, the University made significant progress in various strategic areas during the reporting period. Key institutional achievements included:

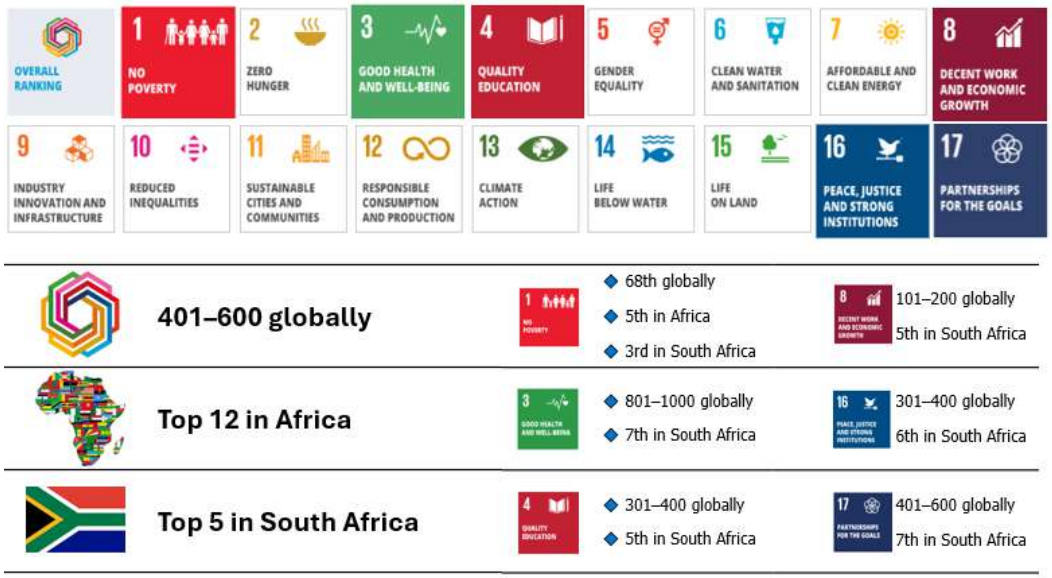
- Continued growth in accredited research outputs and postgraduate enrolments.
- Expansion of initiatives for digitally enabled teaching and learning.
- Progress in transforming the curriculum and implementing multilingualism.
- Strengthening of Work Integrated Learning and community-based learning initiatives.
- Expansion of strategic partnerships and international collaborations.
- Improved visibility of research and activity in innovation.
- Enhancement of institutional data systems and planning capabilities.
- Ongoing improvement in governance, quality assurance, and strategic oversight systems.

The University also gained international recognition through its inaugural participation in the 2025 Times Higher Education (THE) Impact Rankings, where it achieved the following positions:

- Ranked among the Top 5 universities in South Africa.
- Ranked within the Top 12 universities in Africa.
- Ranked within the 401–600 category globally.

Notably, the University excelled in the following Sustainable Development Goals (SDGs):

- SDG 1: No Poverty (Ranked 68th globally).
- SDG 8: Decent Work and Economic Growth.
- SDG 4: Quality Education.
- SDG 16: Peace, Justice, and Strong Institutions.



About THE Impact Rankings

The Times Higher Education (THE) University Impact Rankings 2025 is a globally recognised benchmark that evaluates universities against the United Nations Sustainable Development Goals (SDGs). This year, the rankings assessed 2,526 universities from 130 countries and territories, measuring their contributions to sustainability, social impact, and global development.

THE Impact Rankings acknowledge institutions that demonstrate excellence across the SDGs, addressing critical global challenges such as poverty eradication, quality education, inclusive economic growth, environmental sustainability, and strategic partnerships.

Figure 3: Summary of Times Higher Education Impact Rankings for iYunivesithi Walter Sisulu

These rankings highlight the increasing impact of the University's mission, which focuses on development and community responsiveness.

CURRICULUM TRANSFORMATION AND FUTURE-READY GRADUATES

Curriculum transformation remained a major strategic priority during the reporting period. The University made significant strides in developing African-centred, digitally enabled, and socially responsive curricula aligned with:

- Emerging labour market demands
- Sustainability imperatives
- Artificial intelligence and digital fluency
- Entrepreneurship and innovation
- Indigenous knowledge systems
- Ethical and humanising pedagogies

Notable progress was achieved in several areas, including:

- Translating Student Module Guides into isiXhosa
- Expanding blended and multimodal learning
- Integrating AI literacy and digital competencies
- Implementing Universal Design for Learning practices
- Developing inclusive education support systems
- Promoting interdisciplinary programme development

These advancements reflect the University's commitment to producing graduates who are:

- Intellectually agile
- Ethically grounded
- Entrepreneurial and innovative
- Socially conscious
- Digitally fluent
- Capable of contributing meaningfully to societal transformation

STRENGTHENING INSTITUTIONAL SUSTAINABILITY AND RESILIENCE

The University has been actively implementing measures to enhance its long-term sustainability, operational resilience, and governance effectiveness. During the reporting period, the strategic focus was on:

- Ensuring financial sustainability and diversifying income streams
- Promoting institutional integration and cohesion
- Strengthening digital infrastructure and systems
- Renewing the organisational culture
- Empowering the workforce and developing leadership skills
- Enhancing risk management and governance
- Modernising institutional practices and improving operational efficiency

Additionally, the ongoing rollout of the iYunivesithi Walter Sisulu institutional identity has further promoted institutional cohesion and reinforced the University's commitment to African-centred transformation and public relevance.

LOOKING AHEAD

Looking ahead, iYunivesithi Walter Sisulu will continue to implement its approved Vision 2030 Strategy, while using the outcomes of the 2025 mid-term review to sharpen strategic focus, improve execution, and strengthen institutional impact.

The mid-term review provided an important opportunity for the University to reflect on progress made since the adoption of Vision 2030, assess changes in the higher education environment, and identify areas requiring renewed attention. The review affirmed the continued relevance of the University's vision of being an impactful, technology-infused African university, while also highlighting the need for a more focused and coordinated approach to implementation.

The strategic refocus emerging from the review process seeks to strengthen:

- clarity of institutional purpose;
- alignment between strategic ambitions and measurable outcomes;
- accountability for implementation and performance;
- coordination across teaching, research, engagement, governance, and operations;
- institutional capacity, reach, and scale;
- quality in academic delivery and student support;
- digital capability and operational efficiency; and
- long-term institutional sustainability and resilience.

In a constrained funding and regulatory environment, the University recognises the importance of concentrating its efforts in areas where it can lead with distinction and demonstrate measurable impact. This includes strengthening academic quality, improving student success, expanding research and innovation, enhancing community engagement, deepening partnerships, and modernising institutional systems.

The review also underscored the importance of a future-fit and cost-effective digital platform to support academic delivery, institutional planning, operational efficiency, data-informed decision-making, and improved student and staff experiences. Digital transformation will therefore remain central to the University's efforts to improve access, quality, responsiveness, and sustainability.

As the University moves forward, it will remain guided by the approved Vision 2030 Strategy while ensuring that the refocused implementation approach responds more directly to regional challenges in the Eastern Cape, national development priorities, and global disruptions, including technological change and climate-related risks.
The 2025 reporting period therefore represents both a reflection on institutional progress and a renewed commitment to strategic execution. Guided by Vision 2030 and informed by the mid-term review, the University will continue to advance knowledge, produce future-ready graduates, strengthen public value, and contribute to sustainable and just development in the Eastern Cape, South Africa, Africa, and the world.


Walter Sisulu University
In pursuit
University
cellence

Section 1: Governance and Strategic Performance Overview

1.1 REPORT OF THE CHAIRPERSON OF COUNCIL

The 2025 reporting period represented an important phase in the continued evolution, renewal and strategic consolidation of iYunivesithi Walter Sisulu. During the year, Council remained committed to providing ethical, accountable, and strategic governance in support of the University's approved Vision 2030 Strategy and its aspiration to be an impactful, technology-infused African university.

Council exercised its governance responsibilities in accordance with the Higher Education Act, the Institutional Statute, and applicable governance frameworks. In doing so, Council provided oversight over institutional strategy, financial sustainability, governance systems, risk management, policy development, academic quality, and institutional performance. Throughout the year, Council worked with Management, Senate, the Institutional Forum, organised labour, student leadership, alumni, and other stakeholders to promote institutional stability, accountability and strategic alignment.



The reporting period unfolded within a challenging higher education environment marked by fiscal constraints, rapid technological change, evolving student expectations, infrastructure demands, regulatory pressures and increasing calls for universities to demonstrate social relevance and measurable impact. In this context, Council remained focused on strengthening the University's long-term sustainability, resilience, academic excellence and public value.

In line with Vision 2030, Council continued to support institutional initiatives aimed at improving the quality of teaching and learning, enriching the student experience, advancing relevant and impactful research and innovation, deepening community engagement and partnerships, empowering staff, strengthening financial sustainability, improving ICT capability, modernising infrastructure, and enhancing governance and administration.

During the reporting period, Council also supported the mid-term review of Vision 2030. This process provided an important opportunity for the University to reflect on progress made since the adoption of the Strategy, assess changes in the higher education environment, and identify areas where implementation could be sharpened for the remaining period of the strategic cycle. The review reaffirmed the continued relevance of Vision 2030 while highlighting the need for clearer focus, stronger alignment between ambitions and outcomes, improved accountability and more coordinated decision-making across the institution.

Council also oversaw several key institutional developments during the year, including:

- the approval of the University-wide Rebranding Project and the adoption of the "iYunivesithi Walter Sisulu" institutional identity;
- the establishment of the iYunivesithi Walter Sisulu Artificial Intelligence Centre;
- the strengthening of governance and policy frameworks through the approval and review of institutional policies;
- •continued infrastructure modernisation and campus development initiatives;
- increased research productivity, postgraduate development, and internationalisation;
- the enhancement of digital transformation and technology-enabled teaching and learning initiatives; and

- continued efforts to strengthen institutional planning, monitoring, evaluation and quality assurance systems.

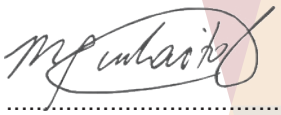
Among the most significant governance responsibilities during the reporting period was the recruitment and appointment of the Vice-Chancellor and Principal. Council conducted a transparent, inclusive, and rigorous appointment process, supported by consultation with Senate and the Institutional Forum. Following this process, Council appointed Prof Thandi Mgwebi as Vice-Chancellor and Principal of iYunivesithi Walter Sisulu, effective 1 January 2026. Council is confident that Prof Mgwebi's leadership will advance the University's strategic goals, strengthen institutional renewal, and deepen the University's contribution to society.

Council also continued to prioritise institutional sustainability, governance effectiveness, and organisational cohesion. Particular attention was given to financial sustainability, risk oversight, policy alignment, workforce development, infrastructure renewal, digital transformation, and the ongoing consolidation of institutional systems across campuses.

On behalf of Council, I express sincere appreciation to the outgoing Vice-Chancellor and Principal, Professor Rushiella Songca, and the Executive Management team for their service and leadership during the reporting period. I also extend appreciation to Senate, staff, student leadership, organised labour, alumni, partners, and all stakeholders for their continued commitment to the University.

I further wish to acknowledge the resilience, dedication, and professionalism of the University community in navigating the challenges and opportunities of an increasingly complex higher education landscape. The work of building a sustainable, impactful, and responsive university requires collective effort, shared responsibility and a continued commitment to excellence.

As Council, we remain committed to strengthening ethical governance, institutional accountability, academic excellence, transformation, sustainability and public value. Guided by Vision 2030, iYunivesithi Walter Sisulu will continue to advance knowledge, produce future-ready graduates and contribute meaningfully to the development of the Eastern Cape, South Africa, the African continent and the global community.



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Prof. Adv. Tembeka Ngcukaitobi SC
Chairperson of Council
iYunivesithi Walter Sisulu



1.2 REPORT OF THE VICE-CHANCELLOR AND PRINCIPAL

The 2025 Annual Report reflects a significant year in the continued development, consolidation, and strategic renewal of iYunivesithi Walter Sisulu. The reporting period demonstrated the University's resilience, institutional commitment, and continued progress in advancing its academic mission, strengthening research and innovation, improving student support, modernising infrastructure, expanding partnerships and reinforcing governance systems.

In presenting this report, I acknowledge the leadership and contribution of the outgoing Vice-Chancellor and Principal, Professor Rushiella Songca, whose tenure provided important foundations for institutional renewal, academic development and strategic repositioning. I also extend my appreciation to the Council, the Senate, institutional governance structures, Executive Management, staff, students, organised labour, alumni, partners, and communities for their contributions to the University's progress during the year.

The University's performance in 2025 should therefore be understood as the collective outcome of institutional effort, continuity, resilience and a shared commitment to transformation, excellence, and public value. The year was marked by important achievements across teaching and learning, student success, research and innovation, community engagement, internationalisation, infrastructure development, digital transformation, governance, and institutional identity.



At the same time, the University operated within a complex higher education landscape characterised by financial constraints, infrastructure pressures, student funding challenges, rapid technological change, and increasing expectations for universities to demonstrate meaningful societal impact. These realities required focused leadership, integrated planning, and continued commitment to institutional sustainability.

Institutional Context and Strategic Direction

During the reporting period, the University continued to implement its approved Vision 2030 Strategy, which provides the institutional roadmap for becoming an impactful, technology-infused African university. The Strategy commits the University to responding to societal needs in ethical, scholarly, sustainable, and entrepreneurial ways, while producing future-ready graduates and advancing relevant, innovative, and impactful research. Progress during 2025 was aligned with the nine strategic goals of Vision 2030.

This strategic direction remains particularly significant given the University's unique location and mandate. As the largest comprehensive university in the Eastern Cape, with a strong presence in predominantly rural and historically underserved communities, iYunivesithi Walter Sisulu plays a crucial role as a regional anchor institution and development partner.

The University's responsibility extends beyond the provision of qualifications. It includes widening access, improving student

success, advancing social mobility, supporting economic participation, promoting public health, strengthening rural development, encouraging ethical leadership, and producing knowledge that speaks to African realities and societal needs.

Strategic Refocus and Long-Term Positioning

Building on the approved Vision 2030 Strategy, the University is developing a refocused strategic direction to sharpen institutional priorities and strengthen alignment across the academic and support enterprise. This work seeks to improve coherence between teaching and learning, research and innovation, community engagement, internationalisation, infrastructure, digital transformation, governance, and institutional sustainability.

The emerging refocused strategy identifies three signature themes through which the University can concentrate its academic, research, innovation, and engagement strengths:

- Food Futures: Sustainable Agriculture and Food Systems;
- One Health: Human, Animal, and Ecological Health Futures; and
- Justice, Governance, and Leadership Futures.

These themes respond directly to the University's location, mandate, and developmental responsibility in the Eastern Cape, while also aligning with national, continental, and global priorities. They provide a basis for strengthening interdisciplinary collaboration, postgraduate growth, research impact, innovation, community partnerships, and public value.

The refocused strategic direction remains anchored in the approved Vision 2030 Strategy and is intended to sharpen implementation, improve institutional coherence, and position the University for its next phase of development.

Teaching, Learning and Student Success

Teaching and learning remained central to the University's academic mission during the reporting period. The University continued to implement initiatives to improve access, enhance student success, support curriculum transformation, advance multilingualism, and strengthen digitally enabled learning.

The Directorate of Learning and Teaching supported the academic project through interventions such as the First-Year Experience Programme, Intshayelelo Foundations Programme, Extended Curriculum Programmes, academic advising, tutoring, peer-assisted learning, blended learning support, and academic staff development. These initiatives reinforced the University's understanding that student success is holistic and requires coordinated support across academic, psychosocial, digital, and developmental domains.

Progress was also made in curriculum transformation across faculties, guided by principles of African knowledge systems, multilingualism, Ubuntu-Botho, humanising pedagogies, digital fluency, sustainability, entrepreneurship, and responsiveness to societal needs. The translation of 660 Student Module Guides and study materials into isiXhosa was an important step towards linguistic inclusion and the recognition of African languages as languages of scholarship.

The University also continued to strengthen academic support mechanisms, early warning systems, curriculum renewal, digitally enabled teaching and learning, and student-centred approaches to academic success. These areas remain important to improving student participation, progression, retention, and completion.

Research, Innovation and Postgraduate Growth

The University achieved significant progress in research productivity, postgraduate growth, and innovation during 2025. Preliminary research output data indicated 1 073.4 units, pending final audit and verification for DHET subsidy submission. This continued the upward trend from 321.25 units in 2023 and 583.81 units in 2024, demonstrating growing research capacity and increased contributions from researchers, postdoctoral fellows, research associates, and postgraduate students.

Postgraduate enrolments and graduations also improved during the reporting period. Enrolments increased from 1 968 students in 2024 to 2 777 in 2025, while postgraduate graduations increased from 631 in 2024 to 752 in 2025. Doctoral graduates increased from 17 in 2024 to 32 in 2025, while Masters graduates rose to 128 in 2025. These achievements reflect the University's intentional efforts to strengthen postgraduate education, expand research capability, improve supervision, enhance scholarly productivity, and promote research with societal relevance.

Innovation projects in areas such as health analytics, road maintenance technology, prosthetic development, diabetes management, oesophageal cancer screening, and nano-based wound-healing research further demonstrate the University's growing contribution to applied and socially responsive innovation.

To sustain this momentum, continued investment will be required in research support systems, postgraduate funding, supervision capacity, research administration, publication support, innovation ecosystems, and strategic partnerships.

Community Engagement, Internationalisation and Partnerships

The University continued to strengthen its role as a socially responsive and globally engaged institution. Through community engagement, international collaboration, and strategic partnerships, the University advanced sustainable development, knowledge exchange, skills development, and societal impact.

A key achievement during the reporting period was the University's performance in the 2025 Times Higher Education Impact Rankings. iYunivesithi Walter Sisulu was ranked in the 401–600 global band overall, placing among the Top 12 universities in Africa and within the Top 5 in South Africa. Its performance in Sustainable Development Goal 1: No Poverty was particularly noteworthy, ranking 68th globally, 5th in Africa, and 3rd in South Africa. This outcome affirmed the University's developmental mission and its community-responsive focus.

Internationalisation efforts also continued through international student enrolments, staff and student mobility, research collaboration, and institutional partnerships. International student registrations reached approximately 100 in 2025, while staff and student mobility expanded through engagements across Africa, Europe, Asia, and Australasia.

At national and regional levels, partnerships with Sector Education and Training Authorities, government agencies, industry bodies, development organisations and digital skills partners contributed to skills development, Work-Integrated Learning, graduate employability, innovation, and community development.

Enriching the Student Experience

During the 2025 reporting period, the Division of Student Affairs played a central role in supporting students beyond the classroom. The University implemented initiatives to enhance student wellness, residence life, social cohesion, student governance, leadership development, food security, support for first-generation students, arts and culture, and entrepreneurship.

Student wellness services responded to growing demand for psychosocial and health support. More than 13 600 student support contacts were recorded, over 1,083 counselling sessions were conducted, and approximately 35 000 health service consultations were completed. Health promotion initiatives, HIV testing, TB screening, reproductive health services, peer education, and crisis response programmes contributed to a supportive and responsive campus environment.

Student governance and leadership development also remained important features of institutional life. The review of student governance constitutions, SRC election processes, political tolerance workshops, food security initiatives, and student leadership exchange programmes helped strengthen student participation, democratic engagement, and leadership development.

Empowered Workforce and Organisational Development

The University continued to invest in staff development, leadership renewal, employment equity, organisational learning, and employee wellness. As at the end of 2025, the University employed approximately 2 092 full-time staff members, comprising 964 academic staff and 1 128 support staff.

Progress was made in enhancing academic staff qualifications, with 31% of academic staff holding doctoral degrees and 46% holding masters degrees. The Staff Qualifications Improvement Programme continued to strengthen academic capability, with 30 staff members graduating with doctoral qualifications and 65 with masters qualifications during the reporting period.

The year also included significant leadership renewal, with several executive and senior management positions filled. These appointments contributed to leadership continuity, governance capacity, institutional stability, and the strengthening of key institutional portfolios.

The University will continue to focus on workforce planning, organisational culture, talent development, employee wellness, succession planning, and financial sustainability to build an empowered, future-ready workforce.

Infrastructure, ICT and Institutional Modernisation

The University continued to modernise its physical and digital infrastructure to enhance academic delivery, improve the student experience, support research, and increase operational efficiency.

Key infrastructure projects completed in 2025 included the Technopark Engineering Building at the Potsdam Site, Engineering Workshops, the Ibika Site Hospitality and Tourism Facility, refurbishments of the KGB and KTC Student Life facilities, and the repurposing of teaching spaces at the Chiselhurst Site. These projects contributed to modernising teaching and learning environments, strengthening practical training, and supporting institutional consolidation.

Facilities Management sustained campus operations despite pressures associated with ageing infrastructure, water and energy disruptions, reduced maintenance budgets, procurement delays, and staffing constraints. These realities highlighted the need for sustained investment in preventative maintenance, infrastructure renewal, water security, energy resilience, and operational efficiency.

The ICT Directorate also advanced the University's technology agenda. Near-universal Wi-Fi coverage was achieved in residences, offices, and classrooms. CCTV coverage was expanded across critical facilities, and smart classroom technologies were introduced in more than 30% of lecture spaces. Core systems were also implemented or expanded, including Converis as the University's research management system, the Incident Management System, and the Online Procurement System. These initiatives enhanced digital access, security, operational efficiency, and digitally supported teaching and learning.

Governance, Policy and Institutional Accountability

Sound governance remained critical to institutional stability and accountability during the reporting period. Council continued to provide strategic oversight in accordance with the Higher Education Act and the University Statute, supported by its committee structures and internal governance mechanisms.

The Office of the Registrar played an important role in strengthening academic administration, governance systems, regulatory compliance, and policy coherence. During 2025, a number of institutional policies were reviewed, updated, and approved to strengthen the University's governance framework and ensure alignment with statutory, regulatory, and institutional requirements. These policy processes covered areas such as research ethics, academic integrity, supply chain management, language, community engagement, research data management, and policy development. Council also supported several strategic initiatives and institutional decisions, including the establishment of the Walter Sisulu Artificial Intelligence Centre, the institutional rebranding project, recommendations relating to honorary degrees, executive appointments, and the appointment of the new Vice-Chancellor and Principal.

These developments reflected continued attention to governance effectiveness, institutional renewal, policy alignment, and strategic accountability.

Rebranding and Institutional Identity

The advancement of the University-wide rebranding initiative was a key milestone during the reporting period. In May 2025, Council approved a new visual identity and logo, formally representing the revitalised identity of iYunivesithi Walter Sisulu.

The new identity reflects the University's African-centred character, transformation journey, and commitment to public value, scholarship, inclusion, and relevance. The rebranding process was more than a communication exercise; it was a strategic effort to strengthen institutional cohesion and reposition the University as a modern, technology-infused African university grounded in local realities and committed to societal impact.

Challenges and Strategic Priorities

While the University recorded important progress during 2025, it also continued to navigate a complex and demanding higher education environment. Key areas requiring sustained attention include financial sustainability, student funding pressures, infrastructure renewal, water and energy resilience, digital transformation, postgraduate supervision capacity, organisational culture, stakeholder engagement, and governance compliance.

These challenges are not unique to iYunivesithi Walter Sisulu; they reflect broader pressures across the higher education sector. However, the University's distinctive context requires deliberate, integrated, and evidence informed responses.

Looking ahead, the University's priorities include:

- enhancing infrastructure and operational resilience;
- improving financial sustainability and resource mobilisation;
- expanding partnerships that promote societal impact

and institutional sustainability;
- deepening digital transformation and preparing for AI-enabled futures;
- building a people-centred institutional culture;
- advancing curriculum transformation and multilingualism;
- strengthening student support and academic success systems; and
- expanding opportunities for postgraduate education and research excellence.

The 2025 reporting year was a period of institutional consolidation, strategic renewal, and measurable progress for iYunivesithi Walter Sisulu. The University demonstrated resilience and commitment in advancing its academic mission, strengthening research and innovation, improving student support, modernising infrastructure, expanding partnerships, and reinforcing governance systems.

As I lead the University from 2026 onward, I do so with gratitude for the foundations established during the previous year and a firm commitment to building on this progress. The focus will be on consolidating institutional gains, addressing ongoing challenges, and advancing the University as a more integrated, digitally enabled, research-active, student centred, and socially impactful African university.

The University's future will rely on our collective ability to align our purpose, people, systems, resources, and partnerships around a shared strategic direction. With the support of Council, Senate, staff, students, organised labour, alumni, partners, and communities, iYunivesithi Walter Sisulu is well positioned to continue shaping knowledge, transforming lives, and contributing to sustainable and just development.

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Professor Thandi Mgwebi
Vice-Chancellor and Principal
iYunivesithi Walter Sisulu



1.3 REPORT ON THE ANNUAL PERFORMANCE PLAN 2025

The Annual Performance Plan (APP) for 2025 at iYunivesithi Walter Sisulu was developed within the framework of four key parameters: the approved Strategic Plan for 2020–2030, the Enrolment Plan for 2020–2025, the Mid-Term Review of the Enrolment Plan (2023–2025), and the regulatory reporting requirements outlined by the Department of Higher Education and Training (DHET) in Government Gazette No. 37726, published on 9 June 2014.

This section provides a performance assessment based on the 2025 APP, emphasising SMART (Specific, Measurable, Achievable, Relevant, Time-bound) key performance indicators and related targets. These targets were established in alignment with enrolment trends and projections identified in the Mid-Term Review of the Enrolment Plan.

1.3.1. Access

The Access performance area evaluates the University's effectiveness in achieving enrolment targets, sustaining the programme and qualification mix, and enhancing access at both undergraduate and postgraduate levels.

Key Performance Indicator	2024		2025		
	Target	Actual	Target	Actual	Notes
Headcount					
Total Headcount	**32 660**	**29 868**	**33 270**	**32 688**	A1
First-time Entering Undergraduates	7 240	7 490	7 300	7 491	A2
FTEN Foundation Provisioning (FTENS totals as well)	1 850	1 398	2 150	1 335	A3
Foundation Provisioning Total Headcount	3 608	3 374	3 922	3 357	
Headcount enrolments total UG	**30 752**	**27 900**	**31 250**	**29 911**	A4
Headcount enrolments total PG	**1 908**	**1 968**	**2 020**	**2 777**	
Postgraduate to masters level	1 173	1 095	1 250	1 393	
Masters	621	717	650	1 213	
Doctors	115	156	120	171	
Enrolments by major field of study					**A5**
Science, Engineering & Technology (SET)	9 471	8 450	9 648	9 531	
Business/ Management	7 749	7 770	8 484	8 465	
Education	8 699	8 612	7 818	9 214	
Other Humanities	7 185	5 037	7 319	5 478	

A1: Total Headcount Enrolment

The University recorded a total enrolment of 32,688 students, falling short of the target of 33,270 by 1.7%. This marks a significant improvement compared to the 9% shortfall recorded in 2024, indicating a stabilisation in enrolment performance. Although challenges persist in retaining undergraduate students and securing funding for Advanced Diploma and PGCE programmes, the reduced shortfall suggests that targeted interventions, such as academic advising and tutoring support, are having a positive impact.

A2: First-Time Entering Undergraduates (FTEN)

The University surpassed its FTEN target by enrolling 7,491 students, exceeding the 7,300 target and representing a 2.6% increase. This continued success demonstrates the effectiveness of institutional strategies designed to improve access, including more efficient application and admission processes.

A3: Foundation Provisioning

Enrolments for Foundation Provisioning did not meet the target of 2,150, with an actual intake of 1,335 students. Overall foundation enrolments totalled 3,357, against a target of 3,922. Despite this shortfall, Foundation Provisioning remains a strategic priority to increase access, especially for historically disadvantaged students. To improve recruitment and placement into these programmes, targeted interventions will be necessary.

A4: Undergraduate and Postgraduate Enrolment

Undergraduate enrolment reached 29,911, falling short of the target of 31,250. In contrast, postgraduate enrolments significantly exceeded expectations, with 2,777 students enrolled against a target of 2,020, an over performance of approximately 37%. This trend continues the upward trajectory observed in 2024 and reflects the institution's deliberate efforts to expand postgraduate education.

A5: Enrolment by Field of Study

The distribution of enrolments by major field of study shows mixed results:

- Science, Engineering, and Technology (SET): Target met at 29%
- Business and Management: Target met at 26%
- Education: Exceeded target (28% compared to 23%)
- Other Humanities: Underperformed (17% compared to 22%)

These trends indicate a shift in enrolment patterns, with growth in Education and a relative decline in Humanities. This has implications for programme planning and resource allocation.

1.3.2. Success

The Success performance area assesses how effectively the University's academic programmes support student progression, achievement, and completion. It provides a thorough evaluation of student outcomes through key indicators, including degree credit success rates, graduation rates, and performance across different fields of study and qualification levels.

These indicators collectively demonstrate the University's ability to convert access to education into meaningful academic success, while also identifying areas that may need targeted intervention.

Key Performance Indicator	2024		2025		Notes
	Target	Actual	Target	Actual	
Overall, Degree Credit Success Rate	**80%**	**84%**	**80%**	**81%**	**S1**
Degree Credit Success UG	81%	87%	81%	87%	S2
Degree Credit Success PG	64%	33%	65%	35%	S3
Success rates by major field of study					
SET	78%	79%	78%	72%	S4
Business & Commerce	76%	78%	76%	79%	
Education	85%	91%	85%	92%	
Other Humanities	82%	84%	82%	83%	

Total Graduates	**9 301**	**5 984**	**9 490**	**6 786**	
Total Undergraduate	8 582	5 353	8 730	6 034	S5
Total Postgraduate	719	631	760	752	
UG output by scarce skills	**2 209**	**2 269**	**2 312**	**2 636**	
Engineering	342	104	347	192	S6
Life and Physical Sciences	148	343	152	321	
Animal Sciences					
Human Health	305	287	308	355	
Initial Teacher Education	1 414	1 535	1 505	1 768	

ANALYSIS AND NOTES FOR THE SUCCESS TABLE: S1 – S5

S1: Overall Degree Credit Success Rate

The University achieved an overall degree credit success rate of 81%, surpassing the target of 80%. This consistent performance is the result of enhanced academic support systems, including early warning mechanisms, academic advising, and targeted interventions to promote student success. The outcome demonstrates the institution's progress in improving teaching and learning results at a systemic level.

S2: Undergraduate Degree Credit Success

Undergraduate success rates have reached 87%, significantly exceeding the target of 81%. This strong performance suggests that interventions aimed at undergraduates, such as improved tutorial support, aligned curricula, and organised student engagement initiatives, are producing positive results. The consistency of this performance further reinforces the effectiveness of institutional strategies designed to enhance student progression and reduce failure rates.

S3: Postgraduate Degree Credit Success

Postgraduate success rates remain a significant concern. The University recorded a success rate of 35%, falling short of the 65% target. This represents only a slight improvement on 33% in 2024. The notable gap highlights ongoing structural challenges in postgraduate education, including limited supervisory capacity, extended completion timelines, and varying levels of student preparedness. To address these challenges, targeted interventions are necessary, particularly to enhance postgraduate support systems and improve supervisory frameworks.

S4: Success Rates by Field of Study

Performance across major fields of study highlights both strengths and areas needing improvement:

- Science, Engineering, and Technology (SET): Achieved 72%, below the target of 78%.
- Business and Commerce: Achieved 79%, exceeding the target of 76%.
- Education: Achieved 91%, significantly surpassing the target of 85%.
- Other Humanities: Achieved 83%, slightly exceeding the target of 82%.

The under performance in the SET is concerning given its strategic importance to both national and institutional priorities. In contrast, the strong performance in Education and Commerce reflects effective programme delivery and student support in these areas. These variations emphasise the need for targeted interventions specific to each faculty to enhance academic outcomes.

S5: Graduate Output

In 2025, the University produced a total of 6 786 graduates, comprising 6 034 undergraduates and 752 postgraduates. Although this total fell short of the overall target of 9 490 graduates, the number of postgraduates was close to its target of 760, indicating continued growth in advanced-level qualifications.
The shortfall in undergraduate graduates is primarily attributable to constraints such as historical enrolment patterns, progression challenges, and cohort dynamics. It is vital to improve undergraduate throughput to enhance overall graduate output.

S6: Graduates in Scarce Skills Areas

The University has exceeded its target for graduates in critical skills areas, producing 2 636 graduates, which surpasses the target of 2 312. This achievement highlights a strong alignment with national development priorities and emphasises the University's role in addressing essential skills shortages.

Notable outputs include:
- Engineering: 192 graduates
- Life and Physical Sciences: 321 graduates
- Human Health: 355 graduates
- Initial Teacher Education: 1 768 graduates

The growth in these areas reflects a deliberate focus on priority programmes and reinforces the University's contribution to socio-economic development.

1.3.3. Effectiveness and Efficiency

The Effectiveness and Efficiency performance area evaluates the University's institutional capacity to deliver quality teaching, learning, and research outcomes. It focuses on key indicators relating to academic staffing, staff qualifications, and student-to-staff ratios, which collectively determine the University's ability to provide a supportive and effective learning environment.

These indicators are critical in assessing whether the University is optimally resourced to sustain student success, expand postgraduate education, and enhance research productivity.

Key Performance Indicator	2024 Target	2024 Actual	2025 Target	2025 Actual	Notes
Headcount permanent Instr/Res staff	920	962	920	964	E1
FTEs Instr/Res staff	895	967	900	932	E2
% Instr/Res staff with Doctoral degrees	29%	33%	29%	31%	E3
% Instr/Res staff with Master's degrees	45%	44%	48%	46%	E4
Number of nGap staff	5	0	5	5	E5
FTE ratio of students to staff	30.9	27.7	31.6	30.2	E6

ANALYSIS AND NOTES FOR THE EFFECTIVENESS AND EFFICIENCY TABLE: E1 – E6

E1: Headcount of Permanent Instructional and Research Staff

The University reported a total of 964 permanent instructional and research staff, exceeding the target of 920. This increase demonstrates a strengthening of academic staff capacity, enabling the University to better fulfil its teaching and research mandate. Continued growth in staff numbers contributes positively to institutional stability and programme delivery.

E2: Full-Time Equivalent (FTE) Instructional and Research Staff

The University achieved 932 full-time equivalent (FTE) instructional and research staff, surpassing the target of 900. This indicates that staffing capacity is not only adequate in numbers but also translates effectively into active academic engagement. This level of staffing supports both undergraduate teaching and the growing demands of postgraduate supervision.

E3: Staff with Doctoral Qualifications

The proportion of instructional and research staff with doctoral degrees has reached 31%, exceeding the target of 29%. This improvement reflects ongoing efforts to enhance academic qualifications and strengthen the University's research profile. Increasing the number of doctoral staff is particularly important for supporting postgraduate supervision and improving research outputs.

E4: Staff with Master's Qualifications

The University reports that 46% of its academic staff hold Master's degrees, slightly below the 2025 target of 48%.

Although this is a small shortfall, it indicates a continuing need to prioritise staff development and the pursuit of higher qualifications. Enhancing staff qualifications is crucial for improving teaching quality and fostering academic advancement.

E5: New Generation of Academics Programme (nGAP)

The University successfully achieved its goal of making five nGAP appointments in 2025. This achievement supports long-term academic sustainability by fostering emerging scholars and strengthening the academic pipeline. The programme is a vital tool for promoting transformation and building capacity within the academic workforce.

E6: Student-to-Staff Ratio (FTE Basis)

The University has achieved a student-to-staff ratio of 30.6, which is better than the target of 31.6. This improvement indicates a more favourable teaching and learning environment, enabling more effective student engagement and academic support. A lower ratio enhances the University's ability to offer personalised learning experiences and contributes positively to student success.

1.3.4. Research and Innovation

The Research and Innovation performance area evaluates the University's contribution to knowledge creation, scholarly productivity, and postgraduate research development. It assesses performance using key indicators such as publication outputs, research productivity per academic staff member, and postgraduate research outputs at Master's and Doctoral levels.

These indicators are central to positioning the University as a research-active institution and reflect its capacity to generate impactful knowledge, strengthen its academic reputation, and contribute to national and global development priorities.

Key Performance Indicator	2024		2025		Notes
	Target	Actual	Target	Actual	
Publication units	320	583.81	352	1 073.40	R1
Publication units per Instructional /Res staff	0.34	0.61	0.36	1.11	R2
Research Master's graduates	40	76	50	128	R3
Doctoral graduates	17	17	18	32	R4

ANALYSIS AND NOTES FOR THE RESEARCH AND INNOVATION TABLE: R1 – R4

R1 Publication Units

The University achieved 1073.40 publication units, significantly exceeding the target of 352 by 205.5%. This marks a considerable increase from the 583.81 units recorded in 2024, demonstrating strong growth in research output.
This performance reflects the development of a mature research culture within the University, supported by enhanced research support mechanisms, greater staff participation in research, and targeted initiatives to boost scholarly productivity.

R2 Publication Units per Instructional and Research Staff

Research productivity per academic staff member improved markedly, with the University achieving 1.11 publication units per staff member against a target of 0.36. This represents a substantial increase from the 2024 performance of 0.61.

This outcome reflects not only increased research output but also improved efficiency in research production across the academic workforce. It demonstrates that research activity is becoming more embedded within the academic enterprise, rather than concentrated among a limited group of researchers.

R3 Research Master's Graduates

The University produced 128 research Master's graduates, significantly exceeding the target of 50 by 156%. This represents a marked improvement from the 76 graduates recorded in 2024.

The strong performance at this level reflects the University's strategic emphasis on expanding postgraduate education

and strengthening research-based qualifications. It also signals improved progression and completion rates within research Master's programmes.

R4 Doctoral Graduates

The University produced 32 doctoral graduates, exceeding the target of 18 by approximately 78%. This represents a significant increase from the 17 doctoral graduates reported in 2024.

This performance highlights a strengthening doctoral pipeline and reflects enhanced supervisory capacity, improved research support structures, and a growing emphasis on high-level knowledge production.



Section 2: Governance Reports



2.1 COUNCIL AND COUNCIL COMMITTEES' GOVERNANCE REPORT

The Council of iYunivesithi Walter Sisulu continued to provide strategic leadership and governance oversight during the 2025 reporting period, in accordance with the Higher Education Act 101 of 1997 and the iYunivesithi Walter Sisulu Statute. The Council remained committed to promoting ethical governance, institutional accountability, transparency, and long-term sustainability in support of the University's strategic objectives and transformation agenda.

The Council exercised oversight over several key areas, including:

- Institutional strategy and performance
- Financial sustainability
- Governance and policy frameworks
- Academic and research oversight
- Risk management and compliance
- Institutional transformation and development initiatives

The Council's governance structure reflects a balanced and inclusive model. It comprises both internal and external representations. The Council consists of 21 members: 13 external members drawn from sectors such as law, commerce, finance, higher education, governance, health sciences, and industry, along with 8 internal members representing executive management, the Senate, staff, and student leadership structures.

This diverse composition allows the Council to draw on a wide range of expertise and perspectives while ensuring alignment between institutional priorities and the broader expectations of society and various sectors.

Council Committees and Governance Oversight

The Council continued to fulfil its governance responsibilities through a structured committee system to enhance institutional oversight, accountability, and informed decision-making.

The Council Committees offered oversight and guidance in various areas, including:

- Audit and Risk Management
- Human Resources and Remuneration
- Finance and Infrastructure
- Governance and Nominations
- Teaching and Learning
- Research and Innovation
- Institutional Transformation and Ethics

This committee structure enabled thorough review and monitoring of strategic, operational, academic, financial, and governance matters before they were presented to the Council for consideration and approval.

Through this governance framework, the Council made significant strides in strengthening:

- Institutional accountability
- Governance effectiveness
- Regulatory compliance
- Strategic oversight
- Institutional sustainability

Strategic Governance and Institutional Leadership

During the reporting period, the Council provided oversight and strategic direction for several institutional priorities to enhance the University's long-term positioning, sustainability, and transformation. Specific areas of emphasis included:

- Institutional strategic repositioning
- Strengthening governance and policy
- Ensuring financial sustainability and risk oversight
- Promoting institutional renewal and transformation
- Planning for leadership continuity and succession
- Advancing digital transformation and innovation
- Developing infrastructure and modernising the institution

Additionally, the Council oversaw strategic initiatives to bolster the academic mission, foster postgraduate growth, advance research, enhance community engagement, and promote internationalisation.

A significant governance milestone during this period was the Council's unanimous approval of Prof Thandi Mgwebi's appointment as Vice-Chancellor and Principal of iYunivesithi Walter Sisulu, effective January 1, 2026. The Council acknowledged the transparent and consultative nature of the recruitment and selection process, which benefited from support from both the

Senate and the Institutional Forum.

This appointment represents a crucial step toward ensuring leadership continuity and advancing the University's long-term strategic goals.

Governance Effectiveness and Institutional Accountability

During the reporting period, the Council consistently demonstrated its commitment to:

- Ethical and transparent governance
- Participatory decision-making
- Strengthening institutional governance systems
- Supporting institutional stability
- Advancing the University's transformation agenda

The Council's oversight played a significant role in maintaining continuity of governance during a period marked by institutional renewal, strategic repositioning, infrastructure development, and organisational transformation.

The year under review further highlighted the Council's dedication to establishing iYunivesithi Walter Sisulu as a modern, digitally enabled, socially responsible, and impactful African university.

The 2025 reporting period demonstrated continuous improvement in governance effectiveness, strategic oversight, and institutional leadership at iYunivesithi Walter Sisulu.

Through effective governance structures, diverse expertise, and enhanced committee oversight, the Council has advanced the University's long-term sustainability, transformation, and strategic goals.

The Council remains dedicated to promoting ethical governance, accountability, institutional excellence, and transformative leadership to support the University's mission and long-term development strategy.

2.1.1. Council Composition

External Council Members

	Name	Nature Of Appointment	Brief Profile
	PROF. ADV. T. NGCUKAITOBI SC (CHAIRPERSON)	Convocation Representative	Senior Counsel specialising in constitutional, labour, competition, and land law. Holds qualifications from iYunivesithi Walter Sisulu, Rhodes University, the London School of Economics, and Stellenbosch Business School.
	MRS F.L. LAMOLA (DEPUTY CHAIRPERSON)	Council Appointee	Chief Operations Officer at the South African Institute of Chartered Accountants (SAICA) with expertise in finance, governance, and corporate leadership. Chartered Accountant (SA).
	MR L. FUZILE	Council Appointee:	Chief Executive of Standard Bank South Africa and former Director-General of the National Treasury. Economist with extensive experience in public finance and banking.
	MR V. JARANA	Council Appointee	Business executive and former CEO of South African Airways and Vodacom Group. Current Chairperson of the CSIR Council with expertise in business strategy and governance.
	JUDGE L. FLATELA	Council Appointee	Judge of the Land Claims Court with extensive legal and judicial experience, including service as an attorney, conveyancer, senior state attorney, and acting judge in various High Court divisions. She holds a BProc from iYunivesithi Walter Sisulu and an LLM from UNISA.
	MS N.Y. TYAMZASHE	Ministerial Appointee	Human Resources executive at Transnet SOC Ltd with over two decades of experience in human capital management and organisational development.

	JUDGE S.M. MBENENGE	Ministerial Appointee	Judge President of the Eastern Cape Division of the High Court with extensive expertise in law, governance, and judicial administration.
	DR M.M. TEBELELE	Ministerial Appointee	Medical practitioner and healthcare leader with expertise in leadership and health systems management. Holds an MBA in Leadership from the University of Liverpool.
	MR T. BONAKELE	Ministerial Appointee	Chairperson of the Small Enterprise Finance Agency (SEFA) and former Commissioner of the Competition Commission of South Africa. Specialist in competition law and economic regulation.
	MR S. KOU	Ministerial Appointee	Managing Director of Isao Consulting with expertise in civil engineering, infrastructure development, and project management.
	DR L.X. MANTASHE	Convocation Representative	Academic and lecturer with expertise in education policy, leadership, and higher education management. Holds a PhD in Education from the University of Fort Hare.
	MR X.V. NJIKELANA	Donor Representative designated by the Advancement Office	Chief Operating Officer at the Mining Qualifications Authority. Holds BCom and BCom Honours degrees from the University of Fort Hare, a Higher Diploma in Education, an Advanced Programme in Project Management, and a Master's in Business Leadership from UNISA.
	MR M.T.G. MATYOBENI	Donor Representative designated by the Advancement Office	Regional Manager at the Wholesale and Retail Sector Education and Training Authority (W&RSETA), Eastern Cape. Holds qualifications in Business Economics, Economics, Auditing, and Business Management.

Internal Council Members

	Name	Nature Of Appointment	Brief Profile
	PROF. R.S. SONGCA	Vice-Chancellor and Principal	Higher education leader and researcher with extensive experience in academic leadership, research management, internationalisation, legal sciences diplomacy, and institutional leadership.
	PROF. M.J. LININGTON	Deputy Vice-Chancellor: Teaching and Learning	Academic leader and researcher in agricultural sciences and higher education management with extensive experience in teaching, curriculum development, and academic leadership.
	PROF. W.W. CHITHA	Senate Representative	Executive Dean of the Faculty of Medicine and Health Sciences and President of the Health Professions Council of South Africa (HPCSA). Specialist in public health and health economics.
	PROF. B. NGUZA-MDUBA	Senate Representative	Executive Dean of the Faculty of Management and Public Administration Sciences and Health Economics, with extensive experience in teaching, curriculum development, and academic leadership
	MR M. ZOKO	Non-Senate Academic Employee Representative	Academic staff representative serving on Council.

	MR M.E. NONGADLELA	Non-Senate Non-Academic Employee Representative	Information Technology professional and laboratory technician representing support staff interests on Council.
	MS B. MADIKIZELA	ISRC President	Student representative and President of the Institutional Student Representative Council (ISRC).
	MR S. MDINGI	ISRC Secretary-General	Student leader serving as Secretary-General of the Institutional Student Representative Council (ISRC).

Secretary to Council

	Name	Role	Brief Profile
	DR L. NTONZIMA	Registrar and Secretary to Council	Responsible for governance administration, Council support, academic administration, and institutional regulatory compliance. Holds qualifications in Public Management and Administration.

2.1.2. Meetings of Council and Attendance

Ordinary Meetings of Council

Ordinary / Special Meeting(s)	Date	Attendance (%)
Special Meeting	28 February 2025	90%
First Ordinary Meeting	11 April 2025	95%
Special Meeting	28 April 2025	90%
Special Meeting	16 May 2025	86%
Second Ordinary Meeting	01 August 2025	90%
Special Meeting	11 August 2025	100%
Special Meeting	21 October 2025	86%
Third Ordinary Meeting	28 November 2025	90%
Overall Council Attendance		**92%**

Governance Workshops

Workshop(s)	Date	Attendance (%)
Special Meeting	28 February 2025	90%

Attendance of the Council

	iYUNIVESITHI WALTER SISULU COUNCIL – 2025										
	Name	28 Feb Gov. w/ shp	28 Feb (special)	11 April	28 April (special)	16 May (special)	01 Aug.	11 Aug. (special)	21 Oct. (special)	28 Nov.	Percentage
External Council members											
01	Adv. T Ngcukaitobi	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**100%**
02	Ms FL Lamola	**P**	**P**	**P**	**P**	**AP**	**P**	**P**	**P**	**P**	**89%**
03	Ms NY Tyamzashe	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**100%**
04	Judge SM Mbenenge	**P**	**P**	**AP**	**AP**	**P**	**P**	**P**	**AP**	**P**	**67%**
05	Dr MM Tebelele	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**100%**
06	Mr T Bonakele	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**100%**

07	Mr S Kou	P	P	P	P	P	P	P	P	P	100%
08	Mr XV Njikelana	P	P	P	P	P	P	P	P	P	80%
09	Mr MTG Matyobeni	P	P	P	P	P	P	P	P	P	100%
10	Mr V Jarana	AP	AP	P	P	AP	P	P	P	P	67%
11	Mr L Fuzile	AP	AP	P	P	P	AP	P	P	P	67%
12	Dr LX Mantashe	P	P	P	P	AP	P	P	P	P	89%
13	Judge L Flatela	P	P	P	P	P	P	P	P	P	100%
Internal Council members											
14	Prof RN Songca	P	P	P	P	P	P	P	AP	P	89%
15	Prof MJ Linington	P	P	P	AP	P	P	P	P	P	89%
16	Prof B Nguza-Mduba	P	P	P	P	P	P	P	P	P	100%
17	Prof WW Chitha	P	P	P	P	P	P	P	AP	AP	78%
18	Mr ME Nongadlela	P	P	P	P	P	P	P	P	P	100%
19	Dr A Mngeni/ Mr M Zoko*	P	P	P	P	AP	P	-	P	P	78%
20	Ms B Madikizela /Mr M Abenta*	P	P	P	p	P	AP	P	P	P	89%
21	Mr S M Mdingi / Ms L Malikene*	P	P	P	P	P	P	P	P	P	100%
Secretary to Council											
01	Dr L Ntonzima	P	P	P	P	P	P	P	P	P	100%
Key Word / RAG Notes		P= Present AP= Apology * - office replacements during the calendar year									

2.1.3. Significant Council Resolutions for 2025

In 2025, the iYunivesithi Walter Sisulu Council played a crucial role in the University's governance and strategic direction, adopting various resolutions to advance progress and ensure effective stewardship.

Key Council resolutions during 2025 included:

Resolution	Approval Detail
Establishment of the Artificial Intelligence Centre	Council approved the establishment of the iYunivesithi Walter Sisulu Artificial Intelligence Centre, including the associated proposal outlining the Centre's institutional configuration and its phased implementation over a five-year period.
Rebranding Project	Council approved the institutional Rebranding Project Plan to support the University's institutional repositioning and identity renewal.
Approval of Honorary Degree Nominees	Council approved the conferment of Honorary Degrees on Mr Lesetja Kganyago and on Professor David Mugwanya (posthumously).
Appointment of Executive Managers	The Council approved the appointment of the Deputy Vice-Chancellor: Institutional Support and Development.
Contract Renewal: Senior Director Marketing and Communication	Council approved the renewal of the contract for the Senior Director: Marketing and Communication for a further five-year term.
Recruitment and Appointment of the Vice-Chancellor and Principal	The Council unanimously approved the appointment of Prof Thandi Mgwebi as Vice-Chancellor and Principal of iYunivesithi Walter Sisulu for a five-year term, effective 1 January 2026.

These resolutions significantly contributed to:

- Strengthening governance continuity
- Enhancing executive leadership capacity
- Advancing institutional transformation
- Supporting digital transformation and innovation
- Strengthening institutional identity and positioning
- Enhancing long-term institutional sustainability

2.1.4. Council Committees

The Council fulfils part of its governance responsibilities through established committees that provide oversight, thorough examination of issues, and recommendations to the Council. These committees enhance the effectiveness of governance by ensuring that specialised areas—such as executive governance, human resources, finance, infrastructure, audit, risk, and compliance—receive the necessary attention before matters are presented for Council decision-making.

During the 2025 reporting period, the following Council Committees assisted the Council in carrying out its oversight responsibilities:

Council Committee	Abbreviation	Chairperson	Core Governance Focus
Executive Committee of Council	ECC	Prof. Adv. T. Ngcukaitobi SC	Provides executive oversight on urgent and strategic matters between ordinary Council meetings and supports the effective coordination of Council business.
Human Resource Committee of Council	HRCC	Ms N.Y. Tyamzashe	Oversees human capital matters, including staffing, employment equity, organisational development, labour relations, and workforce sustainability.
Physical Planning and Infrastructure Committee of Council	PPICC	Mr S. Kou	Provides oversight of infrastructure planning, capital projects, campus development, facilities, and long-term physical resource planning.
Finance Committee of Council	FCC	Mrs F.L. Lamola	Oversees financial planning, budgeting, financial sustainability, resource allocation, and financial governance.
Audit, Risk and Compliance Committee of Council	ARCCC	Mr V. Jarana	Provides oversight on audit, risk management, compliance, internal controls, governance assurance, and institutional accountability.

The committee system enabled Council to strengthen oversight over key institutional risks, strategic priorities, resource management, infrastructure development, financial sustainability, and governance compliance.

Through these committees, Council continued to ensure that matters requiring its approval underwent detailed review, technical scrutiny, and appropriate governance processes. This contributed to improved decision-making, strengthened accountability, and enhanced institutional governance during the 2025 reporting period.

2.1.5. Council Committees' Meetings and Attendance

Executive Committee of Council

#	Executive Committee of Council - 2025										
	Dates	21 Feb	23 March (sp)	16 Apr (sp)	30 May (sp)	21 June (sp)	24 June (sp)	28 June (sp)	05 Aug (sp)	22 Aug (sp)	Percentage
External Council Members											
01	Adv. T Ngcukaitobi (Chairperson)	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**100%**
02	Ms FL Lamola (FCC Chair)	**P**	**P**	**P**	**AP**	**P**	**AP**	**P**	**P**	**P**	**78%**
03	Ms NY Tyamzashe (HRCC Chair)	**P**	**P**	**AP**	**P**	**P**	**P**	**P**	**P**	**P**	**89%**
04	Mr V Jarana (ARCCC Chair)	**P**	**P**	**P**	**AP**	**P**	**AP**	**P**	**P**	**P**	**78%**
05	Mr S Kou (PPICC Chair)	**P**	**AP**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**89%**
Internal Council Members											
06	Prof RN Songca (VC)	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**100%**
07	Prof MJ Linington (DVC: T&L)	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**P**	**100%**

Secretary to Council											
01	Dr L Ntonzima	P	P	P	P	P	P	P	P	P	100%
KEY WORDS:		P = Present AP = Apology sp = special									

Audit, Risk and Compliance Committee of Council

#	Audit, Risk and Compliance Committee of Council - 2025							
	Name	01 April 2025	25 June 2025 Joint with the FCC	27 June 2025 Joint with the FCC	18 July 2025	25 Sept. 2025 Risk W/ Shop	26 November 2025	Percentage
External members								
01	Mr V Jarana (Chairperson)	P	P	P	P	P	P	100%
02	Mr L Fuzile	P	P	AP	P	AP	P	67%
03	Dr MM Tebelele	AP	P	P	P	P	AP	67%
04	Mr XV Njikelana	P	P	AP	P	P	P	83%
05	Mr S Ngqwala Co-Opted	P	P	P	P	P	P	100%
Internal members								
06	Prof RN Songca	AP	P	P	P	p	AP	75%
07	Prof MJ Linington	P	P	AP	P	p	P	75%
08	Mr ME Nongadlela	AP	AP	AP	AP	AP	P	0%
09	Prof B Nguza-Mduba	P	P	AP	AP	P	P	75%
Secretary to Council								
01	Dr L Ntonzima	P	P	p	P	P	P	100%
KEY WORDS		P= Present AP= Apology						

Physical Planning and Infrastructure Committee of Council

#	Physical Planning and Infrastructure Committee of Council - 2025					
	Dates	27 March	22 July	31 Oct	06 Nov (special)	Percentage
External Council Members						
01	Mr S Kou (Chairperson)	P	P	P	P	100%
02	Mr MTG Matyobeni	P	P	P	P	100%
03	Mr T Bonakele	P	P	P	P	100%
04	Dr LX Mantashe	P	P	P	P	100%
05	Mr R Gilfillan (External Expert co-opted)	P	P	AP	AP	50%
Internal Council Members						
06	Prof RN Songca (VC)	P	AP	P	AP	50%
07	Prof MJ Linington	AP	P	P	AP	50%
08	Dr A Mngeni / Mr M Zoko*	AP	P	P	P	75%
09	Ms B Madikizela / *Mr M Abenta	AP	P	P	AP	50%
Secretary to Council						
01	Dr L Ntonzima	P	P	P	P	100%
KEY WORDS Notes		P= Present AP= Apology * office replacements during the calendar year				

Finance Committee of Council

#	Finance Committee of Council - 2025						
	Dates	05 March	14 May	11 July Sustainability W/ shop	14 Aug	17 Nov	Percentage
External Council Members							
01	Ms FL Lamola (Chair)	**P**	**AP**	**P**	**P**	**P**	**80%**
02	Mr V Jarana	**AP**	**P**	**P**	**P**	**P**	**80%**
03	Mr S Kou	**P**	**P**	**P**	**P**	**P**	**100%**
04	Ms T Cumming (Co Opted)	**P**	**P**	**AP**	**AP**	**AP**	**40%**
05	Mr T de Beer (Co-Opted)	**P**	**P**	**AP**	**P**	**P**	**80%**
Internal Council Members							
07	Prof RN Songca (VC)	**P**	**AP**	**P**	**P**	**P**	**80%**
08	Prof MJ Linington	**P**	**P**	**AP**	**P**	**P**	**80%**
09	Prof B Nguza-Mduba	**P**	**P**	**AP**	**P**	**P**	**80%**
10	Ms B Madikizela	**P**	**P**	**AP**	**AP**	**N/A**	**40%**
Secretary to Council							
01	Dr L Ntonzima	**P**	**P**	**P**	**P**	**P**	**100%**
KEY WORDS		P= Present AP= Apology N/A = No longer a member / Not yet a member					

Human Resource Committee of Council

#	Human Resource Committee of Council - 2025				
	Dates	14 March	17 July	05 Nov	Percentage
External Council Members					
01	Ms NY Tyamzashe (Chairperson)	**P**	**P**	**p**	**100%**
02	Mr T Bonakele	**AP**	**P**	**P**	**67%**
03	Dr LX Mantashe	**P**	**P**	**p**	**100%**
04	Mr XV Njikelana	**N/A**	**P**	**P**	**67%**
Internal Council Members					
05	Prof RN Songca (VC)	**P**	**P**	**AP**	**67%**
06	Prof MJ Linington DVC: T&L	**P**	**P**	**P**	**100%**
07	Prof WW Chitha	**P**	**P**	**AP**	**67%**
08	Prof B Nguza-Mduba	**P**	**P**	**P**	**100%**
Secretary to Council					
01	Dr L Ntonzima	**P**	**P**	**p**	**100%**
KEY WORDS		P= Present AP= Apology N/A = Not yet a member			



2.2 INSTITUTIONAL FORUM (IF) REPORT



Mr Sandiso Mbongo
Chairperson

The Institutional Forum (IF) continued to fulfil its statutory advisory role to Council during the 2025 reporting period by providing input on institutional transformation, governance, policy development, stakeholder engagement, leadership matters, and institutional culture. The Forum served as an important consultative platform through which key constituencies contributed to matters affecting the strategic direction and transformation agenda of the University.

The newly constituted Institutional Forum was led by Mr Sandiso Mbongo, elected Chairperson, and Professor Thobeka Ncanywa, elected Deputy Chairperson, in November 2025. The election followed the approval of the new Institutional Statute and the constitution of the new IF structure.

During the year under review, the Institutional Forum convened ordinary and special meetings to consider matters referred to it for consultation and advice. These engagements reflected the Forum's commitment to participatory governance, institutional accountability, stakeholder inclusion, transformation, and the strengthening of institutional cohesion.

Institutional Rebranding Consultation

At its ordinary meeting held on 1 April 2025, the Institutional Forum considered the University's institutional rebranding proposal and provided advice to Management for further refinement before submission to Council.

The Forum supported the broader intent of the rebranding exercise but emphasised that the process should be historically grounded, culturally meaningful, financially responsible, and consultative. Among the key recommendations, the IF advised that the proposed colour palette should be clearly explained, including the symbolism and meaning of each colour. Members further expressed a preference for selected design concepts but cautioned that trademark and brand identity assessments should be conducted to avoid similarity to existing brands.

The Forum also recommended retaining elements of the institutional legacy, including the three dots from the existing logo and the institutional slogan, "In Pursuit of Excellence." The IF further advised that the correct isiXhosa terminology for "university" be confirmed and that the Xhamela concept be incorporated into the rebranding process. In addition, the Forum recommended that educational and heritage tours be undertaken in parallel with the rebranding exercise to deepen stakeholder understanding and institutional ownership.

The Forum also requested that detailed budget implications and visual mock-ups be presented, including how the new identity would appear on certificates, academic regalia, blazers, clothing, merchandise, and communication materials. The Forum further advised that a new graduation song be developed as part of the rebranding initiative.

Institutional Transformation and Governance Inputs

The Institutional Forum provided input into the Terms of Reference of the Institutional Transformation Committee. The Forum recommended that the Committee's composition be strengthened by including a Quality Assurance representative and the Registrar. It further advised that the Vice-Chancellor should not be listed as a member of the Committee, given that the Committee should serve in an advisory capacity to the Vice-Chancellor.

The IF also recommended that the Terms of Reference provide for designated alternates, align meeting

procedures with the relevant Standard Operating Procedures, and reference the University's Round Robin Policy where applicable. The Forum resolved that Mr F. Mantiyane and Professor T. Mpiti serve as IF representatives on the Institutional Transformation Committee.

Policy Consultation and Advisory Inputs

During the reporting period, the Institutional Forum considered several policy matters and provided advisory input to strengthen institutional responsiveness, accountability, and consistency in policy implementation.

In relation to the Management of Deceased Students Policy, the Forum advised that the policy should clearly outline procedures for notifying families, including the responsible office, sequence of communication, circumstances under which notification should occur, and preferred communication methods. The IF further recommended that, where families reside in the Eastern Cape, notification should, where practical, be done in person by designated University representatives.

The Forum also advised that the policy should address the treatment of outstanding fees, credits, refunds, and other financial obligations. It further recommended that Council determine and approve the amount payable under the insurance benefit framework, and that appropriate governance mechanisms be established to ensure transparency, consistency, and accountability in the administration of insurance-related benefits.

The Missing Persons Policy was supported for implementation as presented.

The Forum also considered the Use of "Professor" as a Working Title for Senior Leadership Policy during a special meeting held on 26 November 2025. The IF advised that consistency in policy language should be improved and that the term Associate Professor should be included and clearly defined. The Forum further clarified that both the Senate and the IF should be consulted on policies where required, but not be positioned as approving or endorsing structures unless this is explicitly provided for. Subject to these corrections, the Forum supported the immediate implementation of the policy.

Advice on Student Affairs Representation at Council

At a special meeting convened on 23 July 2025, the Institutional Forum recommended that the Executive Director, Student Affairs, be included as a member of the Council. The recommendation was informed by concerns about communication gaps, limited synergy among governance structures, and insufficient information flow on student-related matters.

The IF expressed the view that direct representation of Student Affairs at the Council level would strengthen communication of student concerns, improve the Council's understanding of student priorities, enhance responsiveness to student needs, and contribute to a more stable institutional environment.

Advice on Vice-Chancellor Contract Renewal

The Institutional Forum convened a special meeting on 6 August 2025 to consider the consultation initiated by the Executive Appointment and Contract Renewal Committee of Council regarding the contract renewal of the Vice-Chancellor and Principal.

The Forum acknowledged progress made in the academic enterprise and improvements in research during the Vice-Chancellor's tenure. However, the IF also noted concerns identified during the review process, including shortcomings in key performance areas, including student unrest, crisis management, stakeholder engagement, fundraising, and public relations.

Following deliberation, the Institutional Forum supported the findings and recommendations presented by the Council Committee. The IF further commended the process for observing substantive and procedural fairness and supported the recommendation that the Vice-Chancellor's contract not be renewed for a further term.

Advice on the Appointment of the Vice-Chancellor and Principal

On 21 October 2025, the Institutional Forum convened a special meeting to deliberate on the consultation initiated by the Executive Appointment Committee of Council regarding the appointment of the Vice-Chancellor and Principal.

The IF acknowledged and commended the transparent and publicly visible recruitment process, including the use of public interviews. The Forum supported Council's decision to appoint Prof Thandi Mgwebi as the next Vice-Chancellor and Principal of iYunivesithi Walter Sisulu, with effect from 1 January 2026.

The Forum noted Prof Mgwebi's strengths in academic leadership, fundraising, strategic leadership, stakeholder engagement, and research infrastructure development. The IF also supported the planned institutional and campus roadshows scheduled for November and December 2025 to ensure a smooth leadership transition.

Representation and Gender Equity within the Institutional Forum

At its ordinary meeting of 6 November 2025, the newly constituted Institutional Forum raised concern regarding gender representation within the Forum. The IF noted that the structure comprised 19 members, of whom 17 were male and only 2 were female.

Although recognising that there is no legal obligation prescribing gender balance in nominations to the IF, the Forum expressed concern that the current composition was not aligned with the University's transformation aspirations. It recommended that communication be sent to structures represented by male-only delegations, encouraging them to consider gender equity in future nominations.

The Forum framed this matter as one of moral responsibility, social consciousness, and commitment to redressing historical imbalances in institutional representation.

Walter Sisulu Day

The Institutional Forum proposed the establishment of an annual Walter Sisulu Day to commemorate the heritage, legacy, achievements, and historic contribution of Tatu Walter Sisulu. The proposal was approved by Council.

The day is to be observed annually on 18 May, the birth date of Walter Sisulu, as a day of hope, unity, and institutional reflection. The IF recommended that Walter Sisulu Day be incorporated into the University calendar and recognised by the University community through institutional activities involving all structures.

Policy Review and Implementation Concerns

The Institutional Forum raised concerns regarding policies approved under emergency conditions without broad consultation, including the Policy on Balaclavas and the Work-Integrated Learning Policy. The Forum recommended that Council encourage Management to ensure broader consultation where policies have direct implications for students and institutional stakeholders.

The IF further raised concerns regarding the inconsistent implementation of existing policies. In particular, the Forum highlighted the need to strengthen the implementation of the Policy on People Living with Disabilities, noting ongoing gaps in special transport and reasonable accommodation for students who are partially deaf or partially sighted.

The Forum also recommended improved communication and implementation of the Policy on Policies to ensure that all departments responsible for policy development and review follow consistent institutional processes.

Proposed New Policies and Organisational Review Matters

The Institutional Forum proposed developing a Student Grievance Policy to provide a clearer framework for students to raise academic and non-academic concerns affecting their student experience. The IF noted that while Student Affairs had developed a Standard Operating Procedure, a more formal policy framework was required to strengthen student voice and institutional responsiveness.

The Forum also proposed developing a Consequence Management Policy to address negligence, non-compliance, and insubordination and to promote accountability across the institution.

In addition, the IF advised Council to encourage Management to convene the Naming Committee for University buildings and to establish clear processes and timelines for implementing naming decisions.

The Forum also made organisational review proposals relating to the repositioning of the Directorate of Learning and Teaching and the Sport Department. The IF recommended that the Directorate of Learning and Teaching be consolidated under a single reporting line to strengthen academic development, student access, retention, and success interventions. It further recommended that the Sport Department be repositioned under Student Affairs or the Office of the DVC: Institutional Support and Development, given its role in co-curricular development and the student experience.

Conclusion

During 2025, the Institutional Forum played a meaningful advisory role in strengthening participatory governance, transformation, institutional culture, policy development, leadership transition, student representation, and stakeholder engagement. Its inputs contributed to several key institutional processes, including the rebranding initiative, Vice-Chancellor contract renewal consultation, appointment of the incoming Vice-Chancellor, policy development, transformation governance, and institutional culture matters.

The Forum's work during the reporting period reflected its statutory mandate as a consultative and advisory structure, and its continued commitment to advancing transformation, inclusivity, accountability, and institutional cohesion at iYunivesithi Walter Sisulu.

Attendance of the Institutional Forum

#		iYUNIVESITHI WALTER SISULU IF - 2025					
	Name	01 April	15 May special	09 June special	23 July special	06 Aug special	Percentage
External Members							
01	Dr MM Tebelele	P	AP	P	AP	P	60%
02	Mr MTG Matyobeni	AP	AP	P	AP	P	40%
Internal Members							
03	Mr S Mbongo	P	P	P	P	P	100%
04	Dr N Mtsi	P	AP	P	P	P	80%
05	Dr T Mpiti	P	P	P	P	P	100%
06	Mr S Mpambane	P	AP	-	-	-	
07	Prof T Ndlovu	P	AP	P	AP	P	60%
08	Prof T Ncanywa	P	P	P	AP	P	80%
09	Mr S Mtshawulana	AP	P	P	AP	P	60%
10	Mr. Y Tshazibana	P	P	P	P	P	100%
11	Ms TR Kalake	P	AP	P	P	P	80%
12	Mr X Buqa	P	AP	P	P	P	80%
13	Mr F Mantiyane	P	P	P	P	P	100%
14	Mrs. N. Mpondwana	P	P	P	P	P	100%
15	Mr L Majova	P	P	P	AP	P	80%
16	Ms T Breakfast	P	P	P	P	P	100%
17	Dr I Mohasoa	P	P	P	P	P	100%
18	Mr L Mbongo	P	AP	P	AP	P	60%
19	Mr S Cekiso	P	P	AP	AP	P	60%
20	Ms B Madikizela	P	AP	p	P	P	80%
KEY WORDS		P= Present AP= Apology N/A = NO longer a member/NOT yet a member					





2.3 CONVOCATION REPORT



Convocation is represented in two of the University's governance structures: Council and the Institutional Forum (IF). The Walter Sisulu Statute obligates us to promote the University's image and assist with fundraising. Walter Sisulu Convocation has been playing this role in governance through its strategic contributions and other practical, innovative initiatives.

Dr Lunga Mantashe
Chairperson

Governance

iYunivesithi Walter Sisulu Convocation (Convocation) continues to hold its Annual General Meetings every year in June/July in terms of the University calendar and statute. Moreover, it has chapters functioning as its committees in terms of the statute and its recently adopted constitution. In addition, Convocation regularly submits reports to Council, including the minutes of its AGM resolutions, as required by the University statute.

As a critical stakeholder, Convocation has continued to play an important role in shaping governance compliance. Due to its objective position, not being part of the University administration, it has been able to serve as a neutral, objective, and professional voice on matters of institutional culture and the correct adherence to principles of governance. At Council, Convocation continues to exercise oversight independently, professionally and impactfully. This effort has been successful and remains an ongoing responsibility in the life of Convocation.

Strategic Contributions and Specific Activities

- It has been at the centre of the establishment of an institutional Alumni Relations Office to drive alumni engagement with their alma mater. We are pleased to see the work of the office taking shape.
- Moreover, it has proposed innovative solutions that advance the interests of both the University and its alumni and Convocation. The result has been a recent successful proposal for a responsible, sustainable, and balanced debt repayment framework that promotes financial sustainability while helping Walter Sisulu graduates obtain their certificates.
- Convocation is also a strong voice for the expansion of the Komani Campus, the development of a new campus in Bizana and infrastructure development throughout the University.
- Key practical activities in which Convocation is involved include:
- Launch of four chapters in Gauteng, the Western Cape, the Eastern Cape, and KwaZulu-Natal. The chapters are helping to expand the search for University alumni and connect them with the University.
- Walter Sisulu Convocation Excellence Awards – this will be a historic initiative aimed at recognising and profiling members of Convocation engaged in work that creates social impact.
- Walter Sisulu Half Marathon – in 2026, much of this event will be sponsored by external companies.

- Hosting a national dialogue on student and graduate debt – this yielded a national conversation on the topic and led to the formation of the Association of University Convocations (AUC).
- Other strategic interventions of Convocation include:
- Nomination of Dr Nonkululeko Gobodo as Chancellor of Walter Sisulu.
- Nomination of Dr Lesetja Kganyago for an Honorary Doctorate in Education.
- Leading the newly formed Association of University Convocations in South Africa as of 7 March 2026.

All these are both strategic and promote the image of Walter Sisulu.

Conclusion

Convocation remains an important voice at Walter Sisulu, particularly in using its position to promote good governance, accountability, and strategic foresight on matters affecting the University's image, finances, and life.







Section 3: Risk Management

3.1. STATEMENT ON RISK MANAGEMENT

iYunivesithi Walter Sisulu recognises that risk management is a crucial component of good governance, effective administration, and responsible stewardship. The University maintains a structured risk management framework that identifies, assesses, monitors, and manages significant strategic and operational risks in support of its institutional objectives. The Council holds ultimate responsibility for risk governance and is assured that the framework provides appropriate oversight, accountability, and mitigation within approved tolerance levels.

The University is dedicated to a proactive, integrated approach to risk management, grounded in ethical leadership, effective internal controls, and continuous monitoring of internal and external environments. This approach treats risk management as a means to enhance sustainability, resilience, and institutional performance, rather than merely a compliance activity. By doing so, it supports the protection of the academic mission and the achievement of the University's strategic goals.

3.2. OVERVIEW AND RISK MANAGEMENT GOVERNANCE CONTEXT

The governance of risk at iYunivesithi Walter Sisulu is integrated within the broader statutory and institutional governance framework of the University. The Council oversees risk governance and fulfils this responsibility through its established governance structures, particularly the Audit, Risk, and Compliance Committee. This committee provides focused oversight on governance, compliance, risk management, and internal control matters. The framework is supported by the University's Institutional Statute, which provides the legal foundation for governance functions.

At the executive level, the Risk Management Committee, chaired by the Vice-Chancellor or their designated authority, leads institutional risk matters and promotes the integration of risk management throughout the University. The Risk Management Unit facilitates the implementation of risk management processes, which include risk identification, assessment, monitoring, and reporting. Through these structures, the University aims to ensure that risk governance is effectively integrated with strategic planning, performance oversight, and decision-making.

This governance approach aligns with the values and institutional aspirations outlined in the University's Strategic Plan for 2020–2030. These values include integrity, accountability, sustainability, fairness, and responsible leadership. Consequently, the University's risk governance arrangements serve both oversight and strategic roles in promoting institutional stability and long-term sustainability.

3.3. POLICY FRAMEWORK

The University's risk management framework is aligned with recognised governance and risk management standards, including ISO 31000 and the King IV Report on Corporate Governance. These standards guide the design and implementation of the University's risk governance processes and promote a consistent, disciplined, and institution-wide approach to managing risk, compliance, and internal control.

The policy framework is supported by approved institutional policies, control measures, and operational procedures to enhance governance and risk mitigation. Recent annual reports highlight key elements of the University's control environment, such as the ICT Governance Framework, ICT Change Management, ICT Security measures, and the ICT Disaster Recovery Plan. Together, these instruments ensure business continuity, information integrity, and operational

resilience.

Additionally, the framework is strengthened by mechanisms that promote ethical conduct, transparency, and accountability. The University has established whistleblowing and fraud reporting channels to support the confidential reporting of suspected misconduct, fraud, corruption, and related irregularities. These arrangements bolster the integrity of the control environment and affirm the University's commitment to lawful, ethical, and responsible conduct.

3.4. MANAGEMENT OF RISK

Management is responsible for daily risk management implementation and for ensuring risk considerations are integrated into planning, operations, budgeting, project execution, and performance monitoring. The University maintains an Institutional Strategic Risk Register, which serves as the primary tool for recording significant risks, assigning risk ownership, and tracking mitigation actions. This register is reviewed periodically to ensure it remains responsive to the changing institutional and external environment.

In fulfilling this responsibility, management monitors a variety of strategic and operational risks that may affect the achievement of institutional objectives. These risks include, but are not limited to, financial sustainability, regulatory compliance, information security, infrastructure demands, stakeholder relations, academic quality, campus safety, and reputational risk. Mitigation strategies are implemented through relevant operational and governance structures, with progress reported through established oversight channels.

The University's approach to risk management aims to be responsive, evidence-based, and focused on improvement. Management continuously assesses the adequacy of controls, monitors emerging risks, and escalates significant issues to the appropriate governance structures, thereby facilitating timely intervention and informed decision-making.

3.5. COMBINED ASSURANCE

iYunivesithi Walter Sisulu employs a combined assurance approach to enhance the effectiveness of its governance, risk management, and internal control systems. This approach aims to coordinate assurance activities among management, oversight functions, and independent assurance providers. By doing so, the University ensures that significant risks are adequately addressed, while minimising assurance gaps and avoiding unnecessary duplication of efforts. This coordination allows the University to gain a more comprehensive understanding of the effectiveness of its internal control environment and the adequacy of its responses to material risk exposures.

Management serves as the primary source of assurance through the design and implementation of policies, business processes, and internal controls meant to prevent, detect, and respond to irregularities, fraud, control weaknesses, and operational failures. The Risk Management Unit, along with related oversight processes, supports management in monitoring key risks and tracking mitigation efforts. Internal Audit provides independent assurance on the adequacy and effectiveness of governance, risk management, and internal controls through risk-based audits conducted in accordance with approved operational plans and professional standards. The results are reported to the Council's Audit and Risk Committee.

External assurance is provided through the annual external audit process. Other assurance mechanisms include committee oversight, compliance monitoring, fraud reporting, whistleblowing channels, and follow-up actions on corrective measures. The University is committed to strengthening coordination among these assurance providers to enhance assurance coverage, support accountability, and reinforce confidence in the integrity of its institutional reporting and control systems.

3.6. INSTITUTIONAL RISKS IDENTIFIED

The University's Strategic Risk Register outlines a set of institutional risks that could significantly impact the achievement of the University's strategic goals. These risks have been assessed and prioritised by residual exposure and categorised by theme in order of significance.

Academic continuity and financial sustainability are identified as the most significant institutional risk themes. The highest residual risks include disruptions to teaching and learning and an unsustainable funding model, both rated as High following the implementation of existing controls. These risks primarily stem from

infrastructure and facility limitations, pressures on student accommodation, challenges with NSFAS (National Student Financial Aid Scheme) and student funding, labour instability, utility disruptions, an over-reliance on government funding, limited alternative income streams, student debt, and broader reputational issues. The potential consequences of these risks include loss of learning time, reduced student success, operational constraints, a decline in enrolment, and damage to the institution's reputation.

Digital resilience and stakeholder confidence represent the next tier of significant risk. Within this category, the register identifies cybersecurity threats and dissatisfaction among key stakeholders as Medium residual risks. Cybersecurity risks stem from vulnerabilities in systems and infrastructure, particularly in ageing ICT (Information and Communication Technology) environments, which can lead to business continuity issues, data security breaches, and financial losses. Stakeholder dissatisfaction arises from concerns about the relevance of qualifications, student throughput, dependency on funding, and service expectations, which could result in student unrest, diminished staff morale, reduced enrolment, and harm to the institution's reputation.

Campus safety, service delivery, and the adequacy of infrastructure remain critical institutional concerns. The register lists threats to the safety, health, and wellness of both students and staff, as well as inconsistent support services across campuses and inadequate teaching and learning facilities, including ICT resources, all assessed at a Medium residual risk level. These risks reflect security and resource limitations, uneven service capacity across the multi-campus environment, infrastructure backlogs, ICT constraints, and funding pressures. Together, they affect the quality of the experience for students and staff, continuity of operations, class attendance, staff morale, and the overall environment for teaching and learning.

Research performance and institutional capability are also important strategic considerations. The register identifies a low level of research maturity as a Medium residual risk, driven by cultural factors, skills gaps, weak accountability, siloed operations, and inadequate research support. Potential consequences include lower research output, diminished research impact, limited funding opportunities, and a weakened institutional profile in research and innovation.

Additionally, there are risks currently assessed at Low residual levels that remain strategically important and require ongoing oversight. These include the loss of programme accreditation, challenges in attracting and retaining critical skills, fraud and corruption, and threats to business continuity. Although existing controls have reduced exposure in these areas, they still require active management due to their potential impact on compliance, talent sustainability, ethical governance, operational resilience, and stakeholder confidence.

In summary, the institutional risk profile indicates that the University's most significant exposures concern the sustainability of its academic offerings, financial resilience, digital security, stakeholder confidence, campus safety, service consistency, and infrastructure adequacy. Management will continue to monitor these risks through the Strategic Risk Register and implement necessary mitigation actions, with oversight provided by the University's relevant governance and management structures.

3.7. AUDIT, RISK AND COMPLIANCE COMMITTEE STRUCTURE AND DUTIES

Audit, Risk and Compliance Committee of Council

The Council establishes the Audit, Risk and Compliance Committee of Council in accordance with the iYunivesithi Walter Sisulu Institutional Statute. Its primary purpose is to assist the Council in fulfilling its responsibilities related to governance, fiduciary duties, risk oversight, audit, compliance, and assurance.

According to the Statute, the Council has the authority to establish committees, determine their mandates and composition, appoint members who may not be Council members, and set procedural requirements for their functioning. The Audit, Risk and Compliance Committee is specifically listed among the committees appointed by the Council.

Structure of the Committee

The Council defines the composition and structure of the Audit, Risk and Compliance Committee in accordance with the University Rules and the approved mandate of the committee.

The Statute provides that:

- The majority of members on a Council committee must not be employees or students of the University.
- The chairperson of a Council committee may not be an employee or student of the University.
- The meeting procedures for Council committees are aligned with those of the Council, with necessary adjustments.
- A committee cannot make decisions on matters where any member has a conflict of interest.

These provisions aim to enhance the independence, objectivity, transparency, and accountability in the Committee's work.

Duties of the Committee

The Audit, Risk and Compliance Committee supports the Council by providing oversight on:

- Institutional risk management
- Internal and external audit processes
- Compliance with applicable legislation, regulations, policies, and reporting requirements
- Internal administrative and operational controls
- Combined assurance
- Audit findings and management responses
- Financial and non-financial risks
- Governance assurance and accountability
- Effectiveness of risk mitigation strategies

The Committee assures the Council that robust systems are in place to identify, assess, manage, monitor, and report institutional risks. It also helps ensure that the University maintains effective internal controls, sound governance practices, and compliance with relevant statutory and regulatory requirements.

Minutes from Council committees' meetings are submitted to the next ordinary meeting of the Council, ensuring that the Council remains informed about matters addressed by its committees and that committee oversight remains accountable to the Council.

Through its efforts, the Audit, Risk and Compliance Committee helps to strengthen institutional accountability, enhance risk maturity, improve governance effectiveness, and ensure the integrity of the University's assurance environment.

3.8. REPORT FROM THE AUDIT, RISK AND COMPLIANCE COMMITTEE OF COUNCIL (ARCC)

STATEMENT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS for the year ended 31 DECEMBER 2025

iYunivesithi Walter Sisulu (the University) has a well-defined risk management framework through which the Council identifies the University's risk universe, constantly reviews it and ensures that strategies to mitigate such risks are adequate, effective and are in accordance with the University's risk tolerance levels. To ensure ongoing effectiveness of risk mitigating strategies and initiatives, the University maintains systems of internal control over its business processes, including, but not limited to, financial management and reporting as well as asset management, covering areas such as safeguarding of assets against unauthorised acquisitions and use or disposal of such assets. The risk management frameworks and systems of internal control as well as the associated reporting frameworks are designed to provide reasonable assurance to management and Council regarding the preparation and reliability of its financial statements. Council, operating through its Audit, Risk and Compliance Committee, provides oversight on the financial reporting process.

Internal Auditors independently monitor the effectiveness of the systems of internal control in accordance with the Institute of Internal Auditors (IIA) Standards for the Professional Practice of Internal Auditing through an Internal Audit Operational Plan approved by the Audit, Risk and Compliance Committee of Council (ARCCC) and report findings and recommendations to management and the ARCCC.

Management has taken action to address some of the control deficiencies identified and have developed improvement plans in pursuit of good governance and effective administration remains the focus of management and the University Council.

Progress has been made by ICT in addressing the identified control deficiencies and the following Policies have been approved by the Council:

- ICT Governance Framework
- ICT Change Management
- User Access Management
- ICT Information Security and Cybersecurity
- ICT Disaster Recovery Plan and Backup Management

Although most Policies have been approved, the threat of Cyber-attacks remains the University's priority focus area as this could result in the loss of critical University data.

Application controls audits were also conducted during

the 2025 financial year on the systems that support the operations of the University. The controls in place provided reasonable assurance that the University's risks have been managed effectively and that the organisation's goals and objectives will be achieved efficiently and economically.

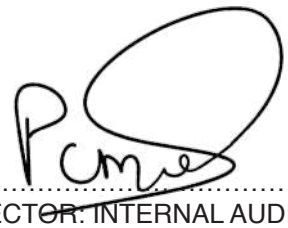
Whereas the University Council is single-mindedly focused on reducing the University's risks through, amongst other means, aggressively implementing systems of internal control, the Council is acutely aware of the inherent limitations in the effectiveness of any system of internal control, including, but not limited to, the possibility of human error and the overriding of internal controls. Accordingly, even an effective system of internal control can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets.

As an attestation of the continued independence of the Internal Audit function in the University, the Director: Internal Audit Services has a direct functional reporting line to the ARCCC, with the Vice-Chancellor & Principal providing administrative supervision.

Internal Audit develops a three-year Rolling Plan, as well as an Annual Operational Plan focusing on priority areas of the University's control environment. Based on the results of the reviews conducted, Internal Audit issues reports to the ARCCC, providing details on weaknesses identified in the internal control environment.

Whereas Internal Audit, as a second line of defence in the University's combined assurance framework develops Annual Operational Plans to detect any weaknesses in the internal control environment, considering the scope, coverage and rotational nature of the Annual Internal Audit Operational Plans, it is not always possible nor is it a reasonable expectation that Internal Audit detects all irregularities and fraud which may have occurred during the year under review. Management, as a first line of defence, is expected to implement policies and business processes designed to proactively detect and prevent occurrence of irregularities and fraud. Risk management will always remain management's responsibility.

Internal Audit reports are issued on the basis that they are for the sole use of the University and exclusively for the purposes set out therein. No party other than those to whom the reports are addressed may rely upon them for any purpose, whatsoever. The reports may not be made available or copied in whole or in part to any other party without the Director: Internal Audit Service's prior written consent, (in consultation with the Vice-Chancellor & Principal) which consent may be provided or withheld at the Vice- Chancellor & Principal's absolute discretion.



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DIRECTOR: INTERNAL AUDIT SERVICES



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CHAIRPERSON: AUDIT, RISK AND COMPLIANCE COMMITTEE OF COUNCIL





Section 4: Report of the Senate

4.1. SENATE POWERS AND FUNCTIONS

In accordance with section 28 of the Higher Education Act, 1997 (Act No. 101 of 1997), read together with the National Qualifications Framework Act, 2008 (Act No. 67 of 2008), and as outlined in Section 19 of the iYunivesithi Walter Sisulu Institutional Statute, published in Government Gazette No. 51352 of 4 October 2024, the Senate serves as the academic governance structure responsible to Council for the strategic direction and oversight of all teaching, learning, research, community engagement, and academic functions of the University.

The Senate is further responsible for the timely identification and appropriate management of risks associated with the University's academic core business, as well as any other functions delegated or assigned to it by Council. In this regard, the Senate plays a central role in safeguarding academic standards, promoting academic integrity, ensuring the quality of academic programmes, and advancing the University's academic mission.

In expanding on these overarching responsibilities, the functions of the Senate include:

a. Providing academic leadership and debating matters of academic principle;
b. Promoting an institutional culture of high academic and ethical standards;
c. Ensuring the quality of academic programmes, research, and community engagement activities;
d. Co-determining, with Council, the language policy of the University;
e. Making or amending any Rule relating to the curriculum for any degree, diploma, certificate, or other qualification, or to the obtaining of such qualification, after consultation with the relevant faculty board and sub-committee;
f. Making or amending any Rule relating to the manner in which students are to be assessed or examined;
g. Determining the standard of proficiency required in any mode of assessment used to satisfy the requirements for obtaining a degree, diploma, certificate, or other qualification;
h. Advising Council on disciplinary measures and Rules concerning students;
i. Making recommendations to Council regarding the faculty to which each academic department or other academic structure belongs;
j. Making recommendations to Council regarding the establishment and disestablishment of faculties, academic departments, and other academic structures;
k. Determining, in accordance with any relevant deed or gift and after consultation with the Vice-Chancellor, the conditions applicable to scholarships and other academic prizes;
l. Determining the persons to whom scholarships and academic prizes are awarded;
m. Determining the functions of Senate committees;
n. Making standing orders on procedures and delegation of powers to improve the execution of its functions;
o. Delegating its functions where appropriate, while remaining accountable for the performance of all its functions; and
p. Taking note of any action taken by a committee in exercising delegated powers or functions when such committee reports its actions to the next meeting of Senate.

The Senate also advises the Council on matters such as the University's language policy, admission policy and rules, entrance requirements for specific programmes, the number of students to be admitted into particular academic programmes, the manner of student selection, minimum requirements for readmission, and refusal of readmission where students fail to satisfy minimum academic requirements.

In addition, the Senate submits reports to the Council on its work, including reports on the management of risks related to the University's academic core business. The Senate may also provide advice on matters referred to it by the Council, including the appointment of senior management and academic employees. It may make recommendations on any matter affecting the University's academic functions.

Through these powers and functions, Senate continued in 2025 to provide academic leadership, strengthen academic governance, safeguard academic quality, and support the effective implementation of the University's teaching, learning, research, and community engagement mandate.

4.2. SENATE COMPOSITION

In accordance with Section 19 of the iYunivesithi Walter Sisulu Institutional Statute, published in Government Gazette No. 51352 of 4 October 2024, the Senate is composed in a manner that ensures appropriate representation of the University's academic leadership, executive management, academic structures, student leadership, and selected institutional support functions. The composition of the Senate is designed to enable effective academic governance, oversight, coordination, and quality assurance across the University's teaching, learning, research, community engagement, and broader academic functions.

The Senate consists of the following members:

a. The Vice-Chancellor, who serves as Chairperson of Senate;
b. The Deputy Vice-Chancellors;
c. The Registrar;
d. Other members of the Executive Management Committee, on the invitation of the Senate;
e. The Executive Deans;
f. The Deputy Executive Deans;
g. All full professors and associate professors, including those appointed on fixed-term contracts for a period of at least three years;
h. All Heads of Academic Departments;
i. Heads of academic centres who are not otherwise members of Senate;
j. The Head of Academic Planning;
k. The Head of Quality Assurance;
l. The Head of Research and Innovation;
m. The Head of Library and Information Services;
n. The Head of Student Affairs;
o. Not more than two members of the Student Representative Council, elected by the SRC in accordance with the Rules;
p. Not more than two permanent full-time non-academic employees, elected by permanent non-academic employees in accordance with the Rules;
q. Not more than one member of Council who is not an employee or student of the University, designated by Council from time to time; and
r. Such additional members, without voting rights, as may be approved by the Senate from time to time on the recommendation of the Executive Committee of the Senate.

The Institutional Statute further provides that the majority of members of the Senate and Senate committees must be senior academic employees. This requirement reinforces the Senate's role as the University's primary academic governance structure. It ensures that academic leadership remains central to decisions relating to teaching, learning, research, community engagement, academic standards, and quality assurance.

Members serving in the Senate by virtue of their official positions remain members for as long as they occupy those positions. Student representatives serve for a period of one year, provided that their membership ceases automatically when they cease to be members of the SRC. Where a vacancy arises, it is filled using the same method as the original appointment or election.

Through this composition, the Senate provides a representative and academically grounded governance platform that enables the University to deliberate on academic matters, safeguard academic quality, promote institutional coherence, and support the effective implementation of the University's academic mandate.

4.3. SENATE SUBCOMMITTEES

In accordance with the iYunivesithi Walter Sisulu Institutional Statute, the Senate has the authority to establish committees that support the effective execution of its academic governance responsibilities. These committees play a vital role in enhancing academic oversight, coordinating academic affairs, ensuring the implementation of Senate decisions, maintaining academic standards, and facilitating informed decision-making across the University's academic

operations.

During the 2025 reporting period, the Senate subcommittee system continued to provide organised academic governance across important areas, including teaching and learning, assessment, research, community engagement, language development, library services, institutional quality assurance, short learning programmes, and faculty-level academic oversight.

The Senate subcommittees were as follows:

Senate Subcommittee	Abbreviation	Core Focus
Senate Executive Committee	SENEX	Coordination of Senate business, academic governance oversight, implementation of Senate decisions, and consideration of urgent academic matters between Senate meetings.
Senate Learning and Teaching Committee	SLTC	Oversight of teaching and learning strategy, curriculum development, academic support, student success, and learning innovation.
Senate Assessment Committee	SAC	Oversight of assessment rules, examination processes, moderation, academic progression, and integrity of assessment practices.
Senate Engagement and Partnership Committee	SEPC	Oversight of community engagement, strategic partnerships, work-integrated learning, and academic engagement with external stakeholders.
Senate Library Committee	SLC	Oversight of library services, learning resources, digital knowledge access, research support, and information services.
Senate Research and Higher Degrees Committee	SRHDC	Oversight of research development, postgraduate studies, higher degrees, research productivity, and postgraduate academic standards.
Senate Research Ethics Committee	SREC	Oversight of research ethics, ethical clearance processes, responsible research conduct, and compliance with research ethics requirements.
Senate Language Committee	SLC	Oversight of language policy implementation, multilingualism, language development, and inclusive academic communication.
Senate Short-Learning Programmes Committee	SSLPC	Oversight of short learning programmes, continuing education offerings, approval processes, and quality assurance of non-formal academic offerings.
Senate Institutional Quality Assurance Committee	SIQAC	Oversight of institutional quality assurance, programme reviews, quality enhancement, accreditation matters, and academic quality improvement processes.
Faculty Boards	—	Faculty-level academic governance, curriculum matters, programme development, research, student performance, and recommendations to the Senate.

The Executive Committee of the Senate served as a crucial coordinating body, ensuring that academic matters were effectively considered, directed, and recommended to the Senate. Various subcommittees offered technical and specialised oversight in their respective areas of responsibility, enabling the Senate to fulfil its mandate in a structured, informed, and quality-assured manner.

Faculty Boards continued to operate as standing committees of the Senate, providing faculty-level oversight of academic programmes, curriculum development, student performance, research and innovation, and academic quality issues. Academic matters were examined at the faculty level through Faculty Boards before being escalated to the Senate or relevant Senate subcommittees for further consideration.

Collectively, the Senate subcommittees enhanced academic governance by:

a. Improving coordination across academic and support portfolios;
b. Ensuring consistency in the implementation of academic policies, rules, and standards;
c. Supporting curriculum reviews, programme development, and quality assurance processes;
d. Strengthening assessment governance and academic administration;
e. Supporting research, postgraduate studies, and research ethics oversight;
f. Advancing multilingualism, inclusive pedagogy, and academic transformation;
g. Enhancing institutional quality assurance and continuous improvement;
h. Ensuring that academic risks were identified, escalated, and managed appropriately.

Through its subcommittees and Faculty Boards, the Senate continued to provide effective academic leadership and oversight in 2025. These structures remained central to safeguarding academic quality, strengthening accountability, supporting student success, and advancing the academic mission of iYunivesithi Walter Sisulu.

4.4. SENATE MEETINGS

Ordinary and Special Meetings of the Senate and Subcommittees

The following meetings of the Senate and Senate Subcommittees were held during the 2025 Academic Year:

#	Structure	Date	Time	Chairperson
SENATE				
01	Senate	Wednesday, 19 March 2025	09:00 to 16:00	**Vice-Chancellor**
02	Senate Special Meeting	Wednesday, 26 March 2025	09:00 to 13:00	
03	Senate Special Meeting	Thursday, 15 May 2025	09:00 to 13:00	
04	Senate Special Meeting	Friday, 06 June 2025	09:00 to 14:00	
05	Senate Special Meeting	Wednesday, 06 August 2025	15:00 to 16:00	
06	Senate	Wednesday, 13 August 2025	09:00 to 16:00	
07	Senate Special Meeting	Thursday, 28 August 2025	13:00 to 15:00	
08	Senate Special Meeting	Wednesday, 03 September 2025	13:00 to 14:00	
09	Senate Special Meeting	Tuesday, 21 October 2025	16:30 to 17:30	
10	Senate	Wednesday, 12 November 2025	09:00 to 16:00	
11	Senate Special Meeting	Wednesday, 10 December 2025	11:00 to 12:00	
SENATE EXECUTIVE COMMITTEE (SENEX)				
01	SENEX	Thursday, 13 March 2025	09:00 to 12:00	**Vice-Chancellor**
02	SENEX (Special)	Thursday, 15 May 2025	17:00 to 20:00	
03	SENEX (Cancelled)	Wednesday, 18 June 2025	09:00 to 12:00	
04	SENEX Ordinary (rescheduled)	Thursday, 10 July 2025	09:00 to 12:00	
05	SENEX	Thursday, 30 October 2025	09:00 to 12:00	
FACULTY BOARDS				
01	**Faculty of Economic & Financial Sciences**			**Executive Dean**
1.1	Faculty Board: FEFS	Monday, 05 February 2025	09:00 to 13:00	
1.2	Faculty Board: FEFS	Wednesday, 16 April 2025	09:00 to 13:00	
1.3	Faculty Board: FEFS	Monday, 15 September 2025	09:00 to 13:00	
02	**Faculty of Education**			**Executive Dean**
2.1	Faculty Board: FED	Thursday 13 February 2025	09:00 to 13:00	
2.2	Faculty Board: FED	Thursday, 17 April 2025	09:00 to 13:00	
2.3	Faculty Board: FED	Tuesday, 16 September 2025	09:00 to 13:00	
03	**Faculty Engineering, Built Environment & Information Technology**			**Executive Dean**
3.1	Faculty Board: FEBEIT	Monday, 17 February 2025	09:00 to 13:00	
3.2	Faculty Board: FEBEIT	Tuesday, 15 April 2025	09:00 to 13:00	
3.3	Faculty Board: FEBEIT	Wednesday, 17 September 2025	09:00 to 13:00	
04	**Faculty of Law, Humanities & Social Sciences**			**Executive Dean**
4.1	Faculty Board: FLHSS	Tuesday, 11 February 2025	09:00 to 13:00	
4.2	Faculty Board: FLHSS	Monday, 29 April 2025	09:00 to 13:00	
4.3	Faculty Board: FLHSS	Thursday, 18 September 2025	09:00 to 13:00	
05	**Faculty of Management & Public Administration Sciences**			**Executive Dean**
5.1	Faculty Board: FMPAS	Tuesday, 18 February 2025	09:00 to 13:00	
5.2	Faculty Board: FMPAS	Tuesday, 30 April 2025	09:00 to 13:00	
5.3	Faculty Board: FMPAS	Friday, 19 September 2025	09:00 to 13:00	
06	**Faculty of Medicine & Health Sciences**			**Executive Dean**
6.1	Faculty Board: FMHS	Monday, 10 February 2025	09:00 to 13:00	
6.2	Faculty Board: FMHS	Tuesday, 22 April 2025	09:00 to 13:00	
6.3	Faculty Board: FMHS	Tuesday, 23 September 2025	09:00 to 13:00	

07	**Faculty of Natural Sciences**			**Executive Dean**
7.1	Faculty Board: FNS	Friday, 14 February 2025	09:00 to 13:00	
7.2	Faculty Board: FNS	Monday, 14 April 2025	09:00 to 13:00	
7.3	Faculty Board: FNS	Thursday, 25 September 2025	09:00 to 13:00	
SENATE LEARNING AND TEACHING COMMITTEE (SLTC)				
01	Senate Learning & Teaching Committee	Wednesday, 26 February 2025	09:00 to 12:00	**DVC: T&L**
02	Senate Learning & Teaching Committee	Wednesday, 04 June 2025	09:00 to 12:00	
03	Senate Learning & Teaching Committee	Wednesday, 01 October 2025	09:00 to 12:00	
SENATE ENGAGEMENT AND PARTNERSHIP COMMITTEE (SEPC)				
01	Senate Engagement & Partnerships Committee	Wednesday, 05 March 2025	09:00 to 12:00	**DVC: R&I**
02	Senate Engagement & Partnerships Committee	Monday, 07 July 2025	09:00 to 12:00	
03	Senate Engagement & Partnerships Committee	Monday, 08 September 2025	09:00 to 12:00	
SENATE RESEARCH & HIGHER DEGREES COMMITTEE				
01	Senate Research & Higher Degrees Committee (spe)	Monday, 24 February 2025	09:00 to 14:00	**DVC: R&I**
	Senate Research & Higher Degrees Committee (spe)	Tuesday, 11 March 2025	09:00 to 14:00	
02	Senate Research & Higher Degrees Committee	Thursday, 19 June 2025	09:00 to 14:00	
03	Senate Research & Higher Degrees Committee	Thursday, 23 October 2025	09:00 to 14:00	
SENATE SHORT-LEARNING PROGRAMME COMMITTEE				
01	Senate Short-Learning Programme Committee	Monday, 10 March 2025	09:00 to 12:00	**DVC: T&L**
02	Senate Short-Learning Programme Committee	Monday, 26 May 2025	09:00 to 12:00	
03	Senate Short-Learning Programme Committee	Monday, 27 October 2025	09:00 to 12:00	
SENATE RESEARCH ETHICS COMMITTEE				
01	Senate Research Ethics Committee	Monday, 03 March 2025	09:00 to 12:00	**DVC: R&I**
02	Senate Research Ethics Committee (special)	Tuesday. 01 July 2025	09:00 to 12:00	
03	Senate Research Ethics Committee (special)	Thursday 10 July 2025 (special)	09:00 to 12:00	
04	Senate Research Ethics Committee (special)	Tuesday 22 July 2025 (special)	09:00 to 12:00	
05	Senate Research Ethics Committee(special)	Monday 11 August 2025 (special)	09:00 to 12:00	
06	Senate Research Ethics Committee	Wednesday, 22 October 2025	09:00 to 12:00	

SENATE ASSESSMENT COMMITTEE				
01	Senate Assessment Committee	Thursday, 06 March 2025	09:00 to 12:00	**DVC: T&L**
02	Senate Assessment Committee (special)	Wednesday, 02 July 2025		
03	Senate Assessment Committee (special)	Wednesday, 09 July 2025		
04	Senate Assessment Committee (special)	Thursday, 23 July 2025	09:00 to 12:00	
05	Senate Assessment Committee	Thursday, 21 August 2025	09:00 to 12:00	
06	Senate Assessment Committee (special)	Friday, 29 August 2025		
07	Senate Assessment Committee	Wednesday, 26 November 2025	09:00 to 12:00	
08	Senate Assessment Committee (special)	Tuesday, 02 December 2025		
SENATE LIBRARY COMMITTEE				
01	Senate Library Committee	Monday, 17 March 2025	09:00 to 12:00	**DVC: R&I**
02	Senate Library Committee	Tuesday, 08 July 2025	09:00 to 12:00	
04	Senate Library Committee	Monday, 06 October 2025	09:00 to 12:00	
SENATE COMMITTEE ON LANGUAGES				
01	Senate Committee on Languages	Friday, 21 February 2025	09:00 to 12:00	**DVC: T&L**
02	Senate Committee on Languages	Thursday, 03 July 2025	09:00 to 12:00	
03	Senate Committee on Languages	Monday, 20 October 2025	09:00 to 12:00	
HONORARY DEGREES COMMITTEE				
01	Honorary Degrees Committee	Monday, 30 June 2025	09:00 to 12:00	**Vice-Chancellor**

4.5. SIGNIFICANT SENATE RESOLUTIONS FOR 2025

During the 2025 academic year, the Senate fulfilled its responsibility for academic governance through both regular and special meetings. These meetings addressed teaching and learning, research, postgraduate studies, academic quality, institutional policy, student progression, academic appointments, and institutional transformation.
The resolutions adopted by the Senate during the year highlighted its commitment to maintaining academic standards, enhancing governance, supporting academic initiatives, and advising the Council on issues requiring institutional approval. Additionally, these resolutions showcased the Senate's ongoing oversight of academic continuity, curriculum responsiveness, postgraduate development, research ethics, quality assurance, and alignment with institutional policies.

Summary of Significant Senate Resolutions

Resolution Area	Summary of Significant Matters Considered	Strategic Significance
Academic appointments and academic capacity	Senate considered and approved a range of academic appointments, including lecturers, senior lecturers, associate professors, honorary professors, adjunct appointments, honorary academic associates, research fellows, and academic associates across faculties.	Strengthened academic capacity, supervision capability, research productivity, and faculty-level expertise.
Research associates, fellows, and academic associates	Senate approved and noted appointments and renewals of research associates and fellows in faculties including Economics and Financial Sciences, Management and Public Administration Sciences, Law, Humanities and Social Sciences, and Medicine and Health Sciences.	Supported research collaboration, publication productivity, postgraduate supervision, and the expansion of scholarly networks.
Research and development leave	Senate considered and approved applications for research and development leave and study leave across faculties.	Supported academic staff development, qualification improvement, research productivity, and long-term academic renewal.

Academic programmes and curriculum matters	Senate approved or recommended several academic programmes matters, including new qualifications, hybrid delivery of honours programmes, programme re-design, activation of programmes, introduction of postgraduate programmes, and curriculum-related changes.	Advanced curriculum responsiveness, PQM renewal, postgraduate growth, academic relevance, and alignment with the approved enrolment planning framework.
Teaching and learning delivery arrangements	Senate considered online and hybrid teaching requests, including emergency online teaching arrangements, hybrid delivery for honours programmes, and matters arising from lecture venue constraints.	Supported academic continuity while reaffirming the primacy of contact teaching, with online provision considered in specific approved circumstances.
Assessment and examination matters	Senate considered matters relating to examinations, including arrangements for Mthatha students, physical examinations, student support, and the role of Executive Deans in engaging students.	Protected assessment integrity while responding to contextual disruptions affecting students and academic delivery.
External examiners and moderators	Senate approved the appointment of external examiners and moderators across faculties for undergraduate and postgraduate programmes.	Strengthened academic quality assurance, assessment credibility, and external moderation of academic standards.
Postgraduate results and higher degrees	Senate considered and approved postgraduate results, higher degree matters, and external examiners for master's and doctoral students across faculties.	Supported postgraduate progression, graduation readiness, and academic integrity in higher degree assessment.
Research ethics	Senate considered ethical clearance applications and research ethics-related reports from faculties and the Senate Research Ethics Committee.	Strengthened responsible research conduct, ethics compliance, and governance of research involving students, communities, and institutional stakeholders.
Short Learning Programmes	Senate considered short learning programmes from several faculties and matters relating to co-branding of SLP certificates where required by stakeholder agreements.	Supported continuing education, stakeholder responsiveness, professional development, and flexible learning opportunities.
Policies recommended to Council	Senate considered and recommended several policies to Council, including the Language Policy, Credit Accumulation and Transfer Policy, Recognition of Prior Learning Policy, Research and Innovation Policy, Postgraduate Policy, Community Engagement Policy, Library Policy, and Honorary Degrees Policy.	Strengthened the institutional policy environment, academic governance, transformation, research, and student progression frameworks.
Honorary degrees	The Senate considered recommendations regarding honorary degrees, including candidates for conferment.	Supported recognition of distinguished contributions to knowledge, public life, and societal development.
Institutional rebranding	Senate considered the institutional rebranding consultative process and recommended the matter to Council for approval.	Supported institutional identity renewal and strategic repositioning.
Vice-Chancellor appointment and contract matters	Senate considered matters relating to the Vice-Chancellor's contract renewal process, nominated Senate representation to the Vice-Chancellor appointment committee, and noted Council's decision on the appointment of the new Vice-Chancellor.	Reflected Senate's advisory role in senior leadership and institutional governance matters.
CHE Themed Review Institutional Self-Evaluation Report	Senate considered the CHE Themed Review Institutional Self-Evaluation Report and resolved that improvement plans be categorised into short-, medium-, and long-term interventions, with attention to ICT connectivity, teaching facilities, hospitals, isiXhosa use, and support structures for academics and students.	Strengthened institutional quality assurance, readiness for external review, multilingualism, digital enablement, and academic support systems.

Academic Governance and Quality Assurance

In 2025, a significant portion of the Senate's work focused on strengthening academic governance and quality assurance. The Senate addressed issues related to external examiners, moderators, postgraduate results, ethical clearance, programme delivery modes, and academic programme development. These resolutions helped safeguard academic integrity, maintain assessment standards, and ensure that qualifications met both institutional and regulatory expectations.

Additionally, the Senate reviewed the CHE Themed Review Institutional Self-Evaluation Report and resolved that improvement plans should be clearly categorised into short-, medium-, and long-term actions. The Senate also highlighted the importance of improving ICT connectivity in order to enhance teaching facilities, including clinical teaching sites. Furthermore, it stressed the need to strengthen the use of isiXhosa and related academic support structures for both staff and students.

Curriculum, Programme Development, and Academic Responsiveness

Throughout the year, the Senate considered several submissions related to programmes and curricula. These included proposals for new programmes, hybrid honours delivery, programme re-design, programme activation, and postgraduate programme development in fields such as Applied Statistical Sciences, Computer Science, Business and Information Administration, Tourism, Journalism, and Information Technology.

These resolutions supported the University's broader academic renewal agenda and contributed to enhancing programme relevance, creating postgraduate pathways, ensuring professional responsiveness, and aligning with institutional planning processes.

Research, Postgraduate Studies and Scholarly Development

The Senate continued to support the University's research and postgraduate agenda through various resolutions concerning research associates, fellows, and honorary academic associates; research and development leave; postgraduate results; ethical clearance applications; conference applications; and external examiners for higher degrees. These decisions strengthened postgraduate supervision, enhanced research ethics, fostered academic staff development, built scholarly networks, and advanced the University's broader research productivity agenda.

Policy Development and Institutional Governance

The Senate considered and recommended several policies to the Council, including those addressing language, research and innovation, postgraduate studies, community engagement, library services, credit accumulation and transfer, recognition of prior learning, and honorary degrees. These policy-related resolutions strengthened the University's academic and institutional governance framework and improved regulatory coherence across the academic enterprise.

Additionally, the Senate addressed institutional matters, such as the rebranding consultative process, and senior leadership matters, including the Vice-Chancellor's appointment and contract renewal. These discussions reflected the Senate's role in academic governance and its responsibility to advise the Council on broader institutional issues affecting academic leadership and direction.

Conclusion

The significant resolutions made by the Senate in 2025 demonstrate an active and responsive academic governance structure. The Senate continued to oversee academic quality, programme development, teaching and learning delivery, assessment integrity, postgraduate studies, research ethics, academic staffing, policy development, and institutional quality assurance.

Through these resolutions, the Senate made substantial contributions to enhancing the academic project, supporting institutional transformation, safeguarding academic standards, and advancing the long-term strategic priorities of iYunivesithi Walter Sisulu.





4.6 PERFORMANCE IN QUALITY, IMPACTFUL TEACHING AND LEARNING



The 2025 academic year marked a significant period of advancement in teaching and learning at iYunivesithi Walter Sisulu. Guided by the University's strategic priorities focused on quality, impactful teaching and learning, student success, curriculum transformation, and staff empowerment, the Directorate of Learning and Teaching (DLT) continued to enhance academic support systems and transformative educational practices across all faculties and campuses.

Central to the University's teaching and learning philosophy is the understanding that all academic interventions ultimately contribute to student success. The University recognises that student success is holistic and continues to work collaboratively with Student Affairs and other institutional support structures to address students' academic, social, emotional, and developmental needs.

Prof Maggie Linington
Deputy Vice-Chancellor Learning & Teaching

During this reporting period, the University advanced its vision of becoming a student-centred, inclusive, and technology-enhanced African university. Strategic initiatives such as the Siyaphumelela Student Success Project, the First-Year Experience Programme, curriculum transformation initiatives, blended learning support, and academic staff development programmes significantly improved access, retention, progression, and graduate success.

Key areas of emphasis included:

- Supporting first-generation students
- Strengthening digital and academic literacies
- Enhancing teaching excellence
- Advancing curriculum transformation
- Promoting multilingualism and African-centred pedagogies
- Aligning curricula with national priorities and societal needs

These achievements were made possible through the collective efforts of academic and support staff, faculty leadership, tutors, peer facilitators, student support units, and institutional partners. Their contributions continue to strengthen a responsive, resilient, and transformative academic environment at iYunivesithi Walter Sisulu.

As the University looks ahead, the Directorate remains committed to advancing innovative and inclusive teaching and learning practices that contribute to student success, institutional sustainability, and national development.

Directorate of Learning and Teaching

The Directorate of Learning and Teaching (DLT) directly addresses the University's strategic priorities concerning quality teaching and learning, student success, curriculum transformation, and staff empowerment.

In 2025, the DLT continued to enhance the academic project by implementing integrated support initiatives for both staff and students. Backed by the University Capacity Development Grant (UCDG) and the Siyaphumelela Student Success Project, the Directorate focused on the following strategic areas:

- Student academic development
- Academic staff development
- Curriculum transformation and programme review
- Learning and teaching with technology
- Student success interventions
- First-Year Experience initiatives
- Scholarship of Teaching and Learning

Additionally, the Directorate fostered institutional collaboration through integrated student support interventions, which included Academic Advising, Extended Curriculum Programmes (ECP), Student Health and Wellness, and faculty-based student success initiatives.

First-Year Interventions for Student Success

The University has made first-year student support a key focus for ensuring student success. This support is built around three strategic programmes:

- New Student Orientation Programmes
- Intshayelelo Foundations Programme
- Extended Curriculum Programmes (ECP)

Collectively, these interventions aid in student transition, retention, progression, and academic integration.

New Student Orientation Programme

The New Student Orientation Programme remained a mandatory onboarding initiative for first-year students in 2025. The programme was designed to help students transition into university life by providing them with the academic, digital, social, and personal development skills necessary for success in higher education.

The programme introduced students to the following:

- Academic expectations and university systems
- Student support services
- Campus facilities and resources
- Digital learning platforms
- Academic writing and reading assistance
- Student wellness and social integration

The orientation programme was conducted across all campuses from February 5 to February 9, 2025.

Student feedback indicated that academic writing and reading support were among the most valuable aspects of the orientation programme. Additionally, students expressed positive reflections on career guidance, communication skills development, and overall preparedness for their studies.

This positive feedback highlights the programme's role in enhancing student confidence, preparedness, and engagement during the transition to higher education.

Intshayelelo Foundations Programme

The Intshayelelo Foundations Programme continues to serve as a strategic intervention for first-year students, aimed at supporting their holistic development through a systems-thinking approach. This programme acknowledges that learning encompasses interconnected elements, including academic, social, emotional, digital, and personal development.

The main objectives of the programme are to:

- Strengthen support structures for first-year students
- Improve student retention and graduation rates
- Promote digital and critical literacies
- Foster essential graduate attributes
- Enhance employability and encourage responsible citizenship
- Introduce students to the ethos of iYunivesithi Walter Sisulu as a technology-infused African university.

To prepare for future scalability and accessibility, the programme is set to transition to an online delivery model by 2027. This will be supported through directed interactions and block contact sessions.

Table 1: Foundational Units and Institutional Coordinators

Foundational Unit	Institutional Coordinators
History and Values of iYunivesithi Walter Sisulu	Ms Magwentshu
Digital and Critical Literacy, including Financial Literacy	Ms Mfikoyi and Mr Mdanyani
Personal Branding, Growth and Student Life	Ms Puleng Moruri
Entrepreneurship	Ms Blaai
Governance and Leadership Development	Ms Nohako-Mtiki

The restructuring of Intshayelelo into foundational units has enhanced interdisciplinary collaboration and encouraged participation across the entire institution.

Student Academic Development

The University acknowledges that student success requires both strategic alignment and evidence-based academic support interventions. In 2025, multiple integrated support mechanisms were implemented to enhance student engagement, academic performance, and progression.

Student Demographic Insights

The 2025 Undergraduate Student Survey conducted by the Department of Institutional Research revealed several important trends regarding student profiles:

- A significant number of students came from Quintile 1 to 3 schools.
- Many first-year students were the first in their families to attend university.
- There was a large concentration of students at the Mthatha Campus.
- Many students lived in accredited off-campus accommodations.
- The majority of students were enrolled in Management and Public Administration Sciences, Education, and Engineering and Built Environment programmes.

These findings helped shape the implementation of targeted academic support interventions, which included tutoring, peer-assisted learning, and academic advising.

Academic Advising and First-Year Experience

The First-Year Experience Programme, managed by faculty-based Academic Advisers, continued to offer structured support to students through the following services:

- Orientation on university rules and regulations
- Academic advising appointment systems
- Student life interventions
- Wellness support
- Academic monitoring and referral systems

These interventions enhanced the coordination of student support and strengthened early engagement with students.

Tutorship and Peer-Assisted Learning

Tutoring and Peer-Assisted Learning (PAL) initiatives are essential components of the University's strategy for supporting students.

Criteria for Provision of Tutorship

- Tutorship support was prioritised for the following modules:
- Academically at-risk modules;
- Modules with large enrolments; and
- Gateway modules needing additional assistance.

Tutor and PAL Capacitation

Tutors and Peer-Assisted Learning Assistants underwent structured training that focused on the following areas:

- The roles and responsibilities of tutors
- Tutoring ethics and academic integrity
- Communication and interpersonal skills
- Learning and study strategies

Problem-Based Learning approaches
Academic professionalism

Table 2: Tutors Allocated by Faculty

Faculty	Number of Tutors
Faculty of Education	233
Faculty of Law, Humanities and Social Sciences	122
Faculty of Engineering, Built Environment and Information Technology	140
Faculty of Financial and Economic Sciences	153
Faculty of Management Sciences	179
Faculty of Natural Sciences	175

These interventions improved peer learning support and increased academic engagement across various faculties.

Extended Curriculum Programme (ECP)

The Extended Curriculum Programme (ECP) has been a vital initiative aimed at enhancing access, retention, and success for academically underprepared students. In 2025, the University provided 27 DHET-approved Extended Curriculum Programmes across all campuses. These programmes incorporated developmental support into mainstream qualifications to strengthen academic readiness and improve student success rates.

Key ECP Innovations

The ECP evolved through the integration of digital learning and literacy support tools, such as MyEnglish Lab, MyLab Accounting, MyLab Mathematics, and MyLab Chemistry. These platforms enhanced students' self-regulated and asynchronous learning opportunities.

Table 3: ECP Intake by Faculty

Faculty	2023	2024	2025
Economics and Financial Sciences	212	246	225
Engineering, Built Environment and IT	1 143	1 122	1 167
Law, Humanities and Social Sciences	240	255	239
Management and Public Administration Sciences	580	590	556
Natural Sciences	616	647	678

During the reporting period, the University conducted a thorough review of the ECP support framework to assess its alignment with institutional goals regarding access, social justice, and student success.

Academic Capacitation

Enhancing academic capabilities is a strategic priority for strengthening teaching excellence, promoting reflective practice, aligning curricula, and boosting scholarly engagement.

Academic Staff Development

In 2025, the following academic staff development initiatives were implemented:

Training for portfolio development
Induction programmes for new academic staff
Workshops focused on the development of Student Module Guides (SMGs)
Initiatives related to the Scholarship of Teaching and Learning
Faculty-led activities aimed at teaching and learning development

Deputy Executive Deans and Faculty Teaching and Learning Chairs played a crucial role in promoting and advancing these faculty-based development initiatives.

Student Module Guide Training Feedback

Academic staff provided positive feedback on the Student Module Guide training programme. Key themes that emerged from participant feedback included:

- Alignment of Student Module Guides with Exit Level Outcomes

- Assessment and curriculum alignment
- Integration of Artificial Intelligence pedagogies in teaching and learning
- Development of reflective teaching practices
- Improved understanding of constructive alignment

Additionally, academic staff noted that the training enhanced:

- Reflective practice
- Academic writing skills
- Assessment design
- Curriculum alignment
- Portfolio development

Policy Development and Review

In 2025, the Directorate initiated a review of policies and initiated the development of several transformative teaching and learning policies, which include:

- Teaching and Learning Policy
- Student Academic Development Policy
- Blended Learning Policy
- Evaluation of Teaching and Learning Policy
- Assessment Policy
- Curriculum Transformation Policy

These policies aim to support institutional transformation, enhance quality, and promote innovative teaching and learning practices.

Learning and Teaching with Technology

The Learning and Teaching with Technology (LTWT) Unit has played a crucial role in advancing blended and hybrid learning practices across the University. With the support of Instructional Designers and Educational Technologists assigned to various faculties, the Unit has provided continuous assistance to both staff and students in utilising digital learning platforms and blended learning approaches.

Additionally, the Unit contributed to the development of the University's Blended Learning Policy and helped academics develop instructional strategies to ensure continuity of learning during periods of disruption. The Unit has also worked to address inequalities in digital access and to strengthen sustainable blended and hybrid learning frameworks that promote flexibility and resilience in teaching and learning.

Despite these efforts, the uneven adoption of online teaching and learning strategies among academic staff remains a challenge.

Table 4: Student Training by Faculty: 2025

Faculty	Training Focus	Number of Students Trained
Education	WiSeUp, Microsoft Office 365, portfolio development	2 346
Engineering, Built Environment and Information Technology	LMS navigation, application development tools	703
Law, Humanities and Social Sciences	WiSeUp, digital literacy, Invigilator App	586
Economic and Financial Sciences	Moodle, Invigilator App, Microsoft Office 365	1 052
Management and Public Administration Sciences	WiSeUp, Microsoft Office 365, online examination preparation	1 413

The Unit prioritised the development of digital literacy among first-year students through training on Moodle, MOOCs, and WiSeUp.

Curriculum Transformation

The Directorate has continued to enhance institutional capacity for curriculum design, review, and transformation. While faculties are responsible for programme formulation and credit allocation, the Directorate has supported them in ensuring that programme development and curriculum review processes align with institutional strategy, quality standards, and national regulatory frameworks.

The University's approach to curriculum transformation focuses on three interconnected dimensions:

1. Knowledge Discourse
Curricula are aligned with national policy frameworks, including SAQA and CHE requirements, and respond to societal, industry, local, and global needs. Faculties have strengthened their engagement with Advisory Boards to enhance the relevance of their programmes.

2. Relational and Humanistic Discourse
Curriculum delivery reflects the values and graduate attributes of iYunivesithi Walter Sisulu. In collaboration with the Transformation and Language Directorate, the University promotes linguistic inclusivity and incorporates humanistic and transformative principles in programme development processes.

3. Instructional Discourse
Curriculum design and delivery emphasise student-centred learning, participation, and the co-creation of knowledge while recognising student diversity. It also integrates African philosophies, indigenous knowledge systems, and African-centred pedagogies.

The Directorate further promotes constructive alignment during curriculum review processes to ensure synergy between programme outcomes, assessment strategies, teaching approaches, and learning activities.

Translation of Student Module Guides

Implementing the Language Policy is essential to enhancing student success and promoting linguistic inclusivity. In collaboration with the faculties and the Language Unit within the Transformation Directorate, the University has successfully translated 666 Student Module Guides (SMGs) into isiXhosa. This initiative significantly improves student comprehension, accessibility, and inclusive learning experiences.

Programme Development Activities

In 2025, the University added 15 new qualifications to its approved Programme and Qualification Mix (PQM). Most of these new offerings are postgraduate qualifications focused on Health Sciences, including new Master of Medicine programmes and revised curricula aimed at enhancing academic relevance and compliance.

The University also commenced the application process for new qualifications and, in 2025, reviewed and redesigned some of its qualifications. The list below depicts these qualifications. It is anticipated that some of these selected programmes will be implemented in 2026, while the majority will be introduced between 2027 and 2028, in line with the approved Enrolment Plan for 2026–2030.

Table 5: New Qualifications Developed and Qualifications Re-designed in 2025

1	Diploma in Journalism
2	Diploma in Public Finance
3	Advanced Diploma in Construction Management
4	Advanced Diploma in Internal Auditing
5	Advanced Diploma in Journalism
6	Advanced Diploma in Policing
7	Advanced Diploma in Quantity Surveying
8	Bachelor of Arts in Applied Languages
9	Bachelor of Data Science
10	Bachelor of Engineering Technology Honours in Civil Engineering
11	Bachelor of ICT
12	Bachelor of Medical Science - CESM Addition
13	Bachelor of Science in Health Promotion and Behavioural Intelligence
14	Bachelor of ICT Honours
15	Bachelor of Science Honours in Applied Statistical Science
16	Postgraduate Diploma in Business and Administration Information
17	Postgraduate Diploma in Fine Art
18	Postgraduate Diploma in Higher Education
19	Postgraduate Diploma in Journalism

20	Postgraduate Diploma in Library Information Systems
21	Postgraduate Diploma in Management Accounting
22	Postgraduate Diploma in Tourism Management
23	Master of Medicine in Public Health Medicine
24	Master of Public Health
25	Master of Science in Computer Science
26	Master of Commerce - CESM Additions
27	Doctor of Philosophy (Arts)
28	Doctor of Philosophy (Commerce Streams)
29	Doctor of Philosophy (Public Administration)
30	Doctor of Philosophy (Law, Social Work)
31	Doctor of Philosophy (Social Work)

Programme Reviews

During the reporting period, ten academic programmes were reviewed across various faculties, including those aligned with professional body requirements. These reviews highlighted the University's commitment to enhancing academic quality, ensuring compliance with professional and regulatory standards, and fostering continuous improvement throughout both undergraduate and postgraduate qualifications.

Faculty	Programme
Faculty of Education	Post Graduate Certificate in Education
	Bachelor of Education in SP and FET
	Bachelor of Education in Foundation Phase
Faculty of Law, Humanities and Social Sciences	Bachelor of Social Sciences
	Bachelor of Laws
	Master of Laws
	Bachelor Of Arts
Faculty of Economics and Financial Sciences	Advanced Diploma in Cost and Management Accounting
Faculty of Engineering, Built Environment and Information Technology	Advanced Diploma in Mechanical Engineering
	Diploma in Mechanical Engineering

Programme Accreditation

The Bachelor of Science in Medical Orthotics and Prosthetics, offered by the Faculty of Medicine and Health Sciences, was assessed by the Health Professions Council of South Africa (HPCSA) in November 2025. The University is awaiting the formal panel report, which is expected in the first quarter of 2026.

Institutional Highlights and Achievements

Key achievements during 2025 included:

- Strengthened coordination of student success initiatives.
- Expansion and enhancement of the Intshayelelo Programme.
- Increased academic support through tutoring and peer-assisted learning.
- Improved blended learning support and digital literacy training.
- Review and development of transformative teaching and learning policies.
- Expansion and review of Extended Curriculum Programmes.
- Curriculum review and development across multiple faculties.
- Ongoing promotion of the Scholarship of Teaching and Learning.

Additional highlights included:

- Adoption of a first-year mentorship model within the Faculty of Health Sciences.
- Preparations by the Faculty of Education for a new programme intake scheduled for 2027.
- Continued momentum towards blended, inclusive, and digitally enabled teaching and learning

Challenges and Areas for Improvement

Despite notable progress during this period, several challenges remain:

- Uneven adoption of online teaching strategies among academic staff.
- Persistent digital access inequalities among students.
- Increasing demand for academic support services.
- Resource constraints affecting the scalability of interventions.
- Ongoing need for staff development in blended and hybrid pedagogies.

The Directorate is committed to addressing these challenges through collaborative planning, targeted interventions, and continuous improvement initiatives.

The 2025 academic year demonstrated the University's ongoing dedication to becoming a transformative, student-centred, and academically responsive institution. Through collaborative leadership, strategic partnerships, and consistent academic support initiatives, the Directorate and faculties made significant contributions to institutional priorities focused on teaching excellence, curriculum transformation, student success, and staff empowerment.

The University remains committed to creating a supportive academic environment that promotes social justice, innovation, lifelong learning, and graduate success at iYunivesithi Walter Sisulu.





4.7. PERFORMANCE IN RELEVANT AND IMPACTFUL RESEARCH, INNOVATION



During the 2025 academic year, iYunivesithi Walter Sisulu continued to enhance its research and innovation efforts by increasing research productivity, expanding postgraduate enrolment, fostering innovation development, and improving research support services.

The University achieved significant growth in accredited research outputs, postgraduate enrolments, and graduations, as well as innovation initiatives and enhanced research support interventions. These accomplishments demonstrate the institution's strategic commitment to advancing impactful research, strengthening postgraduate education, promoting innovation, and increasing the visibility and accessibility of scholarly outputs.

Prof Nosisi Feza
Deputy Vice-Chancellor: Academic Affairs & Research

The Directorate of Research and Innovation (DRI), in collaboration with Library and Information Services (LIS), continued to implement capacity-building initiatives designed to improve research quality, support researchers and postgraduate students, and strengthen the University's contribution to knowledge production and societal development

4.7.1. Research Outputs and Scholarly Productivity

Submission of 2025 Research Outputs

The Directorate of Research and Innovation continued its efforts to collect, collate, clean, and verify research output data for 2025 in preparation for submission to the Department of Higher Education and Training (DHET) to support subsidy claims.

As of now, the majority of research outputs for 2025 have been submitted through the Converis system, with provisional research output data at 605.38 units, subject to final audit and verification.

To enhance the quality and credibility of research outputs, the Directorate has implemented several quality assurance measures, including:

- Faculty verification of preliminary research output reports
- Preparations for internal audits of books, book chapters, and conference proceedings
- Preparations for journal article audits
- Planned training initiatives to improve research output quality

These measures are designed to strengthen research governance, improve submission quality, and enhance the institution's readiness for DHET audit processes.

Growth in Research Output Performance

The University has demonstrated strong growth in research productivity between 2023 and 2025. Research output

units increased significantly from:

- 321.25 units in 2023
- 583.81 units in 2024
- 1073.40 units in 2025

This upward trajectory reflects the strengthening of the institutional research culture and increased participation in research activities across various faculties.

The growth in research outputs can be attributed to several capacity-building initiatives implemented by the Directorate of Research and Innovation, including:

- First-Time Author Programmes
- Research capacity development workshops
- Research mentorship initiatives
- Expanded research support interventions

These initiatives have increased the number of active researchers producing accredited outputs and strengthened overall scholarly productivity.

Disaggregation of Research Outputs by Publication Channel

Journal articles remained the primary channel for research publications, followed by conference proceedings, book chapters, and books.

Table 6: Research Outputs by Publication Channel

Publication Type	2024	2025
Journal Articles	522.62	1 028.05
Conference Proceedings	34.50	24.65
Book Chapters	23.19	15.78
Books	3.50	4.92
Total	**583.81**	**1 073.40**

The increase in publications indicates the institution's increasing engagement in recognised scholarly publishing and the heightened visibility of its research outputs.

Research Output Contribution by Key Drivers

The provisional research output data for 2025 highlight the contributions from various categories of researchers within the institution.

Postdoctoral fellows, research associates and students contributed approximately 20% of the total research output, including about 185 journal articles and 6 conference proceedings.

These trends reflect the increasing participation of postdoctoral fellows, research associates, and postgraduate students in the institution's research output.

Contribution of Academic Associates

Academic Associates have continued to play a significant role in enhancing the University's research output performance.
The contributions of Research Fellows, Adjunct Professors, Visiting Scholars, and Professors Extraordinaire have strengthened several key areas:

- Research collaboration
- Internationalisation of research
- Knowledge exchange
- Research mentorship
- Institutional research productivity

Several Academic Associates have made notable contributions to the University's 2025 research targets, particularly through journal publications and collaborative research initiatives.

Challenges and Opportunities

Despite these advancements in research productivity, several challenges persist, the addressing of which will create additional growth and impact opportunities:

- Uneven balance of research output and efficiency across faculties
- Increased demand for administrative support
- Resource constraints impacting scalability and the ability to execute the research agenda effectively

Addressing these challenges is crucial for maintaining the University's upward trajectory in research productivity and scholarly impact. The directorate has demonstrated its ability to navigate the inherent challenges while increasing research output, impact and productivity. The Directorate will continue to collaborate with its research and strategic partners to sustain the upward trajectory of impactful research output.

4.7.2. Postgraduate Growth and Graduate Outputs

Since 2023, iYunivesithi Walter Sisulu has seen significant growth in postgraduate enrolments and graduations. Postgraduate enrolments increased as follows:

- 1,830 students in 2023
- 1,839 students in 2024
- 2,620 students in 2025
- 2,636 students in 2026

Similarly, postgraduate graduation rates have improved steadily:

- 444 graduates in 2023
- 583 graduates in 2024
- 670 graduates in 2025

These trends reflect the University's strategic commitment to enhancing postgraduate education, expanding research capacity, and improving postgraduate students' success.

Doctoral and Master's Graduate Growth

Doctoral graduation outputs showed significant growth over the reporting period:

- 11 doctoral graduates in 2023
- 17 doctoral graduates in 2024
- 32 doctoral graduates in 2025

Similarly, the number of Master's graduates increased as follows:

- 102 graduates in 2023
- 114 graduates in 2024
- 188 graduates in 2025

These improvements indicate strengthened supervisory capacity, enhanced postgraduate support systems, and increased institutional research capability.

4.7.3. Innovation and Societal Impact

The University continued to enhance its innovation and applied research initiatives to address societal and developmental challenges.

The innovation projects implemented in 2025 included:

- Big Data Analytics for Sustainable Health Decision-Making
- Road Maintenance Technology
- Prosthetic Foot Assembly Innovations
- Diabetes Management Research Using Plant Extracts
- Oesophageal Cancer Screening Applications
- Wound-Healing Nanotechnology Based on Plant Extracts for Managing Diabetes

These projects demonstrate the University's commitment to socially responsive research, the advancement of health sciences, and making a positive impact on the community.

4.7.4. Library and Information Services (LIS)

Access and Discovery

Library and Information Services (LIS) continued to promote equitable access to information resources in alignment with the University's strategic priority of Quality, Impactful Teaching and Learning.
For 2025, the total book budget allocated to the four campus libraries was R3,880,369.06, with full expenditure achieved across all campuses.

Figure 5: 2025 Book Budget Allocation and Expenditure

Campus	Allocation	Expenditure
Mthatha	R2 365 201.46	R2 365 201.46
Butterworth	R322 819.96	R322 819.96
Buffalo City	R585 633.64	R585 633.64
Komani	R606 714.00	R606 714.00

These investments enhanced access to academic resources, supporting teaching, learning, and research activities throughout the institution.

Electronic Resource Management

To improve equitable access and enhance research support services, the Library and Information Services (LIS) continued to strengthen electronic resource management and digital information access. In 2025, two new electronic resources were acquired:

- AMBOSS
- Clarivate InCites

Additionally, all major electronic resource subscriptions were renewed under SANLiC agreements, at an estimated cost of approximately R18.9 million.

Database Usage Trends

The usage of electronic databases continued to improve in 2025, indicating a growing reliance on digital academic resources for teaching, learning, and research. The most frequently used databases included:

- EBSCOhost
- PressReader
- Scopus
- Web of Science
- ScienceDirect

Overall, the data demonstrated significant growth in electronic resource usage from 2024 to 2025.

Research Capacity Development

In alignment with LIS Strategic Goal 2.2, the Library continued to strengthen research capacity development through training workshops and support initiatives. During 2025:

- 33 workshops were conducted
- 2,483 staff members received training
- 1,103 postgraduate students participated in research support workshops

The workshops focused on:

- Research methodologies
- Scholarly publishing
- Database usage
- Citation management
- Open Access publishing
- Research integrity

Artificial Intelligence Literacy for Researchers

The rapid advancement of generative Artificial Intelligence (AI) technologies is reshaping the research environment. Recognising both the opportunities and ethical challenges associated with AI-driven research tools, LIS, in collaboration

with the Directorate of Research and Innovation, implemented AI Literacy workshops for researchers and postgraduate students across campuses. These workshops focused on the responsible and ethical use of AI tools such as:

- ChatGPT
- Semantic Scholar
- Elicit
- Scite.ai
- AI-enhanced research platforms

These initiatives strengthened AI literacy, promoted research integrity, and encouraged responsible research practices within the University.

Scholarly Publishing and Open Access

The Library and Information Services (LIS) advanced the University's Open Access publishing strategy. This was achieved through participation in national and international Read-and-Publish Transformative Agreements.
In 2025:

- A total of 88 Open Access articles were submitted.
- 49 unique authors engaged in publishing activities.
- The total Article Processing Charge (APC) list price reached approximately R3.98 million.
- Institutional savings amounted to approximately R2.4 million due to Transformative Agreements.

These agreements significantly enhanced research visibility, supported Open Access publishing, and promoted cost-effective scholarly dissemination.

In 2025, iYunivesithi Walter Sisulu continued to enhance its research, innovation, and scholarly support environment by increasing research productivity, expanding postgraduate programmes, launching innovation initiatives, and improving research support services.

The significant rise in accredited research outputs, postgraduate enrolments, and graduations, along with increases in Open Access publishing and research capacity-building initiatives, demonstrates the University's strategic commitment to promoting impactful, socially relevant research.

Through the collaborative efforts of the Directorate of Research and Innovation and the Library and Information Services, the University strengthened knowledge production, improved research visibility, enhanced digital access to information resources, and fostered research capacity development.

Moving forward, the University is dedicated to maintaining this momentum by investing in research support systems, postgraduate development, innovation ecosystems, and strategic research initiatives that meaningfully advance societal development and institutional sustainability.





4.8. PERFORMANCE IN TRANSFORMATIVE COMMUNITY ENGAGEMENT, INTERNATIONALISATION AND PARTNERSHIPS

During the 2025 academic year, iYunivesithi Walter Sisulu continued to solidify its position as a transformative and impact-driven African university through strategic community engagement initiatives, efforts towards internationalisation, and the development of partnerships.

The University's approach to community engagement and internationalisation is firmly rooted in its mission to address societal needs in ethical, academic, sustainable, and entrepreneurial ways. By implementing initiatives that are locally grounded yet globally connected, the University leveraged its unique identity as a primarily rural institution to promote sustainable development, social impact, and the production of Africa-centred knowledge.

The University's focus on transformative partnerships, global collaboration, and research that responds to community needs has significantly contributed to its growing international recognition, improved stakeholder engagement, and enhanced societal impact.

During the reporting period, iYunivesithi Walter Sisulu continued to advance its curriculum transformation initiatives, which are aimed at enhancing relevance, inclusivity, responsiveness, and alignment with both local and global developmental priorities. Curriculum transformation remains central to the University's commitment to producing graduates who are socially responsive, digitally capable, and prepared for the future.

The University's curriculum transformation agenda is guided by the institutional Curriculum Transformation Charter, which emphasises:

- The inclusion of African knowledge systems
- Recognition of African languages as legitimate languages of scholarship
- Humanising pedagogies grounded in Ubuntu-Botho principles
- Promotion of African scholarship
- Diversity and inclusivity within curricula
- Responsiveness to contextual social challenges, including gender-based violence, xenophobia, social justice, and sustainable development

4.8.1. Strategic Context: A Globally Relevant, Locally Rooted University

iYunivesithi Walter Sisulu occupies a unique position within the higher education sector as a largely rural institution that has effectively leveraged its local context to achieve increasing global relevance.

In 2025, the University continued its transition from traditional academic silos toward a transdisciplinary, impact-driven institutional model. By aligning its intellectual pursuits with the socio-economic realities and developmental challenges of the Eastern Cape, the University further established itself as a living laboratory for sustainable development and community-responsive innovation.

The Internationalisation and Partnerships Directorate acted as a strategic catalyst for societal transformation by:

- Enhancing global academic visibility;
- Facilitating knowledge exchange;
- Supporting collaborative research;
- Promoting student and staff mobility; and
- Building partnerships that align with national and global development priorities.

This strategic positioning directly contributed to the University's growth in global rankings and international partnerships.

4.8.2. Global Positioning and International Benchmarking

Times Higher Education (THE) Impact Rankings 2025

The Times Higher Education (THE) Impact Rankings offer independent global recognition of the University's contributions to advancing the United Nations Sustainable Development Goals (SDGs). The University's performance in 2025 demonstrated significant progress in social impact, sustainability, and community-focused scholarship.

Figure 6: iYunivesithi Walter Sisulu 2025 Global and Regional Positioning

Sustainable Development Goal (SDG)	Global Ranking	Africa Standing	South Africa Rank
SDG 1: No Poverty	#68	#5	#3
SDG 8: Decent Work and Economic Growth	101–200	Top 10	#5
SDG 4: Quality Education	301–400	Top 12	#6
SDG 17: Partnerships for the Goals	401–600	#12	#7
Overall 2025 Standing	**401–600**	**Top 12**	**Top 5**

These rankings reflect the University's strategic commitment to addressing socio-economic challenges through effective teaching, research, innovation, and community engagement initiatives. The University's robust performance in SDG 1: No Poverty highlights its expanding role in creating scalable solutions for economic resilience, social justice, and sustainable community development.

Internationalisation and Global Mobility

International Student Growth

The University has been actively expanding its international presence, reflected in the significant growth of international student enrolments and increased academic collaborations.

In 2025, international student registrations increased by approximately 15%, marking a strong recovery and geographic expansion. These international students came from various countries, including:

- Somalia
- Ethiopia
- Democratic Republic of Congo (DRC)
- Zimbabwe
- Ghana
- Nigeria
- India

The Faculty of Medicine and Health Sciences continues to play a key role in this growth, accounting for about 61% of the international student registrations. This increase demonstrates growing international confidence in the University's academic programmes and its expanding influence across continents.

International Mobility and Knowledge Exchange

The University has worked to enhance international mobility opportunities for both staff and students.

Inbound Mobility

The University successfully facilitated the inbound mobility of 11 international researchers and academics, including scholars from the Medical University of Graz (Austria) and the University of Cambridge (United Kingdom). These engagements contributed to:

- Research collaboration
- Knowledge exchange
- Academic networking
- The internationalisation of academic projects

Outbound Mobility

The University's outbound mobility efforts extended across:

- Africa
- Europe
- Asia
- Australasia

During the reporting period, more than 40 staff members and students participated in international exchanges, conferences, and collaborative efforts. These initiatives strengthened global exposure, promoted research collaboration, and enhanced the institution's visibility.

Strategic International Partnerships

The University has continued to enhance its strategic international partnerships in line with its institutional priorities and sustainable development goals.

Key partnership agreements formalised in 2025 included collaborations with:

- Copperbelt University (Zambia)
- Henan Polytechnic Institute (China)
- Mahatma Gandhi University (India)

Collaborative initiatives encompassed:

- Joint virtual Python workshops
- Research collaboration
- Academic exchange programmes
- Capacity development initiatives

The University has also strengthened its role within the African Partnerships Universities Alliance (APUA), contributing to Africa-centred internationalisation and collaborative capacity-building initiatives.

4.8.3. Strategic Partnerships and National Collaboration

The University's partnership ecosystem continued to strengthen alignment among academic programmes, community development, industry collaboration, and national development priorities. The institution

maintained a multifaceted partnership strategy focused on the following areas:

- Skills development
- Youth employability
- Research collaboration
- Community upliftment
- Digital transformation
- Economic development

SETA and Government Partnerships

High-impact Memoranda of Agreement (MoAs) have been established with several national stakeholders, including:

- Chemical Industries Education and Training Authority (CHIETA)
- merSETA
- National Youth Development Agency (NYDA)
- Council for the Built Environment (CBE)

These partnerships focus on:

- Skills alignment
- Work Integrated Learning opportunities
- Graduate employability
- Youth development
- Professional development support

Infrastructure, Digital Skills and Fourth Industrial Revolution (4IR) Initiatives

Strategic collaborations with the following organisations have continued to enhance digital literacy, infrastructure development, and readiness for the Fourth Industrial Revolution (4IR) among students and communities:

- SANRAL
- Vodacom Digital Skills Hub
- e-Skills CoLab
- IBM Skills Academy

These initiatives have played a significant role in closing the digital divide and fostering the development of future-ready graduates.

Local Government and Economic Development Partnerships

The University enhanced its partnerships with local governance and economic development through collaborations with the following organisations:

- Alfred Nzo Development Agency
- Buffalo City Metro Development Agency

These partnerships concentrated on several key areas:

- Local economic development
- Urban planning
- Community-based research
- Socio-economic development initiatives

These collaborations strengthened the University's position as a strategic development partner in the Eastern Cape.

4.8.4. Faculty Partnerships and Institutional Collaboration

In 2025, the University achieved a significant increase in faculty-level partnership agreements. A total of 15 partnership agreements were finalised, surpassing the institutional target of 7. This success led to several positive outcomes, including:

- - Expanded Work Integrated Learning opportunities
- - Increased bursary pipelines
- - Enhanced graduate employability
- - Strengthened collaboration with industry
- - Improved alignment between academic programmes and labour market needs

The rise in collaborative agreements also reflects growing faculty engagement in partnership development and efforts towards the University's internationalisation.

4.8.5. 2025 KPI Performance Summary

Figure 7: Internationalisation and Partnership KPI Performance

Key Performance Indicator	Target	Actual	Status
Strategic Partnerships aligned with SDGs	3	3	Achieved
Faculty Partnership Agreements	7	20	Exceeded
Outbound Staff Mobility	7	30+	Exceeded
Inbound Student and Staff Mobility	7	11	Exceeded

The University surpassed various internationalisation and partnership goals during the reporting period, indicating improved institutional coordination, faculty engagement, and strategic stakeholder involvement.

In 2025, iYunivesithi Walter Sisulu continued to solidify its reputation as a transformative, globally engaged, and community-responsive African university. Through strategic partnerships, international collaboration, mobility

programmes, and community engagement initiatives, the University enhanced its contributions to sustainable development, knowledge exchange, graduate development, and societal impact.

The University's increasing international recognition, robust partnership ecosystem, and strong performance in global impact rankings demonstrate the effectiveness of its locally grounded yet globally connected development model.

Looking ahead, the University remains dedicated to advancing transformative community engagement, strengthening Africa-centred internationalisation, expanding strategic partnerships, and enhancing its contributions to sustainable development and social transformation.




WSU
WSU



4.9 ENRICHING STUDENT EXPERIENCE



Dr Irene Mohasoa
Executive Director: Student Affairs

During the 2025 academic year, the Division of Student Affairs played a vital role in promoting student success, wellness, inclusion, leadership development, and comprehensive support at iYunivesithi Walter Sisulu.

Aligned with the University's commitment to fostering a student-centred and inclusive environment, the Division implemented a variety of integrated interventions designed to enhance the overall student experience across all campuses.

Key areas of focus included strengthening student support systems, promoting health and wellness, enhancing student governance and leadership, fostering social cohesion and a sense of belonging, supporting vulnerable student groups, and advancing student innovation, entrepreneurship, arts, and culture.

Through collaborative partnerships with internal and external stakeholders, the Division continued to respond effectively to students' academic, social, emotional, and developmental needs.

4.9.1. Administrative Efficiencies and Student Support Systems

During the reporting period, the Division enhanced administrative efficiencies and institutional governance by developing, reviewing, and implementing strategic policies and systems focused on students.

Key policy initiatives included:

- Student Bereavement Policy
- Missing Persons Policy
- Review of the SRC Constitution
- Review of the Student Parliament Constitution
- Terms of Reference for Student Discipline in Residences
- Emergency Medical Services Framework
- Guidelines for the Rationalisation and Consolidation Project
- Development of the Institutional Student Affairs Risk Register

These initiatives led to improved governance, strengthened operational effectiveness, enhanced legislative compliance, and more responsive student support systems.

The review of student governance constitutions, validated through Council structures, further strengthened democratic participation and student representation within the institutional governance processes.

4.9.2. Student Registration and Transition Support

Registration Preparatory Meetings

In preparation for the 2025 registration cycle, the Student Governance and Leadership Development (SGLD) Unit organised collaborative meetings with the Institutional Student Representative Council (ISRC) and the Registration, Finance, Residence Administration, and Faculty leadership teams.

The discussions centred on the following topics:

- Registration processes
- Financial clearance protocols
- Residence allocations
- Faculty selection and exclusion processes
- Coordination of student support

This collaborative approach enhanced interdepartmental coordination and contributed to a more efficient and student-centred registration process.





Special Cases Project

The Special Cases Project was a vital initiative that supported financially vulnerable students. Recognising the effects of financial hardship on academic success and student well-being, the programme focused on providing targeted assistance to those facing financial exclusion and registration challenges. This project played a significant role in enhancing access to education, supporting student retention, and promoting equitable participation within the University.

Table 7: Students Assisted Through the Special Cases Project

Campus	Number of Students Assisted
Buffalo City Campus	Council Allocation: 254 / CSRC Contribution: 254
Ibika	Council Allocation: 289 / CSRC Contribution: 342
Komani	Council Allocation: 195 / Rector's Contribution: 30 / CSRC Assistance: 225
Mthatha	Council Allocation: 666 / CSRC Assistance: 666

The initiative demonstrated strong collaboration between student leadership and university management to address student financial vulnerability.

Career Counselling and Registration Support

The Student Counselling Unit (SCU) continued to support students throughout the registration process by providing career counselling and academic guidance. These interventions helped students make informed academic decisions that aligned with their career aspirations and personal interests. Additionally, the support provided reduced uncertainty during registration and strengthened student retention and progression.

Residence Registration Support

The Residence Life and Co-Curricular Unit provided proactive support during the residence registration process through on-campus information stalls and a range of student support services.

The Unit addressed the following areas:

- Enquiries about residence allocation
- Emergency accommodation needs
- Support for first-time entering students (FTENs)
- Questions regarding off-campus accommodation
- Student complaints related to residence placement

These interventions helped reduce complaints and enhance students' experiences of the residence registration and allocation processes.

Orientation Programmes for FTENs and Continuing Students

Orientation programmes for first-time and continuing students were implemented across campuses to promote academic and social integration. The programmes focused on the following areas:

- Student transition
- University systems and expectations
- Student support services
- Wellness support
- Social integration
- Institutional culture and values

These interventions helped enhance students' preparedness, sense of belonging, and engagement.

4.9.3. Student Integration, Inclusion and Sense of Belonging

The Residence Life and Co-Curricular Unit launched various initiatives to promote inclusion, belonging, student engagement, and social cohesion across campuses. These programmes strengthened institutional culture, enhanced student connectedness, and supported holistic student development.

Diversity and Inclusion Initiatives

Several initiatives were implemented to strengthen social cohesion, raise awareness of diversity, and encourage inclusive student engagement.

Valentine's Day Celebration

The Valentine's Day celebration provided opportunities for social interaction, particularly for first-time students. This initiative promoted inclusivity, strengthened peer relationships, and enhanced students' sense of belonging within the University community.





Diversity Ground Programme

The Diversity Ground Programme created an inclusive platform for dialogue, cultural appreciation, and engagement surrounding diversity and identity. The initiative encouraged students to:

- Share their lived experiences
- Promote inclusion and respect
- Develop awareness of diverse perspectives
- Strengthen social cohesion through meaningful engagement and dialogue

Voice of Belonging Dialogue

Hosted during Heritage Month, the Voice of Belonging Dialogue offered students the opportunity to reflect on their cultural identity, heritage, and sense of belonging within the University community. Students expressed their cultural identity through dialogue, language, performance, and storytelling, which contributed to stronger community engagement and social cohesion.





Rainbow Sessions

Rainbow Sessions continued to provide safe, inclusive spaces for discussions on LGBTQIA+ identities, resilience, inclusion, and acceptance. These sessions promoted empathy, challenged stereotypes and biases, and fostered inclusive environments within residences.







First-Generation Student Support

The First-Generation Support Programme continued to provide specific support to first-generation students through mentorship, psychosocial assistance, resilience-building initiatives, and academic development activities.

Exam Support Initiative

The Student Life and Co-Curricular Unit, in collaboration with Makhuza Mentors, LGBTQIA+ Envoys, and First-Generation Envoys, implemented examination support initiatives for first-year students residing on campus. Study packs containing motivational materials and academic resources were distributed to students preparing for their first examinations.

The initiative focused on:

- Emotional wellness
- Academic resilience
- Stress management
- Effective study techniques
- Time management
- Examination preparedness

Guided meditation and wellness sessions were also offered to help students manage anxiety and stress related to exams. Feedback from students indicated improvements in confidence and emotional preparedness, as well as a stronger sense of support from the institution.

First-Generation Winter School

The institutional First-Generation Winter School took place at the Butterworth Campus from July 17 to 19, 2025, providing targeted academic and personal development support to first-generation students.

The programme emphasised:

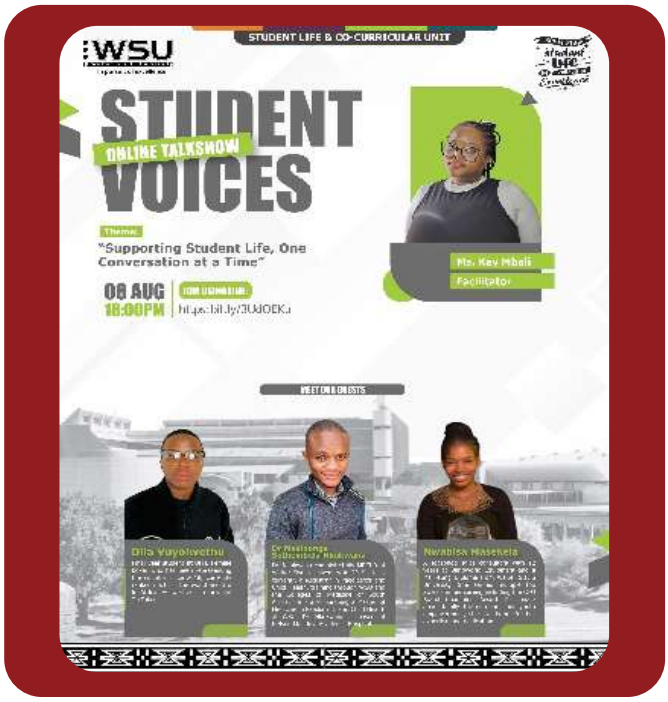
- Academic development
- Mentorship
- Confidence building
- Peer support
- Personal growth
- Community building

This initiative positively contributed to enhancing student resilience, persistence, and a sense of belonging.

Student Engagement and Development Activities

Student Online Talk Show





The Student Online Talk Show created a platform for students to engage in discussions about:

- Student experiences
- Financial literacy
- Intergenerational perspectives
- Motivation
- Personal growth

This initiative strengthened peer engagement and fostered a supportive student community.

Student Talent Show

The Student Talent Show continued to provide students with opportunities to showcase their artistic and creative talents. The programme promoted:

- Creativity and innovation
- Confidence
- Social interaction
- Campus unity
- Holistic student development

Campus-level showcases culminated in an institutional event held at the Mthatha Campus in September 2025.

Makhuza Residence Mentorship Programme

The Makhuza Residence Mentorship Programme remained an important support initiative for first-time entering students. The programme provided:

- Mentorship
- Academic referrals
- Social support
- Residence integration support

In 2025, 40 Makhuza Mentors were trained and deployed across campuses.

4.9.4. Student Health and Wellness

The University maintained its focus on student health

and wellness as an essential aspect of academic success and overall student development. A variety of integrated health and wellness initiatives were introduced to enhance preventive care, provide psychosocial support, raise awareness of wellness, and improve crisis response.

Orientation and Adjustment Support

The Wellness Cluster offered psychosocial and health support during the registration and orientation activities across campuses. The interventions focused on:

- Psychosocial support
- Disability advocacy
- Health education
- Wellness awareness
- Student adjustment support

These initiatives enhanced early engagement and encouraged students to seek help when needed.

Preventative Health and Wellness Campaigns

Multi-stakeholder "First Things First" campaigns were launched in collaboration with Higher Health and the Department of Health. The campaigns provided the following services:

- Health screening
- Mental health support
- Awareness programmes on gender-based violence (GBV)
- Substance abuse awareness
- Referral services

Additionally, mental health awareness campaigns and suicide prevention dialogues were conducted during high-pressure academic periods. These interventions aimed to enhance preventative healthcare and promote comprehensive student wellness.



Gender-Based Violence Prevention and Survivor Support

The Student Counselling Unit has adopted a comprehensive approach to addressing gender-based violence (GBV) that includes:

- Survivor-centred counselling
- Awareness campaigns
- Referral services
- Training for GBV ambassadors
- Educational programmes for students

To enhance reporting accessibility and provide better institutional support, a dedicated reporting email address was established.

These initiatives have strengthened the institution's response to GBV and promoted safer campus environments.





Peer Education and Wellness Programme

The Peer Education and Wellness Programme was a crucial student development initiative in 2025. The programme brought together the efforts of:

- Peer Educators
- Wellness Leaders
- Gender-Based Violence (GBV) Ambassadors
- Liquor Board Ambassadors

This initiative enhanced peer-led health promotion and awareness in several key areas, including:

- Mental health
- GBV prevention
- Substance abuse awareness
- Residence wellness support

Critical Incident and Crisis Response

The Wellness Cluster maintained coordinated responses to critical incidents, which included:

- Bereavement
- Mental health crises
- Medical emergencies
- Student unrest

The interventions included:

- Emergency response coordination
- Referral support
- Debriefing sessions
- Stress management workshops

These efforts contributed to maintaining institutional stability and strengthening student resilience.

Student Counselling and Campus Health Services

Student Counselling and Campus Health Services continued to provide essential psychosocial and healthcare support to students throughout 2025.

Key highlights include:

- More than 13 600 student support contacts
- Over 1 083 counselling sessions
- Support provided to over 692 students
- Approximately 35 000 health service consultations
- More than 13 000 tuberculosis screenings
- Approximately 3 000 HIV tests conducted
- Distribution of over 360 000 condoms

These initiatives demonstrate the University's commitment to enhancing student well-being and fostering a supportive campus environment.

4.9.5. Student Governance and Leadership Development

The University continued to enhance student governance and leadership development through democratic participation, constitutional review processes, leadership initiatives, and student engagement programmes.

Constitutional Review and Governance Strengthening

During the reporting period, the review of the Student Representative Council (SRC) and Student Parliament constitutions continued to ensure alignment with the iYunivesithi Walter Sisulu Statute (2024) and the evolving needs of student governance. These processes strengthened governance effectiveness and democratic participation.

SRC Elections Project

The approval of revised governance frameworks facilitated the successful implementation of the 2025 SRC elections. Handover, induction, and oath-taking ceremonies for the newly elected SRC leadership took place in September 2025.

Political Tolerance Workshop

The Student Governance and Leadership Development (SGLD) Unit hosted a Political Tolerance Workshop to promote constructive engagement and positive relations among student political structures during the SRC election period. The workshop emphasised:

- Respectful engagement
- Political tolerance
- Peaceful participation
- Democratic accountability

Food Security Initiatives

The Institutional SRC, in collaboration with the Office of the Vice-Chancellor, implemented a food security initiative that benefited approximately 1,500 students across campuses by providing food parcels and food vouchers. Additionally, the Division initiated the development of a long-term Food Security Project for the period from 2026 to 2030.

Student Leadership Exchange Programmes

The University continued to strengthen student leadership development through international and regional exchange programmes. Student leadership delegations participated in exchange and leadership development initiatives in India and Malaysia, focusing on:

- Leadership development
- Sustainable development
- Academic collaboration
- Social impact
- Youth empowerment

These engagements enhanced global exposure and leadership capacity among student leaders.

Student Unrest and Institutional Response

During the reporting period, the University experienced instances of student unrest, particularly at the Mthatha and Komani campuses. In response, the SGLD Unit implemented interventions aimed at strengthening:

- Dialogue between management and student leadership
- Communication mechanisms
- Support for student governance
- Student participation in institutional decision-making

These interventions promoted collaboration and institutional stability during times of disruption.

4.9.6. Arts, Culture and Student Development

The University continued to promote arts, culture, identity, and student creativity through a range of cultural development initiatives.

Grahamstown National Arts Festival

Student drama societies from various campuses participated in the Grahamstown National Arts Festival in 2025. The productions addressed themes such as:

- Identity
- Culture
- Social transformation
- Personal development

Participation in the festival enhanced students' artistic growth and cultural engagement.



Amakhosazana Programme

Amakhosazana groups continued their activities across the Buffalo City, Butterworth, and Mthatha campuses. This initiative focused on:

- Personal development
- Cultural identity
- Social responsibility
- Empowering young women

Xhamela Cultural Festival

The 2nd Annual Xhamela Cultural Festival celebrated cultural diversity and heritage across the campuses. The festival featured:

- Cultural exhibitions
- Traditional attire
- Drama performances
- Music
- Presentations from student cultural societies

The event fostered cultural pride and social cohesion within the University community.

4.9.7. Student Innovation and Entrepreneurship Development

The University has continued to strengthen student innovation and entrepreneurship development through strategic partnerships, mentorship programmes, innovation challenges, and entrepreneurship training initiatives.

Entrepreneurship Student Ambassador Programme

In 2025, fourteen Entrepreneurship Student Ambassadors from seven faculties were appointed. These ambassadors promoted:

- Student entrepreneurship
- Innovation awareness
- Mentorship
- Intellectual property awareness

ENACTUS and Innovation Programmes

Students took part in various entrepreneurship and innovation initiatives, including:

- ENACTUS leadership development
- Hult Prize Challenge
- Youth Innovation Challenge
- Entrepreneurship Venture Builder (EVB)
- EDHE entrepreneurship initiatives

These programmes provided:

- Business development support
- Mentorship
- Networking opportunities
- Prototype development assistance
- Exposure to entrepreneurship ecosystems

Several student teams advanced to national and international stages of entrepreneurship competitions.

In 2025, the Division of Student Affairs made significant contributions to student success, holistic development, wellness, leadership growth, social inclusion, and institutional transformation. Through integrated support interventions, governance initiatives, health and wellness programmes, leadership activities, entrepreneurship initiatives, and cultural events, the Division reinforced the University's commitment to creating a supportive, inclusive, and empowering student environment.

The Division is dedicated to advancing student-centred support systems that foster academic success, social justice, student well-being, and institutional sustainability at iYunivesithi Walter Sisulu.


Donald
GMC 49E



Section 5: Institutional Management and Administration

5.1. INSTITUTIONAL MANAGEMENT AND EXECUTIVE LEADERSHIP

During the 2025 reporting period, the Institutional Management at iYunivesithi Walter Sisulu focused on enhancing operational coordination, strengthening executive accountability, implementing strategic initiatives, and ensuring organisational stability. This section provides an overview of the University's executive management structure and key coordination mechanisms that supported the execution of Council-approved priorities, strategic initiatives, and operational plans during the year.

In 2025, the institutional management aimed to maintain the University's stability, responsiveness, and strategic alignment while navigating a complex operating environment marked by financial pressures, infrastructure constraints, leadership transitions, demands for student support, the imperative of digital transformation, and ongoing institutional renewal.

Executive Management and Institutional Coordination

Executive Management continued to offer strategic and operational leadership across the University's core and support portfolios. Through structured executive engagements, institutional committees, and portfolio-level coordination, management ensured that institutional priorities were effectively monitored and aligned with the University's broader strategic direction.

Key areas of executive coordination included:

- Implementation of Council resolutions and strategic priorities
- Oversight of institutional performance and annual planning
- Coordination of academic, administrative, and support portfolios
- Monitoring of strategic risks and operational challenges
- Strengthening institutional systems and reporting mechanisms
- Supporting the implementation of the Rationalisation and Consolidation Project
- Promoting institutional transformation, digitalisation, and sustainability initiatives

These coordination mechanisms contributed to enhanced institutional coherence and strengthened executive accountability.

Leadership Transition and Institutional Continuity

The 2025 reporting period saw significant leadership transitions, including the recruitment and appointment of a new Vice-Chancellor and Principal, who took office on January 1, 2026.

During this transition, the Executive Management, with the support of the Council and institutional governance structures, ensured that operations continued smoothly. The University remained committed to advancing its key strategic and operational priorities while upholding stability in governance and administrative functions.

Filling critical senior leadership positions throughout the year also played a vital role in enhancing institutional capacity, improving governance effectiveness, and ensuring greater accountability at the portfolio level.

Strategic Implementation and Institutional Renewal

Management continued to support the execution of the University's strategic priorities as outlined in Vision 2030, while also working to develop and refine the long-term Refocused Strategic Framework.

The institutional renewal efforts during this reporting period included:

- Ongoing implementation of the Rationalisation and Consolidation Project
- Advancement of institutional rebranding and renewal of identity
- Strengthening of academic planning and enrolment management
- Expansion of digital transformation initiatives
- Progress in infrastructure modernisation
- Enhancement of governance and policy frameworks
- Strengthening of research, innovation, and partnership development

These initiatives have positioned the University for greater integration, improved operational efficiency, and long-term sustainability.

Cross-Portfolio Collaboration

In 2025, institutional management placed significant focus on fostering cross-portfolio collaboration. Complex institutional priorities, including student success, digital transformation, infrastructure development, student wellness, enrolment management, research growth, and financial sustainability, required coordinated efforts across both academic and support divisions.

Management encouraged integrated planning and implementation across various areas, including:

- Teaching and Learning
- Research and Innovation
- Planning, Monitoring, and Evaluation
- Student Affairs
- Human Resources
- Finance
- Information and Communication Technology (ICT)
- Infrastructure and Facilities
- The Registrar's Office
- Marketing and Communication

This collaborative approach enhanced the institution's responsiveness and facilitated a more coherent execution of strategic priorities.

Operational Challenges and Management Response

The University operated in a challenging environment characterised by fiscal constraints, pressures on student funding, infrastructure backlogs, staff capacity issues, and increasing expectations for service delivery.

Key operational challenges included:

- High personnel expenditures and financial sustainability issues
- Ageing infrastructure and maintenance backlogs
- Disruptions in water and energy supply
- Rising demand for student wellness and academic support services
- Organisational adjustments following the Rationalisation and Consolidation Project
- Need for expansion of digital infrastructure
- The necessity to strengthen institutional culture and internal cohesion

Management addressed these challenges by enhancing monitoring, improving coordination, prioritising critical interventions, and engaging with both internal and external stakeholders.

Governance Support and Accountability

Institutional management continued to uphold effective governance by ensuring that the Council, Senate, and statutory governance structures received timely reports, management input, and implementation updates.

Management further supported:

- The implementation of Council resolutions
- The preparation and submission of institutional reports
- Policy development and review processes
- Risk monitoring and mitigation
- Audit and compliance processes
- Performance reporting against institutional priorities

These efforts strengthened accountability, transparency, and the effectiveness of institutional governance.

In 2025, institutional management played a crucial role in maintaining operational stability, strategic coordination, and continuity throughout a period of institutional transition and renewal. Through executive coordination, cross-portfolio collaboration, governance support, and the ongoing implementation of strategic priorities, management enhanced the University's capacity to fulfil its academic, developmental, and transformational mandate.

Looking ahead, the University will continue to strengthen institutional integration, executive accountability, digital transformation, operational efficiency, financial sustainability, and organisational culture to support the long-term vision of iYunivesithi Walter Sisulu.





5.2 PLANNING, MONITORING AND EVALUATION



Ms Olivia Mokgatle
Executive Director: Planning, Monitoring & Evaluation

5.2.1 Institutional Research and Planning

Enrolment Planning

During the 2025 reporting period, the University achieved a significant milestone by obtaining approval for its Enrolment Plan for 2026–2030 from the Department of Higher Education and Training. This approved plan establishes a stable and predictable framework for managing the University's size and structure over the medium term. It also addresses historical challenges related to enrolment fluctuations and limited growth in postgraduate programmes.

The plan aims to stabilise undergraduate enrolments while promoting structured and sustainable growth in postgraduate programmes. Specifically, the proportion of postgraduate enrolments is projected to increase from approximately 6% to 13% during this planning cycle. This growth is supported by the development of new postgraduate qualifications and the revision of selected undergraduate programmes across various faculties.

Additionally, the approved Enrolment Plan enhances institutional sustainability by aligning enrolment growth with academic capacity, programme responsiveness, national skills priorities, regional development needs, and the University's long-term strategic goals. It serves as an important planning tool for coordinating student intake, developing the Programme and Qualification Mix, staffing, infrastructure, financial planning, and interventions to promote student success.

Institutional Research Reports and Evidence-Based Decision-Making

During the 2025 reporting period, the Institutional Research and Planning team enhanced the University's evidence base by developing, publishing, and disseminating a comprehensive collection of institutional research reports. These reports provided data-driven insights across the student lifecycle, institutional culture, graduate outcomes, employability, digital maturity, and student success.

The reports were created by the Institutional Research and Planning team within the Directorate of Planning, Monitoring, and Evaluation, and they contributed to a more systematic, evidence-informed approach to institutional planning, monitoring, evaluation, policy development, and targeted interventions.

The suite of institutional research and benchmarking reports included:

	Report	Strategic Purpose
	Undergraduate Experience Survey Report	Provided insights into undergraduate students' academic, social, personal, and campus experiences, including first-time entering and senior student perspectives.
	Postgraduate Experience Survey Report	Examined postgraduate students' academic journey, supervision experiences, research culture, institutional support, mental health, food security, and campus facilities.
	Graduate Destination Survey Report	Tracked graduate employment, further study pathways, and the transition of graduates into the labour market.
	Stop-Out Survey Report	Explored the reasons why students interrupted their studies and identified factors affecting retention, re-engagement, and student success.
	Student At-Risk Follow-Up Survey Report	Assessed the experiences and progress of students previously identified as at risk, providing feedback on the effectiveness of support interventions.
	Staff Institutional Culture Survey Report	Provided insight into staff experiences of governance, transformation, inclusion, language, organisational culture, communication, and institutional cohesion.
	Employability Assessment Report	Assessed institutional employability systems and practices, including how the University supports students' readiness for employment and career development.
	Employability Benchmarking Report	Benchmarked institutional employability practices against participating South African institutions.
	Digital Maturity Benchmarking Report	Assessed the University's digital maturity and readiness in relation to digital transformation and technology-enabled institutional capabilities.

In addition to conducting survey-based institutional research, the Directorate has supported benchmarking efforts through several key reports: the Employability Assessment Report, the Employability Benchmarking Report, and the Digital Maturity Benchmarking Report. These reports have enhanced the University's understanding of its position regarding employability systems, graduate readiness, digital capabilities, and technology-enabled institutional maturity.

Together, these reports have strengthened the University's ability to:

- Understand student and staff experiences based on evidence rather than assumptions.
- Identify barriers to student success, retention, progression, and completion.
- Improve academic advising, early warning systems, and targeted interventions.
- Enhance postgraduate supervision and research support.
- Foster employability, improve graduate outcomes, and ensure responsiveness to the labour market.
- Support institutional culture, transformation, and staff engagement initiatives.
- Improve digital transformation planning and ICT-enabled institutional development.
- Inform strategic planning, operational planning, quality enhancement, and policy development.

Importantly, the findings from these reports are not intended to be standalone research outputs; rather, they provide a practical foundation for institutional reflection, stakeholder engagement, and coordinated action across various departments, including faculties, academic support units, Student Affairs, Human Resources, ICT, Quality Management, Academic Planning, and Executive Management.

Moving forward, the University will continue to institutionalise survey cycles, strengthen trend and comparative analysis, and ensure that the findings from these reports lead to measurable improvement plans. This approach will further enhance evidence-based governance, strategic planning, student success, institutional culture, and continuous improvement across iYunivesithi Walter Sisulu.

5.3.2 Academic Planning

Programme and Qualification Mix Activities

In alignment with the approved Enrolment Plan for 2026–2030 and the University's academic strategy, the Academic Planning function continued to support the development, review, and renewal of the Programme and Qualification Mix during 2025.

The University has prioritised expanding its postgraduate offerings, particularly in Science, Technology, Engineering, Mathematics, Health Sciences, Management, Commerce, and related professional areas. During the reporting period, 15 new qualifications were added to the University's approved Programme and Qualification Mix. Most of these new qualifications are postgraduate programmes in Health Sciences, including new Master of Medicine programmes and updated curricula to enhance academic relevance and ensure regulatory compliance.

Additionally, the University began developing and revising another 30 qualifications, which are currently at various stages of approval with the Department of Higher Education and Training, the Council on Higher Education, and the South African Qualifications Authority. Some of these programmes are expected to be implemented in 2026, while the majority are anticipated to launch between 2027 and 2028, in accordance with the approved Enrolment Plan.

These PQM activities enhanced academic responsiveness, broadened postgraduate pathways, improved professional relevance, and aligned the University's academic offerings with labour market demands, regional priorities, and institutional sustainability goals.

5.3.3 Quality Management

Quality Assurance Framework

The Quality Management Directorate continued to strengthen the University's quality assurance ecosystem through activities aligned with the four pillars of the institutional Quality Management Framework:

- Quality Governance and Administration
- Quality Assurance
- Quality Enhancement and Monitoring
- Quality Promotion and Capacity Development

In 2025, the Directorate implemented several initiatives to improve academic quality, programme effectiveness, institutional accountability, and regulatory compliance. These initiatives aided the University's transition from a reactive compliance approach to a more integrated quality enhancement strategy.

Programme and Module Reviews

During the reporting period, the University reviewed 10 academic programmes across various faculties, including those aligned with professional body requirements. These reviews underscored the University's commitment to enhancing academic quality, ensuring compliance with professional and regulatory standards, and promoting continuous

improvement in both undergraduate and postgraduate qualifications.

The review process resulted in findings and recommendations that will inform Quality Improvement Plans, curriculum renewal, academic support, and programme-level enhancements.

In 2025, the Quality Management Directorate, in collaboration with the Institutional Research and Planning Directorate, reviewed 55 at-risk modules within the Faculty of Management and Public Administration Sciences.

These findings highlighted the need for improved consistency in teaching practices, enhanced assessment feedback mechanisms, and greater accountability at the module level. Consequently, a comprehensive trend analysis and related Quality Improvement Plans are being developed to address the identified issues and strengthen the quality of teaching and learning.

These initiatives aim to enhance programme quality and promote institutional responsiveness. Overall, the Quality Management Directorate has made significant progress in improving programme reviews, conducting module evaluations, initiating quality enhancement initiatives, ensuring institutional quality assurance, and preparing for external reviews. These efforts have bolstered academic credibility, reduced accreditation risks, improved programme effectiveness, and promoted sustainable excellence in teaching and learning at iYunivesithi Walter Sisulu.

5.3.4 Strategic Contribution to Institutional Performance and Continuous Improvement

In 2025, the Planning, Monitoring, and Evaluation Directorate made significant strides in enhancing institutional performance, academic quality, student success, regulatory compliance, and strategic decision-making. By integrating efforts across Institutional Research and Planning, Academic Planning, and Quality Management, the Directorate improved the University's ability to plan, monitor, evaluate, and effectively address institutional priorities.

A key achievement of the Directorate was connecting strategic planning, enrolment planning, programme development, quality assurance, and institutional research into a cohesive evidence ecosystem. This integration allowed the University to move from compliance-based reporting to a more advanced model of evidence-informed planning and continuous improvement.

The Directorate's initiatives supported several strategic outcomes, including:

- Improved alignment among the approved Enrolment Plan, Programme Qualification Mix (PQM) development, and institutional sustainability.
- Enhanced use of institutional data to promote student success, retention, and progression.
- Better academic planning and regulatory compliance across faculties.
- Strengthened quality assurance through programme reviews, module reviews, and Quality Improvement Plans.
- Increased institutional readiness for engagements with the Council on Higher Education (CHE), the Department of Higher Education and Training (DHET), the South African Qualifications Authority (SAQA), and professional bodies.
- Improved statutory reporting and institutional accountability.
- Greater utilisation of dashboards and analytics to inform decision-making at both executive and faculty levels.

The approval of the Enrolment Plan for 2026–2030, the development of new qualifications, the review of at-risk modules, and the preparation of institutional quality reports illustrate the Directorate's contribution to building a more responsive, sustainable, and quality-driven academic environment.

5.3.5 Challenges and Areas for Improvement

During the reporting period, despite notable progress, several challenges continued to affect the effectiveness of planning, monitoring, evaluation, academic planning, and quality management activities. These challenges highlight the necessity for enhanced collaboration among various departments, including Institutional Research and Planning, Academic Planning, Quality Management, Learning and Teaching, the ICT Division, the Registrar's Division, Finance, Student Affairs, faculties, and Executive Management.

In 2025, the Planning, Monitoring, and Evaluation Directorate made significant advancements in institutional planning, enrolment planning, academic planning, institutional research, quality management, statutory reporting, and evidence-based decision-making. The Directorate's efforts directly contributed to improved strategic alignment, academic quality, programme responsiveness, student success, financial sustainability, regulatory compliance, and institutional accountability.

Key achievements during this period included the approval of the Enrolment Plan for 2026–2030, the development and revision of qualifications, the publication of institutional research reports, the review of programmes and modules,

and the strengthening of quality assurance systems. These accomplishments collectively emphasise the Directorate's strategic value to the University.

Looking ahead, the Directorate will continue to support iYunivesithi Walter Sisulu's transformation agenda by promoting integrated planning, enhancing institutional intelligence, improving data governance, strengthening quality management, and ensuring that evidence-based decision-making informs all levels of the University.







5.3. EMPOWERED WORKFORCE



During the 2025 reporting period, the Human Resources Directorate played a strategic role in advancing iYunivesithi Walter Sisulu's goals. This was achieved by strengthening organisational capability, supporting institutional transformation and promoting a high-performance, people-centred culture.

Building on the progress made in previous planning cycles, the Directorate concentrated on several key areas: enhancing workforce planning, staff development, organisational stability, leadership renewal, employment equity and employee wellness.

Mr Siyabulela Mnyaiza
Executive Director: Human Resources

Key highlights of the reporting period included:
- Ongoing institutional restructuring related to the Rationalisation and Consolidation (R&C) Project;
- Strengthening the capacity of executive leadership;
- Increased investment in staff development and digital competencies;
- Initiatives aimed at organisational renewal and improving institutional culture; and
- Enhanced employee wellness programmes and psychosocial support interventions.

As of the end of 2025, the University employed approximately 2 092 full-time staff members, which included:
- 867 academic staff; and
- 1 225 support staff.

The University continued to make strides in improving academic qualifications, strengthening leadership capacity, advancing workforce transformation, and enhancing organisational learning and development initiatives.

5.3.1 Operating Context

The operating environment in 2025 was complex and demanding, influenced by several factors:
1. Financial pressures within the higher education sector
2. Rising personnel expenditures
3. Infrastructure constraints
4. The need for institutional transformation
5. Increasing demands for operational efficiency and organisational agility

The University continued to implement structural and staffing realignments associated with the Rationalisation and Consolidation (R&C) Project, which aimed to optimise academic and support services across its campuses.

While most restructuring initiatives were successfully executed, the consolidation of Engineering programmes was only partially completed due to infrastructure limitations at the Potsdam Campus. As a result, some departments

continued to operate at the College Street Site.

Additionally, the reporting period was marked by the passing of the Deputy Vice-Chancellor for Institutional Support and Development. The University community demonstrated resilience during this challenging time, supported by counselling services, psychosocial support interventions, and institutional wellness programmes designed to restore organisational stability and staff well-being.

Personnel expenditures continued to exert pressure on institutional sustainability, accounting for approximately 70% of unrestricted income—significantly above the benchmark recommended by the Department of Higher Education and Training (DHET). This situation highlighted the need for enhanced workforce planning, expenditure management, and measures to improve organisational efficiency.

5.3.2 Strategic Initiatives During 2025

The University prioritised filling critical executive and senior management positions to enhance leadership stability, governance effectiveness, and strategic oversight capacity. Key appointments finalised during the reporting period included:

- Deputy Vice-Chancellor for Research and Internationalisation
- Deputy Executive Dean for Management and Public Administration Sciences
- Deputy Executive Dean for Education
- Deputy Executive Dean for Natural Sciences
- Deputy Executive Dean for Economics and Financial Sciences
- Deputy Executive Dean for Law, Humanities, and Social Sciences
- Senior Director of Legal Services
- Deputy Vice-Chancellor for Institutional Support and Development
- Senior Director of Marketing, Communication, and Development (contract renewal)

Additionally, the appointment of Prof T. Mgwebi as the incoming Vice-Chancellor and Principal, set to begin in 2026, was finalised during this reporting period.

These appointments significantly strengthened leadership continuity, governance stability, and the University's strategic capacity.

5.3.3 Human Capital Development and Staff Qualifications

The University has continued to prioritise improving staff qualifications, academic development, and succession planning. By the end of 2025, the following achievements were noted:

- 31% of academic staff held doctoral qualifications.
- 48% held master's degrees.

In 2025, approximately 213 staff members enrolled in higher qualification programmes, demonstrating the institution's ongoing commitment to:

- Academic development
- Enhancing research capacity
- Succession planning
- Long-term institutional sustainability

The Staff Qualifications Improvement Programme remained a key initiative during this period.
Additionally, during the reporting year:

- 30 staff members graduated with doctoral qualifications.
- 65 staff members graduated with master's degrees.

These accomplishments have strengthened the University's academic capabilities and enhanced its long-term capacity for research and postgraduate supervision.

5.3.4 Training and Development Initiatives

The Human Resources Directorate has continued to enhance organisational learning and staff development initiatives across academic, administrative, and support functions.

During the reporting period, a total of 500 training opportunities were planned. Key training programmes implemented included:

- Artificial Intelligence in Teaching and Learning

- Digital Transformation and Competency Development
- Teaching with Technology
- Leadership and Management Development
- Academic Development Programmes
- Facilitator Training
- Human Resources Staff Induction Programmes

Additional achievements included:
- Training 108 support staff in digital literacy, automation, ICT systems, and emerging technologies
- Facilitating 89 support staff members in leadership and governance development programmes
- Engaging 60 academics in Research and Data Capability Programmes
- Involving 49 academics in curriculum design and blended learning programmes

These initiatives have contributed to strengthening digital capabilities, enhancing organisational agility, developing leadership skills, and building a future-oriented workforce.

5.3.5 Employment Equity and Workforce Transformation

The University has continued to implement employment equity and workforce transformation initiatives designed to enhance representativity, inclusivity, and equitable participation at all occupational levels. Black employees remain the majority of the workforce, and progress has been made in increasing female representation, especially within senior management positions.

Table 8: Workforce Demographic Profile (2025)

	FEMALES					F Total	MALES					M Total	Grand Total
Rank Name	**A**	**C**	**I**	**W**	**FN**		**A**	**C**	**I**	**W**	**FN**		
Top Management	1					1							1
Senior Management	7			1		8	12		2		2	16	24
Prof Qualified Exp Specialist	481	6	9	10	36	542	486	4	14	16	109	629	1 171
Skilled Tech Qual WRKS	298	3	4	2	1	308	224	2	1	2	3	232	540
Semi-Skilled Decision Making	169	2	1	1	1	174	136					136	310
Unskilled Defined Decs Making	18					18	26	1				27	45
Grand Total	**975**	**11**	**14**	**14**	**38**	**1 052**	**884**	**7**	**17**	**18**	**114**	**1 040**	**2 092**

A = African; C = Coloured, I = Indian; W = White; FN = Foreign Nationals

The University further continued to focus on:
- Strategic recruitment in scarce skills areas;
- Succession planning initiatives; and
- Addressing ageing workforce trends within selected faculties and disciplines.

5.3.6 Risk Management

Financial Sustainability Risks

Personnel expenditure was significantly above the DHET benchmark range of 58%–62%, reaching approximately 70% of unrestricted income in 2025. This situation continued to pose a risk to financial sustainability and highlighted the need for:
- Workforce optimisation
- Improved expenditure management
- Strategic recruitment planning
- Cost containment measures

Ageing Workforce and Succession Risks

The age profile of the workforce showed that:
- 67% of employees were between 20 and 49 years old,
- 31% were between 50 and 65 years old, and

- 2% were over 65 years old.

Faculties such as Medicine and Health Sciences, as well as Education, faced challenges related to an ageing academic staff and the potential loss of institutional knowledge. As a result, succession planning and targeted recruitment strategies remained key priorities for the institution.

Employee Relations and Labour Risks

The University continued to manage labour relations through:
- Structured engagement with recognised labour unions
- Formal grievance processes
- Employee relations interventions
- Participation in CCMA proceedings when necessary

Legal and labour-related risks required close monitoring, resulting in legal fees totalling approximately R3.3 million by the end of 2025.

Employee Wellness and Psychosocial Risks

The University intensified its wellness initiatives to address:
- Mental health challenges
- Workplace stress
- Trauma and bereavement
- Employee resilience
- Psychosocial well-being

During the reporting period:
- 335 employees received psychosocial support services
- Trauma debriefing interventions were conducted
- Workshops on emotional intelligence and stress management were facilitated
- Multiple wellness webinars and awareness campaigns were implemented

These initiatives significantly strengthened employee wellness, resilience, and organisational stability.

5.3.7 Significant Accomplishments in 2025

Key achievements recorded during the reporting period included:
- Successful appointments of critical executive and senior management positions.
- Improved academic staff qualifications, with the proportion of staff holding doctoral degrees increasing to 31%.
- Expansion of staff development programmes focused on digital transformation, leadership, and artificial intelligence.
- Enhanced employee wellness and psychosocial support initiatives.
- Effective implementation of organisational learning and transformation programmes.
- Ongoing progress in employment equity and workforce transformation initiatives.
- Strengthened organisational stability during a period of leadership transition and institutional restructuring.

5.3.8 Conclusion and Way Forward

The Human Resources Directorate remained dedicated throughout 2025 to cultivating an empowered, resilient, and high-performing workforce capable of advancing iYunivesithi Walter Sisulu's strategic goals and transformation agenda.

Despite facing challenges such as:
- Financial sustainability
- Increasing personnel expenditure
- Workforce ageing dynamics
- Organisational restructuring
- Significant progress was achieved in:
- Strengthening leadership capacity
- Enhancing staff development
- Improving organisational culture
- Advancing workforce transformation
- Supporting employee wellness and institutional resilience

Looking ahead, the Directorate will prioritise:

- Implementing the Human Capital Strategy aligned with Vision 2030 and refocused strategic framework
- Strengthening succession planning and talent management
- Enhancing workforce analytics and evidence-based planning
- Expanding employee wellness and organisational culture initiatives
- Strategic recruitment in areas with scarce skills
- Continuing investment in digital capabilities and academic staff development
- Implementing cost containment measures to improve the sustainability of personnel expenditure

The Human Resources Directorate remains committed to providing ethical, responsive, and transformative human resource services that contribute to institutional excellence, organisational resilience, and long-term sustainability for iYunivesithi Walter Sisulu.





5.4 ADMINISTRATION AND GOVERNANCE



In the 2025 reporting year, the Office of the Registrar played a crucial role in enhancing academic administration, governance systems, policy development and institutional regulatory compliance at iYunivesithi Walter Sisulu. This portfolio made significant contributions toward improving institutional effectiveness, governance stability, policy coherence and administrative accountability in alignment with the University's long-term strategic direction.

Dr Lulamile Ntonzima
Registrar

The Registrar's portfolio was vital in supporting:

- Effective academic administration
- Strengthened governance systems
- Policy and regulatory development
- Council and Senate administration
- Institutional compliance
- Academic integrity
- Institutional responsiveness and accountability

These initiatives positively strengthened institutional governance, administrative efficiency, and strategic oversight throughout the University.

5.4.1 Academic Administration and Institutional Support

The Academic Administration Division continued to prioritise enhancing system-driven academic administration processes across faculties. Key areas of focus included:

- Providing better support for students and academic staff
- Strengthening faculty administration processes
- Improving the management of academic records
- Enhancing assessment administration and quality assurance systems

Close monitoring of marks administration processes, with oversight from the Senate Assessment Committee, led to:

- Improved quality assurance mechanisms
- Stronger checks and balances
- Better compliance with institutional assessment requirements
- Increased reliability of academic administration systems

To enhance operational efficiency and improve administrative capabilities, refresher training was conducted on the Lecturer i-Enabler marks administration system. The training targeted:

- Strengthening the capacity of faculty administrators
- Improving the monitoring of the marks administration processes
- Enhancing support for academic staff
- Ensuring compliance with academic administration procedures

These efforts contributed to strengthening academic governance and improving the effectiveness of institutional administration.

5.4.2 Policy Development and Regulatory Strengthening

The Governance Directorate continued to coordinate the review of institutional policies and the development

of new policy instruments to strengthen governance, operational accountability, and regulatory compliance.

During the reporting period, Council approved and enacted sixteen (16) institutional policies, reflecting significant progress in strengthening the University's regulatory framework.

The policies approved during 2025 were:

1. Revised Policy on the Appointment of Executive Management;
2. Code of Conduct Policy for Students;
3. Revised Supply Chain Management Policy;
4. Policy on Policy Development;
5. Research and Innovation Policy;
6. Postdoctoral Research Fellowships Policy;
7. Postgraduate Training Policy;
8. Research Ethics Policy;
9. Institutional Repository Policy;
10. Plagiarism and Academic Integrity Policy;
11. Circulation Policy;
12. Research Data Management Policy;
13. Community Engagement and Outreach Policy;
14. Policy on Centres, Institutes and Bureaus;
15. Language Policy; and
16. Management and Reporting of Deceased Persons Policy.

The approval and implementation of these policies strengthened:

- Institutional governance;
- Academic integrity;
- Research administration;
- Operational accountability;
- Regulatory compliance; and
- Institutional policy coherence.

These developments further contributed toward creating a responsive and enabling institutional governance environment aligned with the University's strategic and transformation objectives.

5.4.3 Council Governance and Strategic Institutional Resolutions

Council continued to provide strategic governance oversight and leadership during the reporting period by approving several key institutional resolutions to strengthen academic leadership, institutional renewal, innovation, governance continuity, and strategic positioning.

5.4.4. Contribution to Institutional Stability and Governance Effectiveness

The Office of the Registrar plays a crucial role in supporting the institution's governance structures and ensuring their effective operation. This support includes:

- Council and Council Committees
- Senate and Senate Committees
- Governance and policy frameworks
- Institutional compliance systems

In addition, the Office contributes to:

- Strengthening the effectiveness of institutional governance
- Supporting academic governance and administration
- Enhancing the implementation of policies and ensuring compliance
- Improving institutional coordination
- Strengthening accountability and oversight mechanisms in governance

These efforts have positively impacted institutional stability and enhanced the University's ability to implement its strategic and operational priorities effectively.

The 2025 reporting period showcased significant advancements in strengthening academic administration, institutional governance, policy development, and regulatory systems at iYunivesithi Walter Sisulu.

Through enhanced governance systems, improved policy frameworks, streamlined academic administration processes, and strategic oversight by the Council, the Office of the Registrar has made meaningful contributions to institutional stability, effective governance, and long-term strategic positioning.

The Registrar's portfolio remains dedicated to promoting effective governance, reinforcing institutional accountability, and creating a supportive regulatory and administrative environment that advances the University's strategic goals and transformation agenda.


WSU
IT
HUB



5.5. OPERATIONAL EFFICIENCY AND MODERN ICT



Dr Nkgatho Tlale
Deputy Vice-Chancellor: Institutional Support & Development

5.5.1 Infrastructure

During the 2025 reporting period, iYunivesithi Walter Sisulu made significant strides in transforming and modernising its physical infrastructure through strategic development initiatives, rationalisation, consolidation, and campus modernisation efforts. The infrastructure programme aligns with the University's broader transformation agenda and institutional strategic priorities, which focus on:

- Strengthening academic delivery
- Enhancing the student experience
- Improving operational efficiency
- Supporting research and innovation
- Modernising institutional facilities
- Creating integrated, faculty-aligned campus environments

The University worked to reposition historically fragmented academic sites into cohesive and forward-looking precincts that support contemporary teaching, learning, research, and student support services.

Infrastructure development initiatives during the reporting period included:

- Modernisation of existing facilities
- Development of new academic infrastructure
- Expansion of specialised teaching and learning facilities
- Enhancement of practical and industry-aligned learning environments
- Improvement of student-centred support infrastructure
- Advancement of digitally enabled and technology-infused institutional spaces

Additionally, the University intensified planning for the:

- Expansion of student accommodation infrastructure
- Development of ICT-enabled learning and research environments
- Reconfiguration of administrative and governance spaces

- Strengthening of infrastructure capacity to support institutional growth and sustainability

These developments help create an integrated, responsive, and future-ready institutional environment that meets the evolving needs of students, staff, and academic programmes.

Infrastructure Projects Completed During 2025

Technopark Engineering Building

Completed in April 2025, the Technopark Engineering Building at the Potsdam Campus introduced:
- Modern laboratories;
- Contemporary lecture venues; and
- Associated academic support facilities for the Faculty of Engineering.

The development enabled the consolidation of the Mechanical Engineering Department into a purpose-designed academic environment while creating additional capacity for future expansion within engineering disciplines.

The project forms part of the University's broader engineering precinct development strategy, aimed at strengthening practical, industry-aligned engineering education.



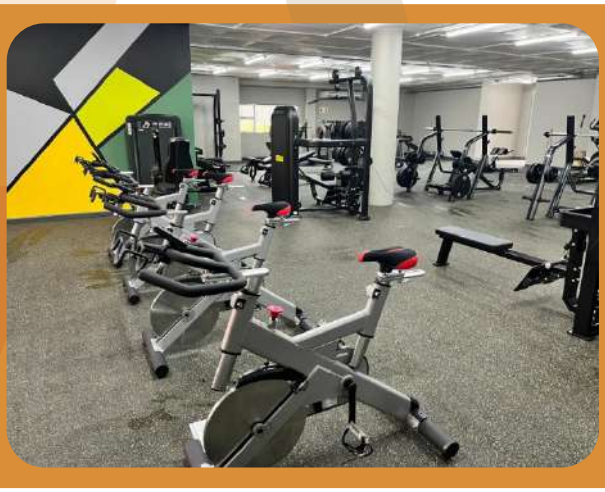


KGB & KTC Student Life Refurbishment

Completed in May 2025, the KGB and KTC Student Life Refurbishment Project aimed to modernise student support facilities and create environments that better meet the evolving wellness and support needs of students.

The refurbishment included:
- Upgraded dining areas
- Improved student support facilities
- Enhanced social interaction spaces
- Better integration of student support services

This project positively contributed to enhancing the overall student experience and improving the functionality of student life infrastructure across the campuses.





Engineering Workshop

Completed in June 2025, the Engineering Workshops at the Potsdam Campus were designed to enhance:

- Practical teaching
- Technical skills development
- Hands-on learning for engineering students

This facility is an integral part of the University's long-term development plan for its engineering precinct and offers specialised workshop infrastructure that meets the needs of modern engineering education.

The project further enhances the University's capacity to provide industry-relevant technical training and experiential learning opportunities.





Ibika Hospitality & Tourism Facility

Completed in July 2025, the Ibika Hospitality and Tourism Facility was designed to bring together the Department of Tourism, Hospitality, and Sports Management within a modern, integrated teaching environment. The facility features:

- Specialised training kitchens
- Mass food production facilities
- A contemporary restaurant training environment

These improvements significantly enhanced practical training opportunities and aligned learning with industry standards in the hospitality and tourism fields. Additionally, the project contributes to strengthening experiential learning and improving graduate employability within the sector.





Chiselhurst Teaching Spaces Repurposing

Completed in June 2025, the Chiselhurst Teaching Spaces Repurposing Project focused on modernising and reconfiguring existing academic facilities to better support the following programmes:

- Fashion
- Journalism and Broadcasting
- Consumer Science

The project introduced several key improvements, including:

- Upgraded teaching venues
- Specialised skills laboratories

- Computer laboratories

These advancements enhanced the University's ability to deliver industry-aligned programmes in modern, purpose-built teaching and learning environments.





Strategic Infrastructure Projects in Progress

During the reporting period, the University made significant progress on several strategic infrastructure initiatives aimed at enhancing:

- Academic delivery
- Research capacity
- Student accommodation
- Digital transformation
- Institutional operational efficiency

The following major projects continued to advance during this time:

- Student Housing Infrastructure Programme (SHIP)
- Butterworth Hospital Residences
- ZMK Specialised Laboratories
- Dwesa Research Station
- Institutional Office Building
- Artificial Intelligence (AI) Centre and IT Hubs

These strategic developments are part of the University's long-term infrastructure modernisation programme, which is designed to support institutional growth, sustainability, and preparedness for the future.

Conclusion

In 2025, iYunivesithi Walter Sisulu made significant strides in enhancing and modernising its institutional infrastructure in line with its strategic transformation agenda. The completion of essential projects in key areas such as academics, engineering, hospitality, and student support contributed to:

- Enhancing the teaching and learning environment
- Strengthening practical and industry-aligned training
- Improving the overall student experience
- Supporting institutional integration and consolidation
- Advancing a digitally enabled and future-ready campus environment

The University remains dedicated to ongoing infrastructure investments that foster academic excellence, promote student success, enhance operational efficiency, support sustainability, and ensure long-term institutional growth.

5.5.2 Facilities

The 2025 reporting period highlighted the University's ongoing commitment to maintaining operational efficiency and functional campus environments across all its locations, despite significant financial, infrastructure, and operational challenges.

The Facilities Department continued to provide essential support services that underpin teaching and learning,

research activities, student accommodation, campus operations, and institutional administration.

Throughout the reporting period, the operational environment remained challenging, characterised by:

- Ageing infrastructure
- Utility disruptions
- Procurement delays
- Staffing shortages
- Increased operational pressures due to Rationalisation and Consolidation initiatives
- Budget constraints impacting maintenance and operational delivery

Despite these pressures, the University successfully sustained critical facilities and operational services necessary to ensure academic continuity and institutional functionality.

Key Achievements During 2025

The Facilities Department has been actively working on various operational and infrastructure support initiatives to ensure that campus environments remain safe, functional, and focused on students.

Key achievements during this reporting period include:

- Continued refurbishment of academic buildings and student residences
- Upgrades to electrical and water infrastructure, including backup systems
- Strengthening of campus security operations and support for institutional events
- Implementation of environmental management and sustainability initiatives
- Ongoing activities related to Occupational Health and Safety compliance, including training and inspections

These efforts have contributed to:

- Maintaining operational continuity
- Supporting the teaching and learning environment
- Enhancing campus safety and functionality
- Improving institutional resilience

Operational and Infrastructure Challenges

The Facilities Department faced significant operational pressures during the reporting period. The major challenges included:

- Ageing and overburdened infrastructure
- Reduced maintenance budgets and cuts to operational funding
- Increased reliance on reactive maintenance approaches
- Water shortages and instability in energy supply
- Insufficient operational space and storage facilities
- Staffing shortages and limited fleet capacity
- Increased operational demand resulting from rationalisation and consolidation initiatives

These challenges constrained service-delivery capacity and undermined operational efficiency across various institutional support areas. The growing demand for infrastructure maintenance and campus operational support has underscored the need for ongoing investment in infrastructure renewal, preventative maintenance, and operational modernisation.

Financial and Operational Constraints

Budgetary pressures posed a significant operational challenge in 2025. Reduced maintenance budgets and approximately 10% cuts to operational funding limited the University's ability to:

- Implement preventative maintenance programmes
- Undertake major infrastructure upgrades
- Improve contractor performance management
- Strengthen operational support services

As a result, various operational units increasingly relied on reactive maintenance approaches, which heightened:

- Long-term infrastructure risks
- Deferred maintenance backlogs
- Operational costs associated with emergency repairs and infrastructure failures

These constraints continue to underscore the importance of sustainable infrastructure investment and improved

operational planning.

Environmental Management and Occupational Health and Safety

The University continued to enhance its initiatives for environmental sustainability and Occupational Health and Safety (OHS) compliance during the reporting period. Key actions taken included:

- Conducting OHS inspections and monitoring compliance
- Implementing staff awareness and training programmes
- Launching environmental management initiatives
- Engaging in campus safety and risk mitigation activities

These efforts contributed to the promotion of:

- Safer working and learning environments
- Compliance with regulations
- Reduction of institutional risks
- Improved environmental stewardship across the campuses.

Strategic Priorities for 2026

In response to ongoing operational and infrastructure challenges, the Facilities Department has identified the following strategic priorities for 2026:

- Strengthening water security and backup infrastructure.
- Addressing critical maintenance backlogs.
- Improving facilities, accommodation, and operational centralisation.
- Enhancing preventative maintenance systems and procurement efficiency.
- Strengthening security operations, transport services, and fleet management.
- Tackling staffing shortages and improving operational governance systems.

These priorities aim to enhance institutional resilience, ensure operational sustainability, and promote effective long-term infrastructure management.

The Facilities Department demonstrated resilience and operational commitment during the 2025 reporting period by successfully maintaining essential institutional operations despite facing significant financial, infrastructure, and capacity challenges.

Through ongoing maintenance efforts, infrastructure support services, safety initiatives, and effective operational management, the Department played a crucial role in ensuring that the campus environments across the University remained functional, safe, and supportive.

However, ongoing challenges related to ageing infrastructure, financial sustainability, operational capacity, and maintenance backlogs continue to pose strategic risks. Addressing these issues will require sustained institutional investment and long-term interventions.

The University is committed to enhancing its facilities management systems, improving operational efficiency, and promoting infrastructure sustainability to support its long-term transformation agenda.

5.5.3 ICT

The ICT Directorate played a strategic role in advancing the University's vision of becoming a technology-infused institution in Africa during the 2025 reporting period.

Key focus areas for the year included:

- Strengthening digital infrastructure
- Expanding ICT services and connectivity
- Enhancing cybersecurity and digital governance
- Supporting digitally enabled teaching and learning
- Improving institutional service delivery across both academic and administrative environments

The Directorate continued to support the University's broader digital transformation agenda through infrastructure modernisation, systems integration, smart learning technologies, and the expansion of secure digital services across its campuses.

These initiatives significantly enhanced institutional efficiency, connectivity, operational resilience, and digitally enabled learning environments.

Digital Infrastructure Development

The University has continued to invest in expanding its digital infrastructure to enhance connectivity, campus security, and technology-enabled teaching and learning environments.

Key achievements during this reporting period include:

- Achieving near-universal campus Wi-Fi coverage, with:
  - 100% coverage in student residences, offices, and classrooms; and
  - Approximately 95% coverage in common areas.
- Expanding the CCTV infrastructure to cover around 90% of critical institutional facilities.
- Implementing Phase 1 of physical access control systems, which includes vehicle scanning systems at the main campus entrances.
- Introducing smart classroom technologies in more than 30% of lecture venues across the campuses.

These developments have significantly improved:

- Digital access and connectivity;
- Campus safety and security;
- Technology-enabled teaching and learning; and
- Institutional operational efficiency.

The ongoing expansion of digital infrastructure remains central to the University's long-term digital transformation strategy.

Systems Development and Digital Transformation

The ICT Directorate made significant progress in strengthening institutional systems and enhancing digital governance by implementing several strategic digital platforms and operational systems.

Research and Innovation Systems

In 2025, the University successfully deployed the Converis Research Management System across all faculties. This implementation strengthened the following areas:

- Research management processes
- Tracking of research outputs
- Institutional reporting
- Data management
- Efficiency in research administration

Additionally, the system supports better research governance and increases the visibility of institutional research.

Incident Management System

The University expanded its Incident Management System to enhance institutional reporting and response mechanisms. This expansion contributed to:

- Improved incident tracking
- Faster response times
- Enhanced accountability
- Better operational coordination across institutional support units

Online Procurement System

The ICT Directorate also implemented a fully operational Online Procurement System designed to improve:

- Procurement efficiency
- Workflow automation
- Institutional compliance
- Transparency
- Financial governance processes

The system's implementation has significantly enhanced operational efficiency and institutional accountability.

Strategic ICT Projects in Progress

During the reporting period, the University made significant strides in advancing several strategic digital transformation

projects. Key projects currently underway include:

- The rollout of the iYunivesithi Walter Sisulu Mobile Application is expected to be completed by June 2026.
- The development of a secure Graduation Certificate Management System.
- The implementation of a Clinical Care System for student health services.
- The expansion of smart classroom technologies and campus access control systems.
- The enhancement of cybersecurity infrastructure through platforms such as Mimecast and Cibex.

These projects are anticipated to greatly contribute to:

- Improved digital access.
- Enhanced systems integration.
- Strengthened institutional security.
- Better service delivery.
- Greater operational efficiency in both academic and administrative environments.

Cybersecurity and Digital Governance

The increasing digitisation of institutional operations has highlighted the growing importance of cybersecurity and digital governance during the reporting period.

The ICT Directorate has focused on strengthening the institution's cybersecurity resilience through several key initiatives:

- Deployment of cybersecurity management tools
- Enhanced email and network protection systems
- User awareness programmes
- Ongoing digital risk mitigation efforts

These efforts have contributed to improvements in:

- Institutional data protection
- Cybersecurity resilience
- Digital governance
- Operational continuity in technology-dependent environments

Key Challenges

Despite significant progress in enhancing digital infrastructure and systems, several challenges persisted during the reporting period. The key challenges included:

- Gaps in Wi-Fi coverage in certain residences and common areas
- Limited CCTV coverage in student residences and computer laboratories
- A continuing need for improved physical access control systems across campuses
- Growing demand for digital infrastructure, bandwidth, and ICT services

These challenges continue to put pressure on the expansion of ICT infrastructure and on operational support capacity.

Strategic Priorities for 2026

The ICT Directorate has identified several strategic priorities for the 2026 reporting cycle, focused on enhancing digital transformation and strengthening institutional technology capabilities. These priorities include:

- Expanding smart classroom technologies to over 80% of teaching venues.
- Completing the rollout of the Walter Sisulu Mobile Application and core digital systems.
- Improving campus-wide access control and security infrastructure.
- Enhancing cybersecurity resilience and raising digital user awareness.
- Continuing to expand digital access and ICT infrastructure across all campuses.

These strategic initiatives aim to support the University's long-term vision of becoming a digitally enabled and technology-driven African university.

The ICT Directorate made significant strides in 2025 to enhance the University's digital infrastructure, institutional systems, and technology-enabled learning environments.

Key achievements included expanding campus connectivity, deploying strategic digital systems, strengthening cybersecurity measures, and implementing smart technologies. Together, these advancements greatly improved institutional efficiency, operational resilience, and digitally enabled teaching and learning.

Although challenges persist regarding infrastructure expansion, service coverage, and rising digital demand, the progress made during this period lays a strong foundation for ongoing digital transformation and institutional modernisation.

The University remains committed to utilising technology and digital innovation to support academic excellence, operational efficiency, student success, and long-term institutional sustainability.

5.5.4 Marketing and Communication

The Marketing and Communication Directorate (MCD) played a vital role in enhancing iYunivesithi Walter Sisulu's institutional reputation, brand identity, and stakeholder engagement during the 2025 reporting period.

The Directorate supported the University's strategic positioning as a technology-infused African university through integrated communication, institutional branding, media engagement, stakeholder relations, and reputation management initiatives.

The strategic communication efforts during this period focused on the following areas:
- Strengthening institutional visibility and public reputation
- Promoting institutional achievements and transformation initiatives
- Supporting stakeholder engagement and fostering institutional cohesion
- Advancing the University's rebranding and identity renewal process
- Positioning the University as an impact-driven and future-oriented institution

These initiatives significantly enhanced institutional visibility, built stakeholder confidence, and strengthened the University's strategic positioning within the higher education sector.

Institutional Rebranding and Identity Renewal

One of the most significant achievements during the reporting period was the successful implementation of the university-wide rebranding initiative.

The Directorate led this crucial process, which included several key components:
- The introduction of a new institutional visual identity.
- The development and rollout of a new institutional logo, which the Council approved in May 2025.
- The promotion of the "iYunivesithi Walter Sisulu" identity, aligning with concepts of African-centred excellence and institutional transformation.
- Extensive consultations with stakeholders to ensure alignment and garner support.

This rebranding initiative represented more than just a change in visual identity; it marked a broader repositioning of the institution in line with:
- The University's Vision 2030 and refocused strategic framework aspirations.
- The promotion of African-centred scholarship and identity.
- Institutional transformation and renewal.
- The positioning of the University as a future-focused societal institution.

The successful implementation of the new brand has strengthened the institutional identity, cohesion, and strategic positioning across all campuses and stakeholder groups.

Media Relations and Reputation Management

The Directorate has worked to enhance the institution's visibility and manage its reputation through proactive media engagement and strategic communication initiatives.

Key activities during the reporting period included:
- Building stronger relationships with media stakeholders and strategic communication partners,
- Increasing positive media coverage across print, broadcast, digital, and online platforms, and
- Highlighting institutional achievements and strategic developments.

Our communication campaigns and media coverage focused on several key areas:
- Infrastructure development projects,
- Research and innovation achievements,
- Student success initiatives,
- Internationalisation and partnerships,

- Institutional transformation initiatives, and
- Community engagement and societal impact programmes.

These efforts have significantly contributed to repositioning the University as:
- A future-oriented institution,
- A socially responsive university,
- A research and innovation-driven institution, and
- A transformative African university committed to societal development.

The Directorate also played a crucial role in strengthening the institution's reputation management in an increasingly competitive higher education landscape.

Institutional Events and Stakeholder Engagement

The Marketing and Communication Directorate successfully coordinated and supported several high-profile institutional events and stakeholder engagement initiatives during the reporting period. These included:
- Graduation ceremonies
- International conferences and symposiums
- Institutional launches and strategic engagements
- Stakeholder consultation forums
- Official institutional events across campuses

The Directorate's professional event management and communication support contributed to:
- Enhancing institutional visibility
- Strengthening stakeholder confidence and engagement
- Showcasing institutional infrastructure and facilities
- Promoting academic excellence and research capacity
- Reinforcing the institution's reputation and credibility

These engagements further strengthened relationships with:
- Government stakeholders
- Industry and strategic partners
- Communities
- Alumni
- Students
- International collaborators

Strategic Contribution to Institutional Priorities

The Directorate continued to provide strategic communication support that aligns with the University's institutional goals and strategic priorities. Key contributions included:
- Strengthening the institutional brand identity and public reputation
- Enhancing communication and engagement with stakeholders
- Supporting initiatives for student recruitment and enrolment
- Promoting achievements in research, innovation, and community engagement
- Aiding institutional partnerships and internationalisation efforts
- Fostering institutional cohesion and alignment across campuses

Additionally, the Directorate played a significant role in increasing the visibility of the University's transformation agenda and its mission to make a societal impact.

Key Challenges

During the reporting period, the Directorate made significant progress; however, it still faced several strategic and operational challenges. These challenges included:
- A rising demand for consistent and real-time communication across multiple campuses.
- The necessity for ongoing media engagement and long-term brand consolidation.
- The need to manage the institution's reputation in a highly competitive higher education environment.
- Increasing expectations regarding the responsiveness of digital communication and stakeholder engagement.

Addressing these challenges requires improved communication systems, enhanced digital platforms, and sustained coordination within the institution.

Strategic Priorities for 2026

The Directorate has identified the following strategic priorities for the 2026 reporting period:

- Consolidation and institutional integration of the new “iYunivesithi Walter Sisulu” brand identity.
- Expansion of digital communication platforms and enhancement of institutional visibility.
- Strengthening proactive media engagement and managing institutional reputation.
- Improving stakeholder engagement and internal communication systems.
- Supporting the implementation of institutional strategic goals and positioning for Vision 2030.

These priorities aim to enhance the institution’s positioning, communication effectiveness, and stakeholder confidence.

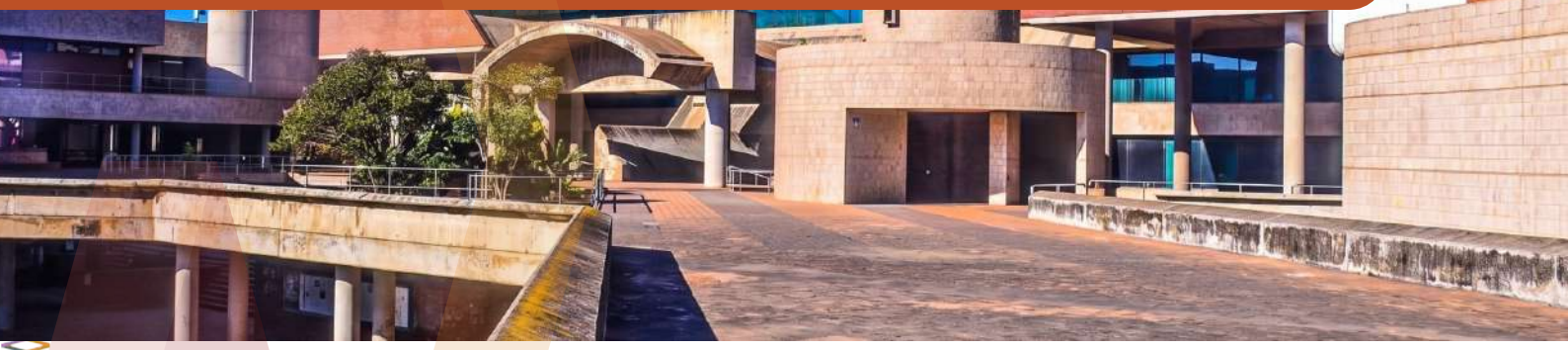
The Marketing and Communication Directorate made significant progress during 2025 in strengthening the institutional brand, visibility, and stakeholder engagement of iYunivesithi Walter Sisulu.

The successful implementation of the institutional rebranding initiative strengthened media engagement and enhanced institutional visibility, contributing to positioning the University as a transformative, future-oriented, and impact-driven African university.

The Directorate remains committed to advancing strategic communication, strengthening institutional reputation, enhancing stakeholder engagement, and supporting the University’s long-term strategic aspirations.


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Section 6: Financial Sustainability





Mr Morgan Nhiwatiwa
Chief Financial Officer

This section presents the University's financial review for the year. It opens with the Report of the Finance Committee of Council, which oversees the University's financial affairs on behalf of Council, and covers the University's financial performance, revenue and expenditure, and the audited annual financial statements.



THE REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE

Consolidated Annual Financial Statements for the year ended 31 December 2025

FINANCE COMMITTEE OF COUNCIL

The Finance Committee of Council (FCC) is a sub-committee of Council that provides oversight of, and advises Council on, the University's finances and investments. It functioned effectively throughout 2025.

The Committee comprises four external members of Council, two co-opted external financial experts, two internal Council members, and the Vice-Chancellor and Deputy Vice-Chancellor(s) as ex officio members. It met four times during the year, with satisfactory attendance.

FINANCIAL OVERVIEW

HIGHLIGHTS

TOTAL REVENUE	TOTAL EXPENDITURE	OPERATING DEFICIT
R3.1bn	**R3.4bn**	**(R230m)**
↓ R330m	↓ R230m	↑ R71m
vs 2024: R3.4bn	vs 2024: R3.7bn	vs 2024: (R159m)

NET STUDENT DEBTORS	TOTAL PPE	NET ASSET POSITION
R526m	**R1.9bn**	**R24m**
↑ R183m	↑ R143m	↓ R230m
vs 2024: R343m	vs 2024: R1.8bn	vs 2024: R254m

INTRODUCTION AND CONTEXT

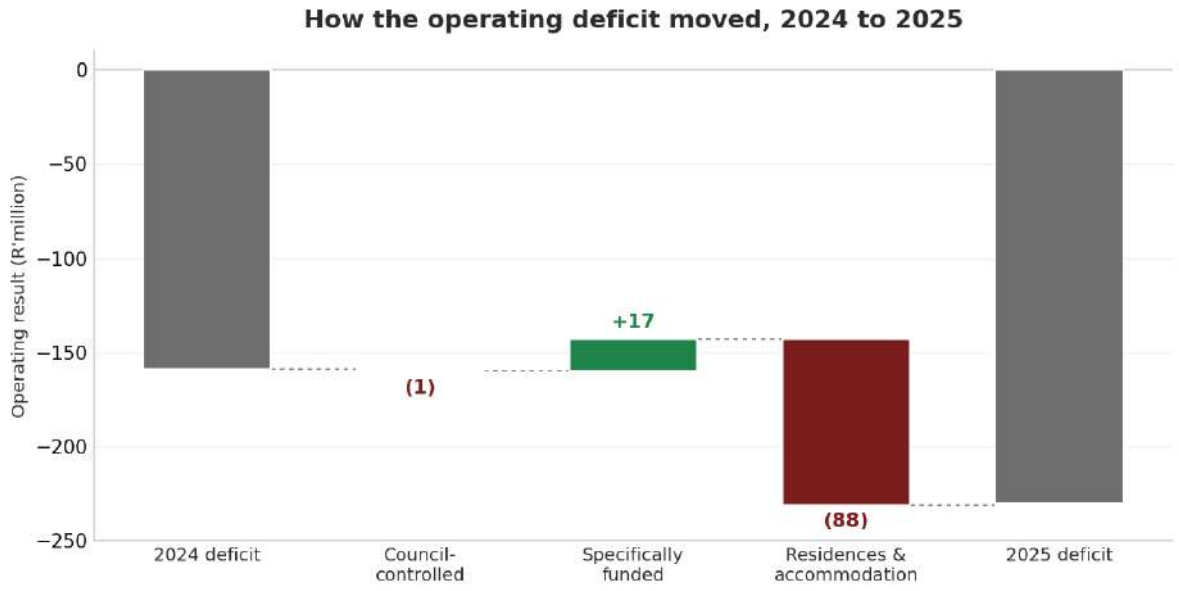
2025 has been a very difficult year for the University. It is the third consecutive year that the University has incurred an operating deficit, and the cumulative effect of the operating deficits has progressively depleted the University's reserves. The operating deficit for the year reflects the constrained government funding, student-transport costs not recovered from NSFAS, and the continued impairment of student debt.

Government funding — the critical revenue source for Historically Disadvantaged Institutions such as ours — has stagnated since the Covid-19 period. The stagnation is mainly attributable to reduced enrolments during and after Covid. Owing to the two-year gap between the enrolment year and the funding year, the effects of the reduced enrolment were experienced in 2024 and 2025.

Compounding this, the University is located in a predominantly rural province, with more than 75% of students qualifying for NSFAS funding. Many of our students are unable to pay the amounts required at registration and during study, resulting in escalating student debt. With over 75% of students dependent on NSFAS funding, the challenges and changes in the funding of our students have a significant and negative impact on our operations and cash flows.

FINANCIAL PERFORMANCE

The operating deficit increased by R71 million to R230 million, from R159 million in 2024. The waterfall chart and the table below explain the movement in the operating deficit from 2024 to 2025:



Surplus / (deficit) by activity — R'million	2025	2024	Movement	Dir.
Council-controlled (unrestricted)	(166)	(165)	(1)	▼
Specifically funded activities	14	(3)	17	▲
Residences & accommodation	(79)	9	(88)	▼
Operating deficit	**(230)**	**(159)**	**(71)**	▼

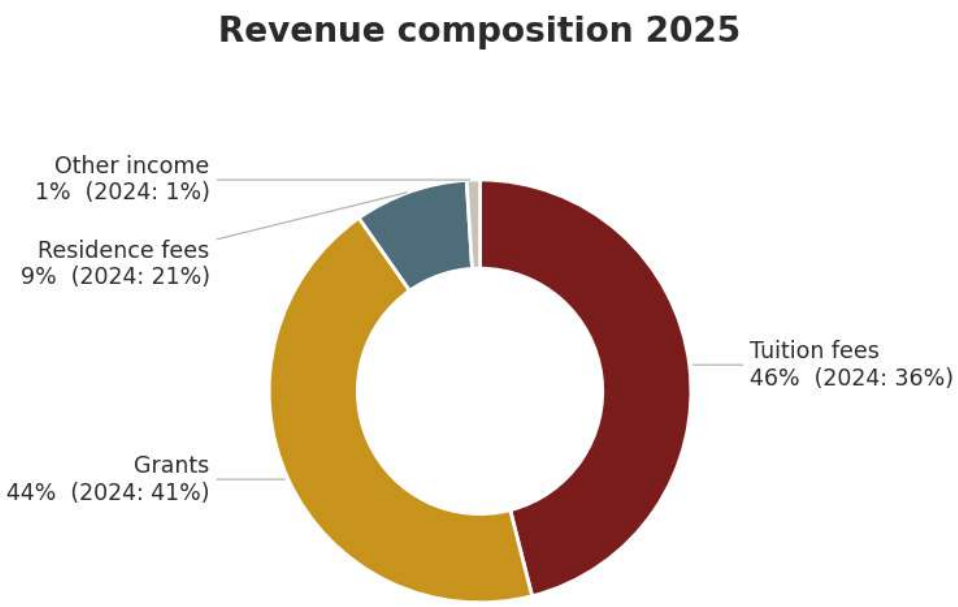
ANALYSIS

- Council-controlled (unrestricted) operations were broadly flat year on year, ending R1 million below 2024: cost containment offset flat government funding, but the improvement was absorbed by an additional R25 million credit-loss charge raised on receivables in finalising the financial statements.
- Specifically funded activities are expected to break even or return a small surplus; the R14 million surplus (2024: R3 million deficit) is in line with that expectation.
- Residences and accommodation swung to a R79 million deficit (2024: R9 million surplus), driven by student-transport costs that could not be recovered from NSFAS.

REVENUE ANALYSIS

The composition of revenue is broadly consistent with the prior year, with government subsidies and tuition fees remaining the principal sources. Recurrent revenue — which excludes leased-residence fees (largely matched by accommodation costs) and interest on student debtors — increased by 2% compared to the prior year, as shown in the table below:

Figures in R'million	2025	2024	Mov	%
Subsidies and grants	1,355	1,402	(47)	(3%)
Tuition fees & levies	1,410	1,224	186	15%
Owned residence fees	220	236	(16)	(7%)
Other income	31	50	(19)	(38%)
Interest on cash & investments	25	72	(47)	(65%)
Recurrent revenue	**3,041**	**2,984**	**57**	**2%**
Leased residence fees	47	480	(433)	(90%)
Interest on student debtors	119	41	78	190%
Total revenue and other income	**3,207**	**3,506**	**(299)**	**(9%)**



Revenue composition in 2025, with the 2024 share shown in brackets.

- Tuition fees and levies grew 15%, on improved fee recovery and higher student enrolment.
- Owned-residence fees were broadly stable at R220 million (2024: R236 million); leased-residence fees fell 90% (R480 million to R47 million) as NSFAS now pays accommodation providers directly, taking this income and its matching cost off the University's books.
- Subsidies and grants fell 3%, reflecting the flat block-grant allocation.
- Other income declined, as the prior year included a once-off reversal of long-outstanding balances.
- Finance income comprises interest on cash and investments (R25 million, recurrent) and interest on student debtors (R119 million). The latter rose as interest charging on overdue accounts began in July 2024, so 2025 reflects a full year.

EXPENDITURE ANALYSIS

Recurrent operating expenditure increased by 7% compared to the prior year, with the increase mainly due to higher salary costs. The table below provides the details:

Figures in R'million	2025	2024	Mov	%
Personnel costs	2,024	1,807	217	12%
Student transport	108	70	38	54%
Contracted services	177	164	13	8%
Other operating costs	892	890	2	0%
Expected credit losses	146	127	19	15%
Depreciation and impairment	50	94	(44)	(47%)
Recurrent expenditure	**3,397**	**3,152**	**245**	**8%**
Leased residences	40	514	(474)	(92%)
Total operating expenditure	**3,437**	**3,667**	**(230)**	**(6%)**

- Personnel costs rose 12%, on annual increases linked to CPI and the filling of critical posts under the Rationalisation and Consolidation programme.
- Student-transport costs rose to R108 million (2024: R70 million), as the service operated for the full year and could not be recovered from NSFAS.
- Depreciation and impairment reduced, following a revision of the useful lives of equipment and motor vehicles.
- Expected credit losses rose to R146 million (2024: R127 million), reflecting the growth in outstanding student debt and an additional charge raised on receivables in finalising the financial statements. This was partly mitigated by the recovery of amounts due from NSFAS following the completion of the close-out project for the years 2020 to 2024.

FINANCIAL POSITION

- Property, plant and equipment: investment of R191 million, mostly funded by DHET infrastructure grants, lifted net PPE to R1.9 billion (2024: R1.8 billion).
- Student debtors: gross student debtors rose to R1,796 million (2024: R1,466 million), driven by interest charged

and outstanding amounts due from NSFAS; after impairment of R1,269 million, net student debtors were R526 million (2024: R343 million).

- Deferred income: grants for specific purposes remain ring-fenced and are carried as deferred income, to be recognised as the related conditions are met.
- Cash: cash resources reduced over the year as successive operating deficits drew down reserves, leaving limited working-capital headroom. The net asset position nonetheless remained positive at R24 million (2024: R254 million).

FINANCIAL SUSTAINABILITY

The higher-education sector faces a structurally constrained funding environment: government subsidies have not kept pace with inflation or enrolment growth, while the cost of delivering quality education continues to rise. These pressures fall hardest on Historically Disadvantaged Institutions, which serve predominantly poor, rural and NSFAS-dependent students, carry the legacy of historical underinvestment, and have limited alternative income to fall back on.

In response, the University is finalising a financial-sustainability strategy, expected to be completed in the coming weeks, built on several imperatives:

- Growing third-stream income — through research, partnerships, commercialisation, short courses and donor funding. Historically this has not been an area of focus, and our third-stream income remains negligible relative to peer institutions; closing this gap is a priority.
- A systematic reduction of student debt, supported by the enhanced collection measures, so that the University progressively becomes self-funding and less exposed to NSFAS timing and recovery risk.
- We have received an increase in the block grant allocation in 2026, after three consecutive years of no increase in funding. Government funding is set to improve further on the back of improved enrolments (our enrolments for 2025 are now in line with target and have reached pre-Covid levels).
- Continued implementation of austerity measures, including structural adjustments to the cost structure, will be undertaken to return the University to a break-even position as soon as possible.

CONCLUSION

Although the year has been difficult, we believe the University has turned the corner, and that financial performance will improve from the 2026 financial year. In the short term, some pain will be necessary to contain escalating expenditure; disciplined resource allocation and reprioritisation will therefore be key.

We extend our appreciation to our dedicated staff and to Council for their discipline, guidance and support in our shared responsibility to steward the present and future finances of the University.





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Ms F Lamola CA(SA)
Chairperson: Finance Committee of Council
Date:

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Mr M Nhiwatiwa CA(SA)
Chief Financial Officer
Date:



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Independent auditor's report to Council and the Minister of Higher Education, on iYunivesithi Walter Sisulu and its subsidiaries

Report on the audit of the consolidated financial statements

Opinion

1. We have audited the consolidated financial statements of iYunivesithi Walter Sisulu and its subsidiaries (the group) set out on pages 139 to 186, which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, as well as notes to the consolidated financial statements, including a summary of material accounting policy information.

2. In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the iYunivesithi Walter Sisulu and its subsidiaries as at 31 December 2025 and its consolidated financial performance and consolidated cash flows for the year then ended in accordance with the IFRS Accounting Standards as issued by the International Accounting Standards Board, and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) (HEA).

Basis for opinion

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

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

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

6. In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:

Final materiality

7. The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error, and they are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Chairperson: Ms A Zange
Chief Executive Officer: Mr MF Sulaman
SAB&T Chartered Accountants Incorporated t/a Nexia SAB&T
Company Registration Number: 1997/018869/21 | IRBA Registration Number: 921297
Offices in: Bloemfontein, Cape Town, Centurion, Durban, Johannesburg, Kimberley, Nelspruit, Polokwane, Port Elizabeth, Rustenburg
B-BBEE rating: Level 1 Contributor in terms of Generic Scorecard - B-BBEE Codes of Good Practice
SAB&T Chartered Accountants Incorporated is a member of Nexia, a leading, global network of independent accounting and consulting firms.
Please see the "Member firm disclaimer, https://nexia.com/member-firm-disclaimer/" for further details.
SAB&T Chartered Accountants Incorporated is an authorised financial services provider.
* A full list of directors is available for inspection at the company's registered office or on request.

8. Our determination of materiality is a matter of professional judgement and is affected by our perception and understanding of the financial information needs of intended users, which is the quantitative and qualitative factors that determine the level at which relevant decisions taken by users would be affected by a misstatement. These factors helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the consolidated financial statements as a whole.

9. Based on our professional judgement, we determined final materiality for the consolidated financial statements as follows:

Final materiality amount	R51 million
Basis for determining materiality	1.5% of total expenditure, as presented in the consolidated financial statements
Rationale for benchmark applied	Total expenditure is an appropriate quantitative indicator of materiality as the university is a non-profit institution, and users of the consolidated financial statements primarily evaluate the university based on its stewardship and spending of funds to meet strategic goals.

Group audit scope

10. We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, considering the structure of the group and the accounting processes and controls.

11. The group comprises the university together with three dormant subsidiaries. All financial information is maintained within a single, centrally managed accounting system, ensuring consistency and completeness of reporting. Given the immaterial nature of the subsidiaries and the absence of separate accounting environments, no significant scoping judgments were necessary in planning or performing the group audit. Accordingly, audit procedures were focused on the university as the sole active and financially relevant component of the group.

Key audit matters

12. Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements for the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion, and we do not provide a separate opinion on these matters.

13. We have determined that there are no key audit matters to communicate in respect of the consolidated financial statements.

Responsibilities of the Council for the consolidated financial statements

14. The Council, is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the IFRS Accounting Standards and the requirements of the HEA and for such internal control as the Council determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

17. A further description of our responsibilities for the audit of the consolidated financial statements is included in the annexure to this auditor's report. This description, which is located at page 7 of the annexure to the auditor's report, forms part of our auditor's report.

Report on the audit of the annual performance report

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

19. We selected the following objectives presented in the annual performance report for the year ended 31 December 2025 for auditing. We selected objectives that measure the university's performance on its primary mandated functions and that are of significant national, community or public interest.

Objective	Pages	Purpose
Quality, Impactful Teaching and Learning	**25 – 27**	Access This section of the report focuses on the effectiveness of the enrolment plan in comparing current enrolments against targets as demonstrated through various Key Performance Indicators (KPIs) Success This section of the report delves into the academic achievements and effectiveness of the institution's educational objectives, as demonstrated through various Key Performance Indicators (KPIs).
Relevant and Impactful Research and Innovation	**29**	The Research and Innovation section is crafted to highlight the achievements and impact of research activities, as reflected through specific Key Performance Indicators (KPIs).

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

21. We performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the university's mandate and the achievement of its planned objectives
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- there is adequate supporting evidence for the achievements reported

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

23. We did not identify any material findings on the reported performance information for the selected objectives.

Other matter

24. We draw attention to the matter below.

Achievement of planned targets

25. The annual performance report includes information on reported achievements against planned targets.

Report on compliance with legislation

26. 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.

27. 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.

28. 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.

29. The material findings on compliance with the selected legislative requirements, presented per compliance theme, are as follows:

Nexia SAB&T

Annual Financial Statements

30. The financial statements submitted for auditing were not prepared in accordance with International Financial Reporting Standards, as required by reg 7(4)(b)(xii) of the regulations for reporting by public higher education institutions.

31. Material misstatements of current assets, current liabilities and other disclosure items identified by the auditors in the submitted financial statements were corrected, resulting in the financial statements receiving an unqualified audit opinion.

Strategic Planning and Performance Management

32. The annual performance plan did not include all key performance indicators and targets as required by section 5(2)(d) of the regulations for reporting by public higher institutions.

33. The annual performance plan did not include the annual budget as required by section 5(2)(g) of the regulations for reporting by public higher institutions.

Other information in the annual report

34. The Council is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the consolidated financial statements the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

35. Our opinion on the consolidated financial statements and our reports on the audit of the annual performance report and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion on it.

36. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements, and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

37. 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

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

39. The matters reported below are limited to the significant internal control deficiencies that resulted in the material findings on compliance with legislation included in this report.

    Management did not implement adequate internal controls to ensure compliance with applicable laws and regulations. This resulted in the compliance findings reported under the "Report on compliance with legislation" section of this report.

Other reports

40. We draw attention to the following engagements conducted by ourselves.

41. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Audit-related services

42. We issued the following agreed-upon procedures engagement reports on the funding received by the University:

Engagement Name	Purpose of Engagement	Period End	Completion Date
Language Development Grant	Agreed upon procedures	31 March 2025	29 May 2026
Language Development Grant	Agreed upon procedures	31 March 2026	29 May 2026

Audit tenure

43. In terms of the IRBA Rule published in Government Gazette No. 39475 dated 4 December 2015, we report that Nexia SAB&T has been the auditor of iYunivesithi Walter Sisulu for two (2) years.

Disclosure of fee-related matters

44. In terms of the EAR Rule, we disclose the following fee-related matters:

45. For the year ended 31 December 2025, fees paid or payable to the auditor for the audit amounted to R2 777 624. Fees charged for non-audit/non-assurance work amounted to R107 563.

Nexia SAB&T

Nexia SAB&T

Per: Talha Mayet

Director

Registered Auditor

30 June 2026

Annexure to the auditor's report

The annexure includes the following:

- the auditor's responsibility for the audit
- the selected legislative requirements for compliance testing.

Auditor's responsibilities for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated financial statements and the procedures performed on reported performance information for selected objectives and on the group's compliance with selected requirements in key legislation.

Consolidated financial statements

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

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

Communication with those charged with governance

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

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

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

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Higher Education Act of South Africa, Act no 101 of 1997	Section 34(4)(a) Section 34(4)(b) Section 34(5) Section 34(6) Section 27(7)(c) Section 27(7)(e) & s27(7)(A)-(C) Section 20(5) Section 40(3)(a)(i) Section 40(3)(a)(ii) Section 40(3)(a)(iii) Section 41(1)(b)(ii) Section 41(2) DHET: Directive on the submission deadline of university financial statements to external auditors
Regulations for Reporting by Higher Education Institutions	Section 7(4)(b)(xii) Section 4(1)-(2) Section 5(1) Section 5(2)(a)(d)(g)(m) Section 6(2)

Legislation	Sections or regulations
	Section 6(2)(d) Section 6(3)
Prevention and Combating of Corrupt Activities Act	Section 34(1)



IYUNIVESITHI WALTER SISULU

Consolidated Annual Financial Statements
for the year ended 31 December 2025

IYUNIVESITHI WALTER SISULU

Consolidated Annual Financial Statements for the year ended 31 December 2025

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CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2025

Figures in R `000	Notes	2025	2024
Assets			
Non-current assets			
Property, plant and equipment	5	1,945,774	1,803,130
Right-of-use assets	6	4,354	6,601
Unlisted investments	7	-	21,856
Total non-current assets		**1,950,128**	**1,831,587**
Current assets			
Trade and other receivables	8	809,454	524,331
Cash and cash equivalents	9	1,308,112	1,471,887
Total current assets		**2,117,566**	**1,996,218**
Total assets		**4,067,694**	**3,827,805**
Reserves and liabilities			
Reserves			
Capital Reserves		380,255	380,255
Accumulated deficit		(356,661)	(126,366)
Total reserves		**23,594**	**253,889**
Liabilities			
Non-current liabilities			
Lease obligation	6	5,769	7,440
Deferred income	10	2,465,288	2,046,692
Total non-current liabilities		**2,471,057**	**2,054,132**
Current liabilities			
Accrual for employment obligations	11	385,313	339,993
Trade and other payables	12	602,361	519,708
DHET unspent funds	13	26,131	26,131
Lease obligation	6	638	570
Deferred income	10	558,600	633,382
Total current liabilities		**1,573,043**	**1,519,784**
Total liabilities		**4,044,100**	**3,573,916**
Total equity and liabilities		**4,067,694**	**3,827,805**

IYUNIVESITHI WALTER SISULU

Consolidated Annual Financial Statements for the year ended 31 December 2025

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2025

Figures in R `000	Notes	Council controlled unrestricted	Specifically funded activities restricted	Residences and accommodation	Total 2025	Total 2024
Subsidies and Grants	14.2	1,183,579	171,834	-	1,355,413	1,402,190
Revenue						
Tuition and residence fee revenue	14.1	1,376,806	-	235,884	1,612,690	1,940,302
Student levies and other related charges	14.1	33,053	-	31,579	64,632	-
Total revenue		1,409,859	-	267,463	1,677,322	1,940,302
Other Income	14.3	30,726	-	-	30,726	50,023
Total revenue and other income		2,624,164	171,834	267,463	3,063,461	3,392,515
Operating expenditure						
Personnel costs	15	(1,946,800)	(43,371)	(33,615)	(2,023,786)	(1,807,497)
Academic		(1,107,814)	(43,371)	-	(1,151,185)	(993,790)
Other personnel		(838,986)	-	(33,615)	(872,601)	(813,707)
Other operating costs	16	(855,153)	(75,612)	(286,318)	(1,217,083)	(1,638,235)
Expected credit losses	8	(125,927)	-	(20,524)	(146,451)	(127,346)
Depreciation and impairment	16	(5,742)	(38,834)	(5,251)	(49,827)	(93,970)
Total operating expenditure		(2,933,622)	(157,817)	(345,708)	(3,437,147)	(3,667,048)
Finance income	17	144,499	-	-	144,499	113,109
Fair value gain on Investment	7.2	-	-	-	-	3,972
Finance cost	18	(1,108)	-	-	(1,108)	(1,887)
Sub total		(2,790,231)	(157,817)	(345,708)	(3,293,756)	(3,551,854)
Surplus/(Deficit)		(166,067)	14,017	(78,245)	(230,295)	(159,339)
Other comprehensive income		-	-	-	-	
Total comprehensive (net deficit) / net income		(166,067)	14,017	(78,245)	(230,295)	(159,339)

IYUNIVESITHI WALTER SISULU

Consolidated Annual Financial Statements for the year ended 31 December 2025

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Figures in R `000	Capital Reserves	Accumulated deficit	Total
Balance at 1 January 2024	**380,255**	**32,973**	413,228
Deficit for the year	-	(159,339)	(159,339)
Other comprehensive income	-	-	-
Total comprehensive income	**-**	**(159,339)**	**(159,339)**
Balance at 31 December 2024	**380,255**	**(126,366)**	**253,889**
Deficit for the year	-	(230,295)	(230,295)
Other comprehensive income	-	-	-
Total comprehensive income	**-**	**(230,295)**	**(230,295)**
Balance at 31 December 2025	**380,255**	**(356,661)**	**23,594**

CONSOLIDATED STATEMENT OF CASH FLOWS

Figures in R `000	Notes	2025	2024
Cash flows from operating activities			
Cash flows (used in) / from operating activities	**22**	**(578,916)**	**72,284**
Interest paid	**18**	(1,108)	(1,887)
Interest received	**17**	144,499	71,776
Net cash flows (used in) / from operating activities		**(435,525)**	**142,173**
Cash flows from / (used in) investing activities			
Interest received	**10.3**	80,672	27,961
Proceeds from sales of property, plant and equipment		-	-
Purchase of property, plant and equipment	**5**	(191,367)	(353,748)
Proceeds from sales of investments		21,856	-
Grants received - Deferred income (asset based)	**10.3**	362,258	113,305
Net cash flows from / (used in) investing activities		**273,419**	**(212,482)**
Cash flows used in financing activities			
Movements on lease liabilities	**6.4**	(1,670)	(3,294)
Cash flows used in financing activities		**(1,670)**	**(3,294)**
Net decrease in cash and cash equivalents		**(163,775)**	**(73,603)**
Cash and cash equivalents at the beginning of year	**9**	1,471,888	1,545,490
Total cash and cash equivalents at the end of year	**9**	**1,308,112**	**1,471,887**

ACCOUNTING POLICIES

1. General information

IYunivesithi Walter Sisulu ("WS") is a Higher Education Institution incorporated in South Africa and governed by the Higher Education Act 1997 (Act No. 101 of 1997) as amended. The principal activities of WSU relate to education, research, community partnership programmes and providing residential accommodation to students. The University's consolidated annual financial statements are presented in South African Rand and all values are rounded to the nearest thousand (R'000) except where otherwise stated.

2. Basis of preparation and summary of significant accounting policies

The consolidated financial statements have been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS® Accounting Standards") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing these consolidated financial statements and section 41 of the Higher Education Act (No. 101 of 1997) of South Africa, as amended. They are presented in South African Rand, which is the university's functional and presentation currency.

The preparation of consolidated annual financial statements in conformity with IFRS accounting standards 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. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated annual financial statements are disclosed in note 3.

The principal accounting policies applied in the preparation of these consolidated annual financial statements are set out below. These policies have been consistently applied to all the years presented.

2.1 Going concern

The going concern basis has been adopted in preparing the consolidated annual financial statements on the basis of the continued support from the Department of Higher Education, as set out in the Ministerial Statement on University Funding for 2025/26.

Walter Sisulu University generated a net deficit of R230 million during the year ended 31 December 2025 (2024: R160 million net deficit) and, as of that date the University's net assets were R24 million (2024: R253 million). The cash flow position of the University has continued to be stable despite the constrained government funding. Cash flow projections indicate that the University will have sufficient operating cash flows for the next 12 months.

The University had unrestricted cash balances of R89 million as of June 2026. With no contractual debt and no committed borrowings, Council believes that the University has sufficient operating cash reserves to maintain operations and meet obligations as they fall due for the next 12 months.

2.2 Comparative information

Amounts due / from NSFAS have been consolidated amounts payable. We have restated comparative amounts to ensure presentation consistency.

2.3 Basis of consolidation

The consolidated financial statements include the financial statements of iYunivesithi Walter Sisulu and its subsidiaries. Subsidiaries are entities controlled by the University. Control exists when the University:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect those returns.

Subsidiaries are consolidated from the date on which control is obtained until the date on which control ceases. All intra-group transactions, balances, income and expenses are eliminated in full on consolidation.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

Assessment of control

In assessing control, the University considers:

• voting rights (including potential voting rights that are substantive);
• contractual arrangements that confer decision-making authority; and
• other facts and circumstances, such as the University's exposure to variable returns and its ability to direct the relevant activities.

Loss of control

When the University loses control of a subsidiary, it derecognises the assets, liabilities and related non-controlling interests of the former subsidiary. Any retained interest is measured at fair value at the date control is lost, with the resulting gain or loss recognised in profit or loss.

Joint operations

The University has interests in joint arrangements classified as joint operations. Joint operations are accounted for by recognising the University's share of assets, liabilities, revenues and expenses. Classification is based on the rights and obligations arising from the contractual arrangements and other relevant facts and circumstances.

Other partnerships

The Group holds interests in partnerships that are not subsidiaries or joint arrangements. Where the Group has significant influence, these interests are accounted for as associates using the equity method. Where the Group does not have significant influence, the interests are accounted for as financial assets under IFRS 9. Judgement is applied in assessing the nature of the Group's rights and obligations under the partnership agreements.

2.4 Property, plant and equipment

Initial measurement

An item of property, plant and equipment that qualifies for recognition as an asset is initially measured at its cost.

The cost of an item of property, plant and equipment includes:

- its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates.
- any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by Management.
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

Subsequent measurement - Cost model

After initial recognition, property, plant and equipment is measured at cost less any accumulated depreciation and any accumulated impairment losses.

Subsequent expenditure

Subsequent expenditure incurred on items of property, plant and equipment is capitalised only to the extent that such expenditure enhances the value or previous capacity of those assets. Repairs and maintenance not deemed to enhance the economic benefit or service potential of items of property, plant and equipment are expensed as incurred.

Where the entity replaces parts of an asset, it derecognises the part of the asset being replaced and capitalises the new component.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

Depreciation

Depreciation of an asset commences when it is available for use, and ceases at the earlier of the date that the asset is classified as held for sale or the date that the asset is derecognised.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset. The depreciable amount of an asset shall be allocated on a systematic basis over its useful life. The depreciable amount of an asset is determined after deducting its residual value.

Residual values, useful lives and depreciation methods are reviewed at each financial year end. Where there are significant changes in the expected pattern of economic consumption of the benefits embodied in the asset, the relevant changes will be made to the residual values and depreciation rates, and the change will be accounted for as a change in accounting estimate.

The measurement base, useful life or depreciation rate as well as the depreciation method for all major classes of assets are as follows:

Asset class	Measurement base	Useful life / depreciation rate	Depreciation method
Land	Cost	Not depreciated	Not applicable
Buildings	Cost	Buildings only up 50 years	Straight Line
Leasehold improvements	Cost	Lease period	Straight Line
Motor vehicles	Cost	5 years	Straight Line
Fixtures and fittings	Cost	5 to 10 years	Straight Line
Computer equipment	Cost	5 to 10 years	Straight Line
Construction in progress	Cost	Not depreciated until transferred to respective asset class and items brought into use	

Impairments

The University tests for impairment where there is an indication that an asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of an item of property, plant and equipment is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount. The resulting impairment loss is recognised immediately in surplus or deficit, except where the decrease reverses a previously recognised revaluation increase for the same asset the decrease is recognised in other comprehensive income to that extent and reduces the amount accumulated in equity under revaluation surplus, and future depreciation charges are adjusted in future periods to allocate the revised carrying amount, less its residual value, on a systematic basis over its remaining useful life.

Where the estimated impairment loss exceeds the carrying amount of the asset to which it relates, the resulting liability is only recognised if it is required by another standard.

Compensation from third parties for items of property, plant and equipment that were impaired, lost or given up are included in surplus or deficit when the compensation becomes receivable.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

Derecognition

The carrying amount of an item of property, plant and equipment is derecognised when the asset is disposed of or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. Gains are classified as other gains on the face of the statement of surplus or deficit and other comprehensive income.

2.5 Financial instruments

Classification and recognition

Classification of a financial instrument, or its component parts takes place on initial recognition. Each instrument is classified as a financial liability, a financial asset or an equity instrument in accordance with the substance of the contractual arrangement and the definitions of a financial liability, a financial asset and an equity instrument.

Financial assets classification

The University classifies financial assets into the following categories:

- Unlisted investments subsequently measured at fair value through profit and loss.
- Financial assets subsequently measured at fair value through other comprehensive income (OCI).
- Financial assets subsequently measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses are either recorded in profit or loss or in OCI. For investments in equity instruments that are not held for trading, this will depend on whether the company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

Financial liabilities classification

The University classifies financial liabilities into the following category:

- Financial liabilities subsequently measured at amortised cost.

Financial liabilities are classified, at initial recognition as loans and borrowings and payables as appropriate.

Recognition

Financial instruments are recognised initially when the University becomes a party to the contractual provisions of the instruments.

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the University commits to purchase or sell the asset.

Initial measurement

Financial assets

When a financial asset is recognised initially, it is measured at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition or issue of the financial asset.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

Financial liabilities

Financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The University's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, and derivative financial instruments.

Subsequent measurement

Financial assets

Debt instruments

Subsequent measurement of debt instruments depends on the University's business model for managing the asset and cash flow characteristics of the asset. Debt instruments are subsequently measured at:

- Amortised cost: assets held only for collection of principal and interest payments
    - Interest income is included in finance income using the effective interest rate method.
    - Any gain or loss on derecognition is recognised in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses.
    - Impairment losses are presented as a separate line item in the statement of profit or loss.
    - The University's financial assets at amortised cost includes trade receivables.
- Unlisted investments
    - A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.
    - The University may make an irrevocable election at initial recognition for particular investments in equity instruments that would otherwise be measured at fair value through profit or loss to present subsequent changes in fair value in OCI.

Financial liabilities

- Amortised cost: Loans and borrowings
    - After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest rate method.
    - Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.
    - Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate.
    - The effective interest rate amortisation is included as finance costs in the statement of profit or loss.
    - This category generally applies to interest-bearing loans and borrowings.

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the university or the counterparty.

Derecognition

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire or when it is transferred, and the transfer qualifies for derecognition.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

Impairment of financial assets

A forward-looking allowance for expected credit losses is recognised for all debt instruments not held at fair value through profit or loss. Expected credit losses are based on the difference between contractual cash flows due in accordance with the contract and all the cash flows that the University expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

The impairment methodology applied depends on whether there has been a significant increase in credit risk:

- For credit exposures with no significant increase in credit risk since initial recognition, expected credit losses are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month expected credit loss).
- For credit exposures with significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime expected credit loss).

For trade receivables and contract assets, a simplified approach is applied in calculating expected credit losses. Instead of tracking changes in credit risk, a loss allowance is recognised based on lifetime expected credit losses at each reporting date. A provision matrix was established that is based on the University's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The University considers a financial asset in default when fees charged for an academic year are not settled within the academic year. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Trade and other receivables

Trade receivables are measured at initial recognition at fair value plus transaction costs. They are subsequently measured at amortised cost using the effective interest rate method, less allowance for expected credit losses. For trade receivables and contract assets, a simplified approach is applied in calculating expected credit losses. Instead of tracking changes in credit risk, a loss allowance is recognised based on lifetime expected credit losses at each reporting date. A provision matrix was established that is based on the University's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

Trade and other receivables are classified as debt instruments and loan commitments at amortised cost.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially recorded at fair value and subsequently carried at amortised cost.

Trade and other payables

Trade payables are initially measured at fair value plus direct transaction costs, and are subsequently measured at amortised cost, using the effective interest rate method.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

2.6 Leases as lessee

Identification of a lease

At inception of a contract, it is assessed to determine 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. If the terms and conditions of a contract are changed, it is reassessed to once again determine if the contract is still or now contains a lease.

Where a contract contains a lease, each lease component with the contract is accounted for separately from the non-lease components. The consideration is then allocated to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components. The relative stand-alone price of lease and non-lease components are determined on the basis of the price the lessor, or a similar supplier, would charge an entity for that component, or a similar component, separately. If an observable stand-alone price is not readily available, an estimate of the stand-alone price is made, maximising the use of observable information in each case. All non-lease components are accounted for in accordance with whatever other policy is applicable to them.

Lease term

The lease term of a lease is determined as the non-cancellable period of the lease, together with the periods covered by an option to extend the lease where there is reasonable certainty that the option will be exercised, and periods covered by an option to terminate the lease if there is reasonable certainty that the option will not be exercised.

The assessment of the reasonable certainty of the exercising of options to extend the lease or not exercising of options to terminate the lease is reassessed upon the occurrence of either a significant event or a significant change in circumstances that is within the university's control and it affects the reasonable certainty assumptions.

The assessment of the lease term is revised if there is a change in the non-cancellable lease period.

Recognition

At inception, a right-of-use asset and a lease liability is recognised. Right-of-use assets are included in the statement of financial position within a classification relevant to the underlying asset, and not as a separate line item.

Measurement

Right-of-use assets are initially measured at cost, comprising the following:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred; and
- an estimate of costs to be incurred in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease, unless those costs are incurred to produce inventories. The obligation for those costs are incurred either at the commencement date or as a consequence of having used the underlying asset during a particular period.

Subsequently, right-of-use assets are measured using the cost model.

Where a lease transfers ownership of the underlying asset by the end of the lease term or if the cost of the right-of-use asset reflects a purchase option will be exercised, the right-of-use asset is depreciated from the commencement date to the end of the useful life of the underlying asset. Otherwise, the right-of-use asset is depreciated 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.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

The University tests for impairment where there is an indication that a right-of-use asset may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. Where the carrying amount of a right- of-use asset is greater than the estimated recoverable amount, it is written down immediately to its recoverable amount. The resulting impairment loss is recognised immediately in surplus or deficit, except where the decrease reverses a previously recognised revaluation increase for the same asset the decrease is recognised in other comprehensive income to that extent and reduces the amount accumulated in equity under revaluation surplus, and future depreciation charges are adjusted in future periods to allocate the revised carrying amount, less its residual value, on a systematic basis over its remaining useful life.

The lease liability is initially measured at the present value of the lease payments that are not yet paid at the commencement date. Lease payments are discounted using the interest rate implicit in the lease, if the rate can be readily determined, else it is based on the university's incremental borrowing rate. The following lease payments are included where they are not paid at the commencement date:

- fixed payments, less any lease incentives receivable;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under residual value guarantees;
- the exercise price of a purchase option if there is reasonably certainty that the option will be exercised; and
- payments of penalties for terminating the lease, if the lease term reflects the exercising an option to terminate the lease.

Subsequently, the lease liability is measured by:

- increasing the carrying amount to reflect interest on the lease liability;
- reducing the carrying amount to reflect the lease payments made; and
- remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments.

Interest on the lease liability in each period during the lease term is the amount that produces a constant periodic rate of interest on the remaining balance of the lease liability. The periodic rate of interest is the discount rate described above, or if applicable the revised discount rate described below.

Surplus or deficit for the year will include the interest expense on the lease liability, and the variable costs not included in the measurement of the lease liability are included in the year in which the event of condition that triggers the payment of the variable costs occurs.

2.7 Provisions and contingencies

A provision is recognised when:

- there is a present obligation (legal or constructive) as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the expenditure required to settle the present obligation at the end of the reporting period. Where the effect of the time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when it is virtually certain that reimbursement will be received when the obligation is settled. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement will not exceed the amount of the provision.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating losses.

Onerous contracts

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the University has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it.

The present obligation under an onerous contract is recognised and measured as a provision.

A constructive obligation to restructure arises only when:

- there is a detailed formal plan for the restructuring identifying at least the business or part of a business concerned, the principal locations affected, the location, function, and approximate number of employees who will be compensated for terminating their services, the expenditures that will be undertaken and when the plan will be implemented; and
- there has been raised a valid expectation in those affected that the restructuring will be carried out by starting to implement that plan or announcing its main features to those affected by it.

After initial recognition and until the liability is settled, cancelled or expires, a contingent liability is recognised in a business combination at the higher of the amount that would be recognised as a provision, and the amount initially recognised less cumulative amortisation.

Contingent assets and liabilities are not recognised, but details are disclosed in the notes to the consolidated annual financial statements.

2.8 Revenue from contracts with customers (Tuition and Residence fees)

Tuition, registration and residence fee revenue are recognised as income in the academic year to which it relates. Fees charged are due by 31 December of each year. The University has assessed that the students simultaneously receive and consume the benefits provided within the year, as such revenue is recognised over time.

The University is in the business of providing teaching and learning, research, community partnership programmes and providing residential accommodation to students.

A contract with a customer is recognised when all of the following criteria are met:

- the contract has been approved and all parties to the contract are committed to performing their respective obligations;
- each party's rights regarding the goods or services to be transferred are identifiable;
- payment terms for the goods or services to be transferred are identifiable;
- the contract has commercial substance; and
- it is probable that the consideration in exchange for the goods or services that will be transferred will be collected.

At the inception of a contract, the goods or services promised in the contract are assessed and a performance obligation is identified for each promise to transfer to the customer either:

- a good or service that is distinct; or
- a series of distinct goods or services that are substantially the same and that have the same pattern of transfer.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

Revenue is recognised when or as the performance obligation is satisfied by transferring a promised good or service to a customer. Assets are transferred when or as the customer obtains control of that asset.

Measurement

When a performance obligation is satisfied, revenue is recognised as the amount of the transaction price that is allocated to the performance obligation, but excluding estimates of variable consideration that are constrained and any amounts collected on behalf of third parties. The transaction price may include fixed amounts, variable amounts, or both.

The University allocates the transaction price to each performance obligation (or distinct good or service) in an amount that depicts the amount of consideration to which the University expects to be entitled in exchange for transferring the promised goods or services to the customer.

The University recognises as an asset the incremental costs of obtaining a contract with a customer if the University expects to recover those costs.

If the costs incurred in fulfilling a contract with a customer are not within the scope of another Standard (for example, IAS 2 Inventories, IAS 16 Property, Plant and Equipment or IAS 38 Intangible Assets), the University recognises an asset from the costs incurred to fulfil a contract only if those costs meet all of the following criteria:

- the costs relate directly to a contract or to an anticipated contract that the University can specifically identify (for example, costs relating to services to be provided under renewal of an existing contract or costs of designing an asset to be transferred under a specific contract that has not yet been approved);
- the costs generate or enhance resources of the University that will be used in satisfying (or in continuing to satisfy) performance obligations in the future; and
- the costs are expected to be recovered.

When either party to a contract has performed, the University presents the contract in the statement of financial position as a contract asset or a contract liability, depending on the relationship between the University's performance and the customer's payment. The University presents any unconditional rights to consideration separately as a receivable.

Other income - Rental

Where the University retains the significant risks and benefits of ownership of an item under a lease agreement, it is classified as an operating lease. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of profit or loss and comprehensive income over the period of the lease.

Other income - Rendering of services

Revenue from rendering services and is recognised over the life of the plan in the accounting period in which the services are rendered. Sales of services are already accounted for on an accrual basis over time and does not have multiple element arrangements included in it.

Other income - Private gifts and donations

Private gifts and donations, whether of cash or assets, are recognised as revenue in the period they are received or receivable only when the University obtains control of these funds, the right to receive it or it is probable that the economic benefits comprising these funds will flow to the University and the amount of the private gifts and donations can be measured reliably.

Donations with no restrictions attached to them are recognised at that point in time, or otherwise deferred in line with the performance conditions.

ACCOUNTING POLICIES

Basis of preparation and summary of significant accounting policies continued...

Significant financing component

Generally, the university receives short-term advances from its customers. Using the practical expedient in IFRS 15, the university does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

2.9 Employee benefits

Defined contribution plans

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to an entity during a period, the contribution payable to a defined contribution plan in exchange for that service is recognised:

- as a liability, after deducting any contribution already paid. Where the contribution already paid exceeds the contribution due for service before the end of the reporting period, the excess is recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.
- as an expense, except where the amount is allowed as an inclusion in the cost of an asset.

2.10 Government grants

Government grants, including non-monetary grants at fair value, are not recognised until there is reasonable assurance that:

- the entity will comply with the conditions attaching to them; and
- the grants will be received.

Government grants are recognised in surplus or deficit on a systematic basis over the periods in which the related costs for which the grants are intended to compensate are expensed.

A government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the university with no future related costs are recognised in surplus or deficit of the period in which it becomes receivable.

Non-monetary grants are measured at fair value of the non-monetary asset and both the grant and asset are recognised at that fair value. An alternative course that is sometimes followed is to record both asset and grant at a nominal amount.

Government grants related to assets, including non-monetary grants at fair value are presented in the statement of financial position either by setting up the grant as deferred income.

Repayment of a grant related to income is applied first against any unamortised deferred credit recognised in respect of the grant. To the extent that the repayment exceeds any such deferred credit, or when no deferred credit exists, the repayment is recognised immediately in surplus or deficit.

Repayment of a grant related to an asset is recognised by increasing the carrying amount of the asset or reducing the deferred income balance by the amount repayable. The cumulative additional depreciation that would have been recognised in surplus or deficit to date in the absence of the grant is recognised immediately in surplus or deficit.

Where a loan is received from government at below market interest rate, the difference between the fair value of the loan and the amount received is recognised as a government grant.

Government grants are excluded from the scope of IFRS 15 and accounted for in terms of IAS 20.

Basis of preparation and summary of significant accounting policies continued...

Research grants

Research grants are accounted over the term of the research period.

2.11 DHET Unspent Funds

The amount represents funding received from DHET for specific purposes where the University has not yet met the conditions attached to the funding.

Asset-Based and Income-Based deferred income

The unspent portion of grants relating to operating expenditure is classified as Income-Based deferred income and is presented as current liabilities on the Statement of Financial Position. The movement in Income Based deferred income is presented as operating activities on the cash flow statement.

The unspent portion of grants relating to the purchase or construction of assets is classified as Asset-Based deferred income. Asset-Based deferred income less the portion of the liability that is expected to be realised within 12 months from of the financial year is presented as non-current liabilities on the Statement of Financial Position. The movement in Asset-Based deferred income is presented as investing activities on the cash flow statement.

2.12 Income tax exemption

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act No. 58 of 1962.

Capital Reserves

These represents transfers from accumulated surpluses.

3. Significant judgements and estimation uncertianty

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 University makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom 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 addressed below.

3.1 Estimation uncertainty

Impairment of financial assets

The loss allowances for financial assets are based on assumptions about risk of default, expected loss rates and repayment period. The University uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the University's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period. Details of the key assumptions and inputs used are disclosed in the tables included in note 8.

3.2 Significant judgements

Determining the lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). Management has not identified any leases where the extension of the lease is reasonably certain.

Significant judgements and estimation uncertianty continued...

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

Control over dormant subsidiaries

Management has exercised judgement in determining that certain dormant entities meet the definition of subsidiaries under IFRS 10. These entities — the consolidated structured entities disclosed in Note 25 (The Border Technikon Trust, University of Transkei Foundation and the T T Trust) — are non-operating and exist primarily for legal, regulatory or administrative purposes, holding assets on behalf of the former institutions that were merged into the University. The University has control because:

- it has power over the entities through their governing documents;
- it is exposed to variable returns, even if insignificant, from its involvement; and
- it has the ability to use its power to affect those returns.

Given their dormant status, these subsidiaries do not materially impact the University's consolidated financial position or performance. They are consolidated in accordance with IFRS 10, consistent with IAS 1's materiality principles.

Joint operations

The University's interests in joint operations — including the clinical training platform jointly funded with the Eastern Cape Department of Health and the joint library collaboration with the University of Fort Hare and the University of South Africa (refer Note 24) — are accounted for by recognising its share of assets, liabilities, revenues and expenses in accordance with the IFRS standards applicable to those items. Judgement is applied in assessing whether arrangements constitute joint operations, considering the structure, legal form, contractual terms and other relevant facts and circumstances.

Other partnerships

The University holds certain partnership interests that are non-operating and clearly trivial in nature, including its interests in Cangobrite (Pty) Ltd — a community-engagement company co-founded with a community-based partner, in which the University holds no shareholding — and the Sisulu Foundation for African Pandemic Disease Response NPC, a non-profit company in which the University holds no members' interest. Management has exercised judgement in assessing these interests under IFRS 10, IFRS 11, IAS 28 and IFRS 9, and concluded that the University does not control them and that they are immaterial to the consolidated financial statements. Accordingly, these interests are not consolidated and are not presented in detail; they are disclosed only for completeness.

4. New standards and interpretations

4.1 Standards and Interpretations effective and adopted in the current year

In the current year, the University has adopted all new and revised IFRSs that are relevant to its operations and effective for annual reporting periods beginning on or after 1 January 2025. Their adoption has not had any material impact on the disclosures or on the amounts reported in these financial statements.

- Amendments to IAS 1 – Classification of Liabilities as Current or Non-current: Effective date - 1 January 2024
- Amendments to IAS 1 – Non-current Liabilities with Covenants: Effective date - 1 January 2024
- Amendments to IAS 7 and IFRS 7 – Supplier Finance Arrangements: Effective date - 1 January 2024
- Amendments to IFRS 16 – Lease Liability in a Sale and Leaseback: Effective date - 1 January 2024
- Amendments to IAS 12 – International Tax Reform (Pillar Two Model Rules): Effective date - 1 January 2023
- Amendments to IAS 21 – Lack of exchangeability: Effective date - 1 January 2025

The adoption of these standards did not have any impact on the accounting policies and the measurement and recognition of amounts disclosed financial statements, except for enhanced disclosures where applicable.

ACCOUNTING POLICIES

New standards and interpretations continued...

4.2 Standards and interpretations not yet adopted

IFRS 18 Presentation and Disclosure in Financial Statements

This is a new standard which replaces IAS 1 Presentation of Financial Statements and introduces several new presentation requirements. The first relates to categories and subtotals in the statement of financial performance. Income and expenses will be categorised into operating, investing, financing, income taxes and discontinued operations categories, with two new subtotals, namely "operating profit" and "profit before financing and income taxes" also being required. These categories and sub totals are defined in IFRS 18 for comparability and consistency across entities. The next set of changes requires disclosures about management-defined performance measures in a single note to the financial statements. These include reconciliations of the performance measures to the IFRS defined subtotals, as well as a description of how they are calculated, their purpose and any changes. The third set of requirements enhance the guidance on grouping of information (aggregation and disaggregation) to prevent the obscuring of information.

The effective date of the standard is for years beginning on or after 01 January 2027.

The effective date of the amendment is to be determined by the IASB.

The University expects to adopt the amendment for the first time in the 2027 annual financial statements.

The adoption of this standard will affect presentation of surplus/deficit and require new disclosures of performance measures

IFRS 19 Subsidiaries without Public Accountability: Disclosures (Effective date - 1 January 2027)

This is a new standard which may be applied by subsidiaries which do not have public accountability. It is a disclosure only standard and provides for reduced disclosures for qualifying subsidiaries to apply, while still remaining compliant with the recognition, measurement and presentation requirements of IFRS accounting standards. The reduced disclosures provided in IFRS 19 may be applied by the subsidiary in their consolidated, separate or individual financial statements, provided that the ultimate or any intermediate parent produces consolidated financial statements available for public use that comply with IFRS accounting standards. A subsidiary has public accountability, and may not apply IFRS 19, if its debt or equity instruments are traded in a public market or it is in the process of issuing such instruments for trading in a public market, or if it holds assets in a fiduciary capacity for a broad group of outsiders as one of its primary businesses.

The effective date of the amendment is for years beginning on or after 01 January 2027.

The university does not envisage the adoption of the amendment until such time as it becomes applicable to the university's operations.

It is unlikely that the amendment will have a material impact on the university's consolidated financial statements.

Amendments to IFRS 9 and IFRS 7: Amendments to the Classification and Measurement of Financial Instruments.

The amendments clarify the classification of financial assets with environmental, social and corporate governance (ESG) and similar features, as such features could affect whether the assets are measured at amortised cost or fair value. The amendment also clarifies the date on which a financial asset or financial liability is derecognised in cases where liabilities are settled through electronic payment systems.

The effective date of the amendment is for years beginning on or after 01 January 2026.

The standard is currently not relevant to the university as the there are currently on financial assets that have ESG and similar features.

ACCOUNTING POLICIES

New standards and interpretations continued...

IAS 8 basis of preparation of financial statements

The standard is being renamed from Accounting Policies, Changes in Accounting Estimates and Errors to IAS 8 Basis of Preparation of Financial Statements. In addition, some IAS 1 basis of AFS preparation move to to IAS 8.

The are consequential amendments to IAS 8 arising from IFRS 18 become effective at the same time the entity first applies IFRS 18.

The effective date of the amendment is for years beginning on or after 01 January 2027.

These are consequential amendments to align with IFRS 18 and are not expected to have any material impact on the University.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
Figures in R `000

5. Property, plant and equipment

5.1 Balances at year end and movements for the year ended 31 December 2025

	Land and buildings	Leasehold improvements	Motor vehicles	Fixtures and fittings	Computer equipment	Construction in progress	Total
Balance at 1 January 2025							
At cost	1,487,235	45,864	52,396	292,053	159,628	369,250	**2,406,426**
Accumulated depreciation and impairment	(288,722)	(8,837)	(34,139)	(161,238)	(110,359)	-	**(603,295)**
Net book value	**1,198,513**	**37,027**	**18,257**	**130,815**	**49,268**	**369,250**	**1,803,130**
Movements for the year ended 31 December 2025							
Additions	-	1,102	2,214	19,823	22,143	146,085	**191,367**
Newly identified assets	-	-	-	-	-	-	**-**
Depreciation	(30,817)	(1,478)	(194)	(1,640)	(13,385)	-	**(47,513)**
Current year charge	(30,817)	(1,478)	(6,817)	(36,285)	(20,927)	-	(96,323)
Change in estimate	-	-	6,623	34,644	7,542	-	48,810
Increase/(decrease) through transfers from construction in progress	138,078	20,681	-	-	-	(158,758)	**-**
Disposals	-	-	-	(675)	(535)	-	**(1,210)**
	1,305,774	**57,332**	**20,278**	**148,323**	**57,491**	**356,576**	**1,945,774**
	-					-	-
Closing balance at 31 December 2025							
At cost	1,625,313	67,647	53,190	303,152	177,514	356,576	**2,583,391**
Accumulated depreciation and impairment	(319,539)	(10,314)	(32,912)	(154,829)	(120,023)	-	**(637,618)**
Net book value	**1,305,774**	**57,332**	**20,278**	**148,323**	**57,491**	**356,576**	**1,945,773**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Property, plant and equipment continued...

The following entities ("the Trusts") are controlled by the University.

- The Border Technikon Trust
- University of Transkei Foundation
- T T Trust

The Trusts were established in support of former Transkei and Ciskei tertiary institutions which were absorbed into the structures of Walter Sisulu University after 1994.

Change in estimate

The University reassesses the useful life and residual value items of Property, Plant and Equipment annually as per its accounting policy. During the current financial year, management conducted a comprehensive review of the remaining useful lives assigned to items of property, plant and equipment in accordance with IAS 16.51, which requires that residual values, useful lives and depreciation methods be reviewed at least at each financial year-end.

Following this review, management revised the estimated useful lives of the following asset categories:

Asset Category	**Previous Useful life**	**Revised Useful life**
Equipment	5 years	10 years
Motor Vehicles	5 years	10 years

The revisions reflect management's updated assessment of the expected pattern of consumption of the future economic benefits embodied in these assets, taking into account actual asset condition, maintenance programmes, and operational experience accumulated over time. In accordance with IAS 8.36, a change in accounting estimate is accounted for prospectively by recognising the effect in profit or loss in the period of change and future periods affected. Accordingly, no restatement of prior period figures has been made. The effect of this change on the current year's depreciation charge is as follows:

Asset Category	**Decrease in Depreciation Charge**
Motor Vehicles	6,623
Fixtures and fittings	34,644
Computer equipment	7,542
	48,810

The revised useful life estimates will be applied on a going-forward basis and will continue to reduce the annual depreciation charge over the remaining useful lives of the affected assets compared to what would have been recognised under the previous estimates. Management will continue to reassess these estimates at each reporting date.

Land and buildings

Certain properties are still registered in the names of institutions that were merged into Walter Sisulu University. The University however maintains full control over these properties. Transfer of these properties into the University's name is regarded as an administrative matter. These properties have therefore been recognised within the financial records of the University. Please refer to the detail below.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Property, plant and equipment continued...

Name of former	**Number**	**Carrying value**
Transkei Trust (TT Trust)	2	3,500
University of Transkei	6	10,887
	8	**14,387**

Leasehold improvements

As disclosed in note 24 Investment in Joint Operations, the University has an interest in the Cooperative Joint Library in East London. The University's contribution to the construction of the library has been classified as leasehold improvements.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
Figures in R `000

Property, plant and equipment continued...

Construction in progress
All construction in progress relate to building works only.

	Land and buildings	Leasehold improvements	Motor vehicles	Fixtures and fittings	Computer equipment	Construction in progress	Total
Reconciliation for the year ended 31 December 2024							
Balance at 1 January 2024							
At cost	1,406,002	45,864	40,603	216,516	131,677	212,017	2,052,678
Accumulated depreciation and impairment	(260,074)	(7,693)	(27,250)	(124,266)	(89,142)	-	(508,425)
Net book value	**1,145,928**	**38,171**	**13,353**	**92,250**	**42,535**	**212,017**	**1,544,254**
Movements for the year ended 31 December 2024							
Additions	-	-	11,793	75,537	27,951	238,466	353,748
Newly identified assets	-		-	-	-	-	-
Depreciation	(28,648)	(1,144)	(6,465)	(36,619)	(19,911)	-	(92,786)
Current year charge	(28,648)	(1,144)	(6,465)	(36,619)	(19,911)	-	(92,786)
Change in estimate	-	-	-	-	-	-	-
Increase/(decrease) through transfers from construction in progress	81,233	-	-	-	-	(81,233)	-
Disposals			(424)	(353)	(1,307)	-	**(2,085)**
	1,198,513	**37,027**	**18,257**	**130,815**	**49,268**	**369,250**	**1,803,130**
Closing balance at 31 December 2024							
At cost	1,487,235	45,864	51,972	292,053	159,628	369,250	2,406,426
Accumulated depreciation and impairment	(288,722)	(8,837)	(33,715)	(161,238)	(110,359)	-	(603,296)
Net book value	**1,198,513**	**37,027**	**18,257**	**130,815**	**49,268**	**369,250**	**1,803,130**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Property, plant and equipment continued...

Certain properties are still registered in the names of institutions that were merged into Walter Sisulu University. The University however maintains full control over these properties. Transfer of these properties into the University's name is regarded as an administrative matter. These properties have therefore been recognised within the financial records of the University. Please refer to the detail below.

Name of former	**Number**	**Carrying value**
Transkei Trust (TT Trust)	2	3,500
University of Transkei	6	10,887
	8	**14,387**

Leasehold improvements

As disclosed in note 24 Investment in Joint Operations, the University has an interest in the Cooperative Joint Library in East London. The University's contribution to the construction of the library has been classified as leasehold improvements.

Work in Progress

Work in Progress consists of buildings in progress

Depreciation and impairment losses

Depreciation and impairment losses have been included under the following expenditures:

Other expenses		
Buildings	30,817	29,792
Leasehold improvements	1,478	1,429
Motor vehicles	194	6,465
Fixtures and fittings	1,640	34,599
Office equipment	-	-
Computer equipment	13,385	21,117
Computer software	-	568
	47,513	**93,970**

6. Lease liabilities

6.1 Lease liabilities are analysed as follows:

Buildings	4,060	4,588
Printers	2,347	3,422
Additional details		
	6,407	**8,010**
Non-current liabilities	5,769	7,440
Current liabilities	638	570
	6,407	**8,010**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024
Lease liabilities continued...		
Opening balance	**8,010**	**2,405**
Current year movement		
Additions	67	5,145
Payments	(2,778)	(812)
Finance charges	1,108	1,272
Closing balance	**6,407**	**8,010**

6.2 Amounts recognised in the consolidated consolidated statement of financial position

Right-of-use assets		
Buildings	2,317	2,885
Printers	2,037	3,716
Total	**4,354**	**6,601**
Reconciliation of cost and accumulated depreciation		
Buildings - Cost		
At the beginning of the year	17,922	17,922
Additions	-	-
At the end of the year	**17,922**	**17,922**
Buildings - Accum. depreciation		
At the beginning of the year	(15,037)	(14,469)
Depreciation	(568)	(568)
At the end of the year	**(15,605)**	**(15,037)**
Carrying amount at the beginning of the year	**2,885**	**3,453**
Carrying amount at the end of the year	**2,317**	**2,885**
Printers - Cost		
At the beginning of the year	5,145	-
Additions/Adjustment	67	5,145
At the end of the year	**5,212**	**5,145**
Printers - Accum. depreciation		
At the beginning of the year	(1,429)	-
Depreciation	(1,746)	(1,429)
At the end of the year	**(3,175)**	**(1,429)**
Carrying amount at the beginning of the year	**3,716**	**-**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024
Lease liabilities continued...		
Carrying amount at the end of the year	**2,037**	**3,716**
Lease liabilities		
Current portion	(638)	(570)
Non-current portion	(5,769)	(7,440)
	(6,407)	**(8,010)**

6.3 Amounts recognised in the statement of surplus or deficit and other comprehensive income

Depreciation		
Buildings	568	568
Printers	1,746	-
Total	**2,314**	**568**
Other expenses		
Interest expense	1,108	1,887
Short term lease expenses	39,902	513,887

6.4 Amounts recognised in the consoilidated statement of cash flows

Total cash outflow for leases	1,670	3,294

6.5 Other information related to leases

Leasing activities and accounting for leases

The university leases various properties, and vehicles. Rental contracts are typically made for fixed periods of 2 to 3 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the University. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or the University's incremental borrowing rate.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Lease liabilities continued...

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value are assets with a value lower than R10 000, such assets usually comprise IT-equipment and small items of office furniture.

Extension and termination options

Extension and termination options are included in a number of property and equipment leases. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the university and not by the respective lessor.

Short-term and low value lease commitments

Lease commitments for short-term leases for which recognition exemption has been used. The amount below represent expenditure within the financial year which is indicative of the contractual arrangements that will be entered into after the reporting date.

The University has accounted for operating leases with a remaining lease term of less than 12 months as at 1 January 2023 as short-term leases as per practical expedient allowed by IFRS 16.

Student Residences - The University leases student accommodation from private landlords. The contracts had a termination date of 31 December 2023 and have therefore not been capitalised in terms of IFRS 16. The University enters into new contracts every year following an accreditation and a procurement process.

Administration buildings - The University leases a number of buildings for office space. The rental agreements had come to an end at the of December 2020 and the contracts are being renewed on a month to month basis. Management does not expect to use these buildingd for more than 12 months.

Student Residences	39,901	513,887
Administration Buildings	16,899	15,556
Printers	7,409	8,894
	64,209	538,337

7. Unlisted investments

7.1 Unlisted investments comprise of the following balances

Sanlam Multi Investment (Listed unit trusts)	-	21,856
	-	**21,856**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024
Unlisted investments continued...		
7.2 Fair value gains/(losses) of investments		
Fair value gains /(losses)	-	3,972
Fair values		
Fair values		
The table below analyses financial instruments carried at fair value by valuation method.		
The different levels have been defined as follows:		
Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities.		
Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability either directly (i.e. prices) or indirectly (i.e. derived from prices).		
Level 3: Inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).	-	
Level 2: At fair value through profit and loss	**-**	**21,856**

The prices are obtained from a report published by the financial institution.

The carrying of the investments best represents the maximum exposure to credit risk as these are listed unit trusts.

8. Trade and other receivables

8.1 Trade and other receivables comprise:		
Trade receivables	1,795,955	1,465,629
Trade receivables impairment	(1,269,459)	(1,122,973)
Trade receivables - net	**526,496**	**342,656**
Sundry debtors	38,377	22,744
Other receivables	230,690	146,106
Prepaid expenses	13,891	11,447
Value added tax	-	1,378
Related party receivables (refer to note19.1 for details of related parties)	-	-
Total current receivables	**809,454**	**524,331**

Due to the nature of the University's business, there will be receipts from debtors and funders not allocated to individual accounts at year end due to timing reasons or insufficient information or incorrect references used by depositors. Unallocated receipts amounting to R39 million (2024: R81 million) were set off against the outstanding receivables at year end.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Trade and other receivables continued...

8.2 Trade and other receivables classification

Prepaid expenses	13,891	11,447
Value added tax	-	1,378
Total non-financial instruments included in trade and other receivables	13,891	12,825
Total trade and other receivables excluding non-financial assets included in trade and other receivables	795,563	511,506
Total trade and other receivables	**809,454**	**524,331**

8.3 Movements in impairment of trade and other receivables are as follows:

At the start of the year	1,122,973	1,100,747
Impairment provision raised	146,451	127,346
Written off during the year	35	(105,120)
At the end of the year	**1,269,459**	**1,122,973**

As at 31 December 2025, student debtors of R1.795 billion (2024: R1.465 billion) were past due (fees are due and payable in the year of study). Based on an analysis of outstanding payments and a historical payment patterns, student debtors to the value of R1.269 billion (2024: R1.123 billion) were provided for. The amount that best represents the maximum exposure to credit risk at the end of the reporting period was R1.795 billion (2024: R1.465 billion).

The University prepared an ageing of its trade receivables and calculated lifetime Expected Credit Losses as follows:

31 December 2025

Ageing / Category	**Balance outstanding**	**Expected loss rate**	**ECL Allowance**
Registered students - NSFAS	323,690	0%	-
Registered students - Bursaries	20,495	10%	2,049
Registered students - self and partly funded	312,920	86%	270,045
Unregistered students	1,138,851	88%	997,364
Total	**1,795,956**		**1,269,458**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
Figures in R `000

Trade and other receivables continued...

31 December 2024

Ageing / Category	**Balance outstanding**	**Expected loss rate**	**ECL Allowance**
Registered students - NSFAS	65,988	4%	3,299
NSFAS prior year debt	-		
Registered students - Bursaries	63,820	4%	6,382
Registered students - self and partly funded	348,867	70%	244,206
Unregistered students	986,955	88%	869,085
Total	**1,465,629**		**1,122,972**

Expected credit losses on amounts due from NSFAS are minimal to low, while expected credit losses on amounts due from registered students are expected to be low to medium. Expected credit losses on amounts due from registered students have been calculated from collection history.

The University has handed over debt due from unregistered students to debt collection firms. Expected credit losses from unregistered students have been calculated from the success rates in securing repayment arrangements from unregistered students.

Expected credit losses are relatively high as payments secured from unregistered students are relatively low compared to level of outstanding debt. Within the current deteriorating economic climate, expected credit losses are not expected to decline.

The carrying amount of receivables approximates fair value.

Other significant inputs and assumptions

Other significant inputs in determining expected credit losses are:

- Whether a student is registered or not
- Whether a student is funded or not
- Repayment period

The registration and funded status is obtained from the ERP system while the repayment period is calculated based on historical payment profiles. There were no changes to the key assumptions used in detertemining the expected credit loss from the prior period.

Trade and other receivables continued...

Forward-looking considerations:

Unemployment

Private-funded Category: The university does not know the precise sources of income of the cohort of students in this group. Although it may be reasonable to assume that the majority of students in this category may be relying on income from employment of their parents/ guardians or their own employment income. Correlation between recoverability has to be against another specifically identified funding parameter which is not possible in the case of self-funded students. However, having assumed that unemployment could be a key factor, the possible contribution to ECL should be minimal as the default rate is already at high levels.

Sponsored Category (NSFAS and Bursary): The NSAFS student category is financed significantly through the fiscus. Education is a top prioritised sector for fiscal allocation, and this is evident in the annual national budget and university transfers take a significant portion of the Education budget after Basic education. While unemployment has an implication on government revenue (tax revenue) and thus resource allocation, it is reasonable to conclude based on existing budget allocations that Education will remain a priority for government and reallocations can be made from less priority sectors into Education during periods of Economic contractions. The source of funding for the significant portion of the bursary sponsored students is private business income/ cashflows. Unemployment rates have no direct impact on these items. Although persistent unemployment and a continued upward trajectory of the rate may indirectly impact business profits through erosion of disposable incomes for households, there is no information on the nature of the funders businesses and how and the extent to which they may be impacted in this way.

Gross Donestic Product

The NSFAS-funded students are financed through the fiscal allocations channelled via NSFAS. Education is a top-prioritised sector for fiscal allocation, and this is evident in the annual national budget. University transfers take a significant portion of the Education allocation and are second only to Basic education. While Economic growth (GDP movements) has an implication on government resource allocation, it is reasonable to conclude based on existing budget allocations that Education will remain a top priority for the government and reallocations can be made from less priority sectors into Education during periods of Economic contractions.

The Sponsored (Bursary) students are funded from private business income/ cashflows. Private businesses that provide student funding are generally in strong financial positions and stable cash flow trends. They are not necessarily impacted by short-term contractions and expansions in the economy. Longer-term contractions and expansions are irrelevant because the receivables are short-term in nature to consider that relationship. Private business rely on annual income and this information not known and not available to the university. It is therefore reasonable to conclude that there is no strong short-term relationship between Economic Growth and the ability of private businesses to meet their funding commitments based on the letters signed with the university. While it may be reasonable to say that in the longer term, continued contractions in the economy ultimately impact all businesses, this has an impact on their ability to make future funding commitments for new students rather than the honouring of commitments made for existing students.

Trade and other receivables continued...

The Privately -funded category rely on other sources of income not known to the university and which may include human capital income of their parents or guardians as they are not sponsored. There is a nexus between Economic growth (GDP movements) and Unemployment, and the nexus has been proven empirically. Generally, when the economy contracts, businesses reduce their labour force if this condition persists, and unemployment rises. The vice versa holds as well. Consequently, it is reasonable to conclude that the exclusion of this factor from the self-funded category is appropriate as the factor already has a consequential impact on the unemployment rate which has been discussed in row 47 and found to not have any material impact on the loss rates.

Based on the above, this forward-looking factor is not considered relevant/ material to the ECL calc and its exclusion is reasonable. The historical loss experience that incorporates the most recent year loss experience will be used to estimate the total expected loss rate.

Interest rates

For the NSFAS-funded category, please refer to the same justification provided in the sections above.

In relation to other categories, private businesses and households whose incomes drive recovery rates for the privately funded and bursary sponsored groups, it is reasonable to conclude that without the information relating to the extent of debt (if any) in the capital structure of the funding companies and the private debt of households, conclusion on how businesses and households react and adjust spending patterns due to interest rates changes is near impossible. IFRS 9B5.5.51 states that entities need not undertake an exhaustive search for information but shall consider all reasonable and supportable information that is available without undue cost or effort and that is relevant to the estimate of expected credit losses, including the effect of expected prepayments. Consequently, the link between debt recovery and the prime rates is not so apparent without knowing the debt profiles of the myriad of funders, and obtaining it would involve undue effort and cost which isn't in the letter and spirit of the IFRS 9 impairment model.

Based on the above, this forward-looking factor is not considered relevant/ material to the ECL calc and its exclusion is reasonable. The historical loss experience that incorporates the most recent year loss experience will be used to estimate the total expected loss rate.

Inflation rate

For NSFAS category, please refer to the same justification provided in sections above.

In relation to the other categories, private businesses and households whose incomes drive recovery rates for the privately funded and bursary-funded groups, it is reasonable to conclude that without the information relating to the spending patterns of the funders and their prioritisation profiles, conclusion on how businesses and households react and adjust spending patterns due to interest rates changes is near impossible. IFRS 9B5.5.51 states that entities need not undertake an exhaustive search for information but shall consider all reasonable and supportable information that is available without undue cost or effort and that is relevant to the estimate of expected credit losses, including the effect of expected prepayments. Consequently, The link between debt recovery and the inflation rate is not so apparent without knowing the spending and prioritisation profiles of the myriad of funders, and obtaining it would involve undue effort and cost which isn't in the letter and spirit of the IFRS impairment model.

Based on the above, this forward-looking factor is not considered relevant/ material to the ECL calc and its exclusion is reasonable. The historical loss experience that incorporates the most recent year loss experience will be used to estimate the total expected loss rate.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

9. Cash and cash equivalents

Cash and cash equivalents comprise:		
Cash on hand	94	94
Short-term investments	211,238	234,426
Balances with banks	1,096,780	1,237,367
Total bank balances	**1,308,018**	**1,471,793**
Total cash and bank balances	**1,308,112**	**1,471,887**
Details of balances with banks		
Council controlled	453,649	757,574
Restricted	854,463	714,313
Total bank balances	**1,308,112**	**1,471,887**

Restricted cash represents funds held by the University that have been specifically earmarked for defined purposes relating to either capital projects or operational costs outside of the University's normal operating expenditures.

Cash and cash equivalents have been assessed for impairment in terms of IFRS 9 and expected credit losses are considered to be immaterial.

Cash at bank earns interest at floating rates based on daily bank deposit rates.

Bank overdrafts		
Overdraft facility	22,500	22,500
Lodge cards	7,500	7,500
Total undrawn facilities at year end	30,000	30,000

Overdraft facilities are available with First National Bank to the value of R30m (2024: R 30m). A guarantee in favour of the Municipality of the City of East London to the value of R50 000 and a guarantee in favour of the MTN SP (Pty) Ltd to the value of R100 000 was in place at year end. Cash at bank and on hand includes restricted funds.

10. Deferred income

10.1 Deferred income is analysed as follows:

Balance at the beginning of the year		**2,680,074**	**2,526,649**
Add	Grant received	494,336	310,325
	Interest received	99,317	46,622
		3,273,727	2,883,596
Less	Expenditure	(168,525)	(203,522)
	Publication allocations	(81,314)	-
Balance at the end of the year		**3,023,888**	**2,680,074**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024
Deferred income continued...		
Made up as follows:		
Cash at bank	854,463	714,313
Net book value of assets	2,086,269	1,882,605
Utilised in operations	83,156	83,156
	3,023,888	**2,680,074**
10.2 The balance can be analysed as follows:		
Asset Based Deferred Income	2,465,288	2,082,829
Income Based Deferred Income	558,600	597,245
	3,023,888	**2,680,074**
Non-current liabilities	2,465,288	2,046,692
Current liabilities	558,600	633,382
	3,023,888	**2,680,074**
10.3 Grants received can be analysed as follows:		
Asset Based Deferred Income	362,258	113,305
Income Based Deferred Income	132,078	197,020
	494,336	**310,325**
	99,317	**46,622**

10.3.1 Government grants comprise capital (asset-based) grants received towards the acquisition and construction of infrastructure and equipment, and income-based grants received towards specified operating activities and earmarked programmes. Grants are recognised initially as deferred income when there is reasonable assurance that the University will comply with the conditions attached and that the grants will be received.

The conditions attaching to the grants require that the funds be applied only to the purposes approved by the funder and that the University accounts to the funder on their use. Unspent and unutilised grants are retained in deferred income until the related conditions are met.

Asset-based grants: the deferred income liability is not released when the funds are spent. It continues to be recognised in terms of IAS 20 and is released to surplus or deficit over the useful life of the related asset, in line with the depreciation charged on that asset.

Income-based grants: the deferred income liability is released to surplus or deficit as the related expenditure is incurred, matching the grant to the costs it is intended to compensate.

At 31 December 2025 there were no unfulfilled conditions or other contingencies attaching to recognised grants, other than the ongoing obligation to apply the funds to their approved purposes.

11. Accrual for employment obligations		
Leave pay accrual	346,263	302,226
13th cheque accrual	39,050	37,767
	385,313	**339,993**

Details of employee obligations

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Accrual for employment obligations continued...

Leave pay accrual

Employee entitlements to annual accumulated leave are recognised when they accrue to employees. An accrual is made for the estimated liability for annual and accumulated leave as a result of services rendered by employees up to the reporting period. Employees older than 55 years who did not participate in the leave buy out are provided for in full, while the provision for the rest of the employees is capped at 60 days. The present obligation at the end of the reporting period is calculated as the cost to company remuneration applied to the accumulated leave days taking into account the capped days.

13th cheque accrual

Employee entitlements to a 13th cheque are recognised when they accrue to employees. An obligation is made for the estimated liability for the 13th cheque as stipulated in employment contracts. Employees who have structured their remuneration to have a 13th cheque receive the 13th cheque in their respective birthday months. The present obligation at the end of the reporting period is calculated as the cost to company remuneration applied to the number of months accrued at the end of the reporting period.

12. Trade and other payables

Trade and other payables are made up as follows:		
Payables and accruals	45,710	65,540
Other payables	96,641	181,801
Debtors with credit balances	167,555	262,649
NSFAS payable	201,520	5,442
	511,426	515,432
Payroll laibilities (SARS and third parties)	90,935	4,276
	90,935	4,276
Total trade and other payables	**602,361**	**519,708**

The carrying amount of payables approximates fair value.

13. DHET unspent funds

DHET unspent funds are analysed as follows:		
Missing Middle Grant	26,131	26,131
Non-current portion of DHET unspent funds	-	-
Current portion of DHET unspent funds	26,131	26,131
	26,131	**26,131**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

DHET unspent funds continued...

Missing middle grant

The University received an allocation from the DHET in prior years to subsidise fee increases for a qualifying group of students. The liability represents the unspent funds accumulated from the 2018 financial year. As the University does not have an unconditional right to defer payments for a period of more than 12 months, the amount payable is classified as a current liability.

14. Revenue and other income

14.1 Tuition and other fee revenue

Tuition fees	1,376,806	1,193,158
Student levies and other charges	33,053	30,720
Subtotal	1,409,859	1,223,878
Residence fees	235,884	716,424
Transport fees	31,579	-
Total	**1,677,322**	**1,940,302**

Student levies and charges include copyright fees, sports fees and the ambulance levy charged to students. It also comprises other fees charged to students or prospective students for administrative costs incurred in processing of applications or appeals.

The above figures are already included in the gross revenues disclosed in Note 14.1.

14.2 Subsidies and government grants

Subsidies and grants	1,183,579	1,201,938
Specifically funded	171,834	200,252
Specifically funded Institutional Based	116,920	109,924
State approved	54,914	90,328
Total subsidies and grants	**1,355,413**	**1,402,190**

14.3 Other income is analysed as follows:

Donations and other receipts	29,534	48,588
Management fees received	23	50
Rent received	1,169	1,192
Gain on recognition of assets	-	193
Total other income	**30,726**	**50,023**

14.4 Sources of revenue and other income

Contracts with customers (Tuition and other fee revenue)	1,677,322	1,940,302
Non-monetary exchanges between entities (Government Grants)	1,355,413	1,402,190
Other non-contract revenue (Other income)	30,726	50,023
	3,063,461	**3,392,515**

14.5 Total revenue

Subsidies and government grants	1,355,413	1,402,190
Tuition and other fee revenue	1,677,322	1,940,302
	3,032,735	**3,342,492**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024
15. Personnel costs		
Salaries and wages	1,891,049	1,688,454
Defined contribution plans	132,737	119,043
	2,023,786	**1,807,497**

Employees of the University contribute a portion of their earnings to several defined contribution plans through the University. The contributions are recognised as an expense as the related service is rendered.

16. Other operating expenses		
Other expenses include:		
Short-term and low value leases expenses	64,210	539,244
• Building rentals	16,899	16,463
• Equipment rentals	7,409	8,894
• Hire: Leased residences	39,902	513,887
Contracted services	177,328	164,461
Data and communication costs	77,156	79,390
Hire: Student transport	108,164	69,862
Hire: Student residence	-	-
Insurance expenses	12,523	10,922
Licenses	89,129	82,696
Bursary and study subsidies	30,650	21,085
Rates, water and electricity	118,354	133,690
Repairs and maintenance	60,799	52,026
Student expenses	63,033	63,956
Travel and accommodation expenses	132,132	137,922
Other	283,605	282,981
Total other expenses	**1,217,083**	**1,638,235**
Depreciation		
- Property Plant and Equipment	47,513	93,402
- right-of-use assets	2,314	568
	49,827	**93,970**
Audit fees		
Auditors' remuneration	3,417	3,175
Internal and other audit fees	5,335	1,258
	8,752	**4,433**

17. Finance income		
Interest received - cash and short-term investments	25,095	71,776
Interest on student debtors	119,404	41,333
Other dividends received	-	342
Total finance income	**144,499**	**113,109**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024
18. Finance costs		
Lease obligations	1,108	1,887
Total finance costs	**1,108**	**1,887**
19. Commitments		
19.1 Lease commitments		
The future minimum rental payments under Operating Lease Agreements are as follows:		
Not later than 1 year	638	3,821
Later than 1 year but not later than 5 years	5,769	9,033
Later than 5 years	-	-
	6,407	**12,854**

The University had the following lease arrangements at the end of the reporting period:

- agreements for the lease of buildings with a remaining period of 4 years
- agreements for the lease of printers with a remaining period of 1 years

Operating lease commitments exclude the lease of residences as the agreements have a duration of 1 year and less

19.2 Capital Expenditure

For the acquisition of Property, Plant and Equipment

Approved but not contracted for	578,405	489,208
Approved and contracted for at reporting period	48,764	159,154
	627,169	**648,362**

The capital expenditure is to be financed by means of Infrastructure Grants from DHET.

20. Financial Instruments by Category

	Note	Fair value through profit and loss	
Financial Assets at fair value (designated)			
Investments	7	-	21,856
		-	**21,856**
		Amortised cost	
Financial Assets at amortised cost (designated)			
Trade and other receivables	8	526,496	342,656
Sundry debtors	8	269,067	168,850
Cash and cash equivalents (unrestricted)	9	453,649	757,574
Cash and cash equivalents (restricted)	9	854,463	714,313
		2,103,675	**1,983,393**
		Amortised cost	
Financial Liabilities at amortised cost (designated)			
Trade payables and other payables	12	602,361	519,708

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**
Financial Instruments by Category continued...		
	602,361	**519,708**

21. Financial Assets and Liabilities Maturity Analysis

31 December 2025	**Total**	**Receivables / Payable within 30 days**	**Receivables / Payable within 90 days**	**Receivables / Payable after more than 90 days**
Financial assets				
Financial assets at amortised cost				
Sundry debtors	269,067	269,067	-	-
Student receivables net of impairment	526,496	526,496	-	-
Cash and cash equivalents (unrestricted)	453,649	453,649	-	-
Cash and cash equivalents (restricted)	854,463	854,463		
Total	2,103,675	2,103,675	-	-
Financial liabilities at amortised cost				
Trade and other payables	511,426	511,426	-	-
Total	511,426	511,426	-	-
Net liquidity	**1,592,249**	**1,592,249**	**-**	**-**

31 December 2024	**Total**	**Receivables / Payable within 30 days**	**Receivables / Payable within 90 days**	**Receivables / Payable after more than 90 days**
Financial assets				
Financial assets at fair value				
Investments	21,856	-	-	21,856
Financial assets at amortised cost				
Sundry debtors	168,850	168,850	-	-
Student receivables net of impairment	342,656	342,656	-	-
Cash and cash equivalents (unrestricted)	757,574	757,574	-	-
Cash and cash equivalents (restricted)	714,313	714,313		
Total	2,005,249	1,983,393	-	21,856
Financial Liabilities at amortised cost (designated)				
Trade and other payables	515,432	515,432	-	-
Total	515,432	515,432	-	-
Net liquidity	**1,489,817**	**1,467,961**	**-**	**21,856**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024

Student receivables are subject to impairment in terms of IFRS 9. The impairment is disclosed in Note 8 to the financial statements.

22. Cash flows from operating activities

Deficit for the year	**(230,295)**	**(159,339)**
Adjustments for:		
Investment income	(144,499)	(113,552)
Finance costs	1,108	1,887
Depreciation	49,827	92,786
Deferred income (asset based)	(60,472)	(68,436)
Deferred income (income based)	(189,409)	-
Accrual for employment obligations	45,321	30,305
Fair value adjustments	-	(3,972)
Movement in credit loss allowance	146,486	127,346
(Profit) / loss on disposal of property, plant and equipment	1,210	1,210
Change in operating assets and liabilities:		
(Increase) / decrease in trade receivables	(330,326)	325,833
(Increase) / decrease in other receivables	(101,283)	(89,335)
Increase / (decrease) in trade and other payables	82,653	(199,992)
Increase / (decrease) in deferred income (income based)	150,763	116,789
Cash generated from operations	**(578,916)**	**72,284**

23. Financial risk management

The University's activities expose it to a variety of financial risks: market risk (including interest rate risk and price risk), credit risk and liquidity risk. The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise the potential adverse effects on the financial performance of the University.

The University is exposed to the following risks arising from financial instruments
- credit risk; and
- liquidity risk and fair value of financial instruments risk.

The Institutional Management Committee identifies, evaluates and co-ordinates the management of strategic risk faced by the University. Risk management processes were developed to ensure continuing relevance and effectiveness.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Financial risk management continued...

23.1 Market risk

23.1.1 Cash flow and fair value interest rate risk

Exposure

The University's main interest rate risk arises from cash and short-term investments which earn interest at variable rates, and expose the University to cash flow interest rate risk. The University investments in short-term investments are at fixed rates for the duration of the investment and this limits the risk to the University in the event that interest rates go down.

Sensitivity

Surplus or deficit is sensitive to higher/lower interest income from cash and short-term investments - unrestricted as a result of changes in interest rates.

	Impact on surplus or deficit	
Interest rates – increase by 200 basis points	9,073	15,151
Interest rates – Decrease by 200 basis points	(9,073)	(15,151)
* Holding all other variables constant		

Financial assets exposed to interest risk

Council controlled - cash and short-term investments	453,649	757,574

23.1.2 Price risk

Exposure

The University's exposure to securities price risk arises from unit trust investments held by the university and classified in the statement of financial position at fair value through other comprehensive income (FVOCI) (note 7). The exposure to price risk is not significant as the investment held in unit trust is relatively small.

Sensitivity

The table below summarises the impact of increases/decreases of the unit trust prices on the university's surplus for the period. The analysis is based on the assumption that the unit trust prices increased by 5% or decreased by 5%.

	Impact on surplus	
	2025	**2024**
Sanlam Multi Investment (Listed unit trusts)	-	1,093

23.2 Credit risk

Credit risk arises from cash and cash equivalents, short-term investments and trade and other receivables.

Potential concentrations of credit risk consist mainly of short-term cash, cash equivalent and student receivable and arises from default of the counter party. The maximum exposure for the University is equal to the carrying amount of these instruments. The University places cash only with major financial institutions with good credit ratings.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024

Financial risk management continued...

Trade and other receivables comprise of outstanding student fees from students. The risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts.

Most of the students are funded by the National Student Financial Aid (NSFAS) which reduces credit risk.

23.3 Liquidity risk

Prudent liquidity risk management requires that the University maintains sufficient cash and short-term investments to meet obligations when due. At the end of the reporting period the University held cash and short-term investments of R453 million (2024: R757 million) that are available for managing liquidity risk. Management monitors rolling forecasts of the University's cash and cash equivalents (note 9) on the basis of expected cash flows.

The University faces a liquidity risk which is minimised by the annual grant it receives from DHET.

Collateral held over financial assets

The university holds no collateral over any financial assets.

24. Investments in joint operations

Interests in joint operations

- ECDOH's share of employment costs of the joint staff establishment
- ECDOH's agreed share of employment costs for employees in the four Health Resource Centres in the Eastern Cape Province
- ECDOH's agreed share of the operational expenses of the aforementioned Health Resource Centres, including library resources.
- ECDOH's agreed share of goods and services disbursements in respect of Health Sciences Training including the joint staff establishment

Statement of comprehensive income

Personnel costs	20,095	19,138

Statement of financial position

Included in Trade and other receivables - Note 8	230,690	146,106

Co-operative joint library

WSU, University of Fort Hare (UFH) and University of South Africa (UNISA) entered into a collaboration agreement to build and maintain a library facility in East London. The library was financed as follows:

- A contribution of R20 million from WSU. This was paid by DHET.
- A contribution of R80 million from UFH and UNISA
- A contribution of R100 million from the Department of Higher Education and Training (DHET)

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	2025	2024

Investments in joint operations continued...

The library was constructed on immoveable property held by UFH and hence ownership of the library vests with UFH. The interest of WSU and UNISA were secured through the registration of servitudes of use, 50 years in duration.

The above has been incorporated in the consolidated annual financial statements under the appropriate headings:

Statement of comprehensive income		
General expenses	2,324	2,324
Depreciation	800	800
WSU contributes 10% of the running costs of the library		
Statement of financial position		
Property, plant and equipment (Leasehold improvements)	33,400	34,200
Deferred income	(15,400)	(16,200)

25. Interests in other entities

The following entities ("the Trusts") are consolidated structured entities of the University

- The Border Technikon Trust
- University of Transkei Foundation
- T T Trust

The Trusts were established in support of former Transkei and Ciskei tertiary institutions which were absorbed into the structures of Walter Sisulu University after 1994.

Land and buildings with a carrying value of R15.5 million from former institutions were never transferred into the respective trusts and the land is still registered in the names of the former institutions.

26. Related parties

26.1 Relationships

Regulatory authority providing significant funding to the University	Department of Higher Education and Training

26.2 Group entities

There are no other transactions or balances between the University and the trusts, except for the land buildings as disclosed in note 25 above.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Related parties continued...

26.3 Other related parties

Cangobrite (Pty) Ltd was registered during the 2018 year by the University, in partnership with a community-based company (Aluzabyte (Pty) Ltd), to drive an e-waste project at the Potsdam site as part of the University's community engagement initiatives. The University holds no shareholding in the company and it is not consolidated; it is disclosed as a related party because the University co-founded the entity and a member of the University's management serves as one of its directors. There are no transactions or balances between the University and Cangobrite (Pty) Ltd.

There are no transactions or balances between the University and Cangobrite (Pty) Ltd.

The Sisulu Foundation for African Pandemic Disease Response NPC is a non-profit company and is not operational. The University holds no members' interest in the Foundation and does not control it, and the Foundation is not consolidated. There are no transactions or balances between the University and the Sisulu Foundation for African Pandemic Disease Response NPC

There are no transactions or balances between the University and Sisulu foundation for African Pandemic Disease Response NPC.

26.4 Related-party transactions

The University is ultimately accountable to the Department of Higher Education and Training in terms of the Higher Education Act, 1997 (Act 101 of 1997). Transactions with the Department of Higher Education and Training are as follows:

State Subsidies and Grants	**1,355,413**	**1,402,190**

Balances with the Department of Higher Education and Training were as follows:

DHET payable	**26,131**	**26,131**

State subsidies and grants received from the Department of Higher Education and Training relate to subsidies and grants received for the financial year for operational expenditure and for specific purposes. Operational grants include the block grant and historically disadvantaged institution grant. There are no unfulfilled conditions or other contingencies attaching to the operating grants. Each subsidy and grant have specific terms and conditions which need to be adhered to.

Grants received for specific purposes include the clinical training grant, teaching development grant, research development grant, foundation grant and the infrastructure grant. Grants received for specific purposes that are unspent are included in note 10 on deferred income. Capital commitments relating to the infrastructure grant are disclosed in note 19.

Joint operations

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

Related parties continued...

Joint Operation with ECDOH

The University contributes 40% of the operating expenses on the clinical training platfom which is jointly funded by the Eastern Cape Department of Health (ECDOH). The related party transactions and balances with ECDOH are disclosed in Note 24 to the financial statements.

Joint Library

WSU, University of Fort Hare (UFH) and University of South Africa (UNISA) entered into a collaboration agreement to build and maintain a library facility in East London. The related party transactions and balances relating the library facility are disclosed in Note 24 to the financial statements.

26.5 Compensation paid to key management personnel

Short-term employee benefits	49,600	42,445

Key management personnel are those people having authority and responsibility for planning, directing, and controlling the activities of the University.

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
Figures in R `000

Related parties continued...

26.6 Compensation paid to members of council and prescribed officers

Amounts related to services rendered as a member of council of the University

	Name	Fees paid	Reimbursement of expenses	2025 Total	2024 Total
	Chair of Council				
†	Adv. T Ngcukaitobi	-	-	-	-
	Chairs of Committees				
	Ms F Lamola (FCC & Deputy Chair of Council) - from 1 May 2022	42	2	45	37
	Mr S Kou (PICC) - from 1 May 2022	94	3	97	49
	Ms N Y Tyamzashe (HRCC)	43	2	45	40
	Mr V Jarana (ARCCC) - from 1 Jan 2022	92	2	94	36
	Members of Council				
	Mr TA Klaas (Until Dec 2024)	-	-	-	23
	Judge President SM Mbenenge	-	-	-	-
	Mr GTM Matyobeni	42	2	44	26
†	Mr TK Bonakele	-	-	-	-
	Dr M M Tebelele (From 07 July 2022)	60	2	61	46
†	Mr L Fuzile (From 01 May 2022)	-	-	-	-
	Dr X Mantashe (from 7 Jul 2022)	35	2	37	23
	Judge L Flatela (From Jan 2025)	22	1	23	-
	Members of Committees				
	Mr S Ngqwala	6	0.18	6	14
	Mr XV Njikelana (From Jan 2025)	38	1	39	-
	Mr R Gilfan	7	0.15	7	-
	Mr MN De Beer	19	1	19	7
				-	-
†	The member receives no compensation from the University as he/she is employed in the public service or elected not to receive compensation from the University			-	-
	Total	**499**	**18**	**518**	**300**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS
Figures in R `000

Related parties continued...

Name	Salaries and related payments	Other remun eration	2025 Total remuneration	2024 Total remuneration
Executive members of staff				
Prof R Songca: Vice-Chancellor and Principal	5,021	53	5,075	4,464
Dr N Tlale: DVC: Institutional Support (from Nov 25)	329	4	332	-
Prof M Linington: DVC Teaching and Learning (From 01 July 2024)	3,418	37	3,455	1,524
Prof Feza: DVC Research and Innovation(Feb 2025)	2,967	32	2,999	-
Dr B Nguza-Mduba: Executive Dean	2,712	387	3,098	3,177
Dr L Ntonzima: Registrar	2,434	28	2,462	2,142
Mr M Nhiwatiwa: Chief Financial Officer	3,031	162	3,194	3,298
Mr S Mpambane: Executive Director: Ops. & ICT (until June 2025)	1,829	353	2,183	3,255
Mr SA Mnyaiza: Executive Director Human Resources	2,361	32	2,393	2,165
Dr IP Mohasoa: Executive Director: SDSS	2,267	1,086	3,353	3,473
Ms O Mokgatle: ED Institutional Planning	2,774	31	2,805	2,441
Prof BD Bantwini: Executive Dean	2,943	70	3,013	1,745
Prof MS Panicker: Executive Dean	2,694	30	2,724	2,894
Prof T Ndlovu: Executive Dean	2,773	32	2,805	3,092
Prof WW Chita: Executive Dean	3,399	37	3,436	3,273
Prof AT Modi: Executive Dean	2,745	31	2,776	2,115
Prof WD Thwala: Executive Dean	3,298	200	3,498	3,387
			-	-
	46,995	**2,605**	**49,600**	**42,445**

NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R `000	**2025**	**2024**

27. Contingent liabilities

Legal Matters

At year end there were 15 (2024: 23 cases) legal cases pending, where a final outcome had not been determined. The total claims against the University amounts to R179.5 million (2024: R28.6 million).

The above cases can be broken down as follows:

Nature of contingency		
Staff	10,168	3,877
These are legal claims against WSU instituted by staff. These do not include Disciplinary Actions as they have no financial impact. The institution and its legal representatives believe there is a good defense and thus possibility of dismissal, the cases are not at a mature stage. There are six (2024: four) open cases.		
Third party	169,370	24,745
These are legal claims against WSU initiated by suppliers and/or potential suppliers. The institution and its legal representatives believe there is a good defense and thus possibility of dismissal, the cases are not at a mature stage.		
	179,538	28,622

28. Subsequent events

The University has evaluated subsequent events from the financial year end to the date of issue of these financial statements and has determined that the following are material subsequent events to disclose:

Appointment of Vice-Chancellor and Principa

On 21 October 2025, the University Council appointed Dr Thandiswa Mgwebi as Vice-Chancellor and Principal of the University. The appointment was effective from 1 January 2026. This appointment occurred after the reporting date of 31 December 2025 and is considered a non-adjusting event after the reporting period.

GENERAL INFORMATION

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First National Bank 4 First Place Johannesburg 2001	ABSA 7th Floor, Absa Towers West, 15 Troye Street, Johannesburg, 2001	
EXTERNAL AUDITORS		
Nexia SAB&T Inc. 99 Cape Road, Millpark, Gqeberha, 6001 Tel: 012 - 682 8995		
ATTORNEYS		
Drake, Flemmer & Orsmond Tewkesbury House 22 St James Road Southernwood East London Tel: 043-7224210	Kirchmanns Inc. Global House 3 Pearce Street Berea East London Tel: 043-7210963	Adams & Adams P O Box 1014 Pretoria 0001 Tel: 012-4326000