



# 2021



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Walter Sisulu University

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## ANNUAL REPORT



In pursuit of excellence

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# GENERAL INFORMATION



## POSTAL ADDRESS

Walter Sisulu University  
Private Bag X1  
MTHATHA  
5117

## BUSINESS ADDRESS

Nelson Mandela Drive  
MTHATHA  
5100

## WEBSITE

[www.wsu.ac.za](http://www.wsu.ac.za)

## BANKERS

First National Bank  
4 First Place  
Johannesburg  
2001

Investec Bank Limited  
100 Grayston Drive  
Sandown  
Sandton  
2196

The Standard Bank of South Africa Ltd  
5 Simmonds Street  
Standard Bank Centre  
Johannesburg  
2107

Absa Limited  
ABSA Business Banking  
Barclays Towers West  
15 Troye Street  
Johannesburg  
2001

## AUDITORS

### External Auditors

PricewaterhouseCoopers Inc.  
Acacia House  
Palm Square, Bonza Bay Road  
Beacon Bay, East London  
Tel: 043-7079600

### Internal Auditors

Sizwe Ntsaluba Gobodo  
Cube 2, Cedar Square  
Bonza Bay Road  
Beacon Bay, East London  
Tel: 043 - 7211180

### Agreed upon procedures

Marais & Smith  
2 Scherwitz Road  
Berea  
East London  
Tel: 043-7260010

## 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

M Zilani Attorneys  
Sanlam Building  
50 Madeira Street  
Mthatha  
Tel: 047-5311358

Adams & Adams  
P O Box 1014  
Pretoria  
0001  
Tel: 012-4326000

## VISION 2030



### Our Vision

An impactful, technology-infused African University.



### Our Mission

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



### Our Core Values

Walter Sisulu University's core values are:

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



### Our Purpose

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

- Producing relevant, innovative and impactful research,
- Championing sustainable and just development, and
- Graduating versatile individuals.



### Our Slogan

- In pursuit of excellence







**Adv. T Ngcukaitobi**  
Chairperson

# THE REPORT OF THE CHAIRPERSON OF COUNCIL

It is a pleasure to submit this foreword to the Annual report of 2021. For much of the year under review, the University functioned under the conditions of the National Lockdown imposed by the Government in response to the Covid-19 pandemic. While the pandemic created unfavourable conditions for learning and teaching, it has provided a platform to resourcefulness, ingenuity and creativity of all our people involved in the University's teaching and research enterprise. Now, the idea of transitioning from physical teaching to online teaching; from physical to virtual meetings no longer sounds as difficult to implement as it was in 2020. We are indeed moving in leaps and bounds towards embracing the technological universe.

As a university located in a rural province, the infusion of technology to our teaching and learning provides us with a unique vantage point to guarantee access to university education to people with limited financial resources, and experiencing difficulties of physical access to the institution's infrastructure. The extent to which this is possible depends, first and foremost, on the full cooperation between the university management, the staff (academic and non-academic) and students. A great university is a product of mutual coexistence, rather than perpetual conflict.

This report is also provided in the context where recently the University has been on the spotlight for alleged un-accredited qualifications. Whilst the media reported of "thousands" of qualifications being affected, the reality was that no more than five programmes were impacted. We owe gratitude to the extraordinary effort of the management in resolving the issue within a relatively short space of time, and as painless as possible. Now, however, the University is yet to transcend the challenge in full. In a few months time, the accrediting bodies will return. It is imperative that when they do, we are ready to respond to their queries.

A key indicator in the University's growth trajectory is the quality of leadership. Although a lot of work has been done in this regard, much work remains. In the last year, four vacancies have been filled at the level of Council with people with impressive qualifications, experience, holding senior positions in the public and private spheres alike. We are confident that their experiences will make a valuable contribution to the attainment of the goals the university has set for itself.

2021 will be the third year in a row that the University will achieve an unqualified audit. We are proud of this achievement as it is a signal of good governance. It is important that there should be prudent financial management for the University to attract funders and retain those who already contribute to the financial resources of the University.

Our students continue to thrive in their respective fields. Sometimes they do so in conditions of adversity. Their success, however, is not possible without our teaching staff and the non-teaching staff who, together create conditions of excellence.

The University is poised to enter a new chapter. Walter Sisulu University Vision 2030 was unanimously endorsed by all stakeholders, including the University Council. Its pivot is to fundamentally transform the University to place it on a trajectory of excellence as one of the major players in the province, the country and the continent. A major question is how this vision is to be realized. The plan which has been produced by management and debated extensively is the rationalization and consolidation process. Now we must focus on issues of consultation, budgeting, and planning to ensure the success of the plan. Our University, which is a product of a merger, cannot remain in a perpetual state of a partial merger. The merger must be completed. The process by which this is done must be inclusive and bring all stakeholders along, and not be rammed through. In this regard, a central platform would be to facilitate the University wide stakeholder indaba to discuss the manner and modality of achieving the goals we have set for ourselves in Vision 2030.

It is therefore my honour to introduce the 2021 Annual Report.

ADV T Ngcukaitobi  
CHAIRPERSON OF COUNCIL

# CORPORATE GOVERNANCE

In the year under review, the WSU Council ensured that it provided effective leadership through the adoption of good corporate governance practices based on the principle that strong corporate governance is central in ensuring the sustainability of WSU.

The Council has an ethical responsibility to its students, lecturers, staff and society and which entails ensuring that, at a minimum, WSU's activities and those of its students, lecturers and staff have minimal or no negative impact on society and the environment in which WSU operates. The Council ensures, and has taken a lead role in ensuring, that WSU integrates ethical standards into its day-to-day operations.



ADV T Ngcukaitobi  
CHAIRPERSON OF COUNCIL



# MEMBERSHIP AND ATTENDANCE AT COUNCIL AND COUNCIL SUB-COMMITTEES

2021 MEETING ATTENDANCE: COUNCIL AND COUNCIL COMMITTEES						
Membership	Council	ECC	ARCCC	FCC	HRCC	PICC
Expected attendance	3	5	5	4	3	5
<b>External Council Members</b>						
Adv T Ngcukaitobi	3	5				1
Mr X Bomela	1	2				
Ms F Lamola	2	5		4		
Mr LN Capa	3				3	3
Mr L Holbrook	2				2	2
Ms NY Tyamzashe	2	4				
Judge SM Mbenenge	3					
Ms N Bam	1	4	2			
Mr TA Klaas	3		2	4		
Mr GTM Matyobeni	3					3
Mr S Puti	3				3	3
Mr TS Zakuza	1		1	1		
Mr V Jarana	1			1		
<b>Internal Council Members</b>						
Prof R Songca	3	5	4	4	3	3
Prof MS Binza	3	5	4	4	3	3
Dr MR Krexe	3				3	3
Dr B Nguza-Mduba	3		4	4		
Ms S Ndlazi	3			4		3
Dr O Nabileyo	3		3		3	
Ms P Mathentamo	3				3	3
Mr B Langeni	3			3		
<b>Additional Members</b>						
Mr S Ngqwala			2			
Mr R Gilfan						3
Mr N de Beer			3			
Mrs T Cumming				3		

ECC - Executive Committee of Council

ARCCC - Audit and Risk Compliance Committee of Council

FCC - Finance Committee of Council

HRCC - Human Resources Committee of Council

PICC - Physical Planning and Infrastructure Committee of Council



# STATEMENT ON SUSTAINABILITY

Walter Sisulu University (WSU) is committed to building a sustainable society and being a sustainable institution. We locate our overall vision within the global, continental and national objectives. We are at present re-imagining our operations around the United Nations Sustainable Development Goals (SDGs) with a noticeable foothold surfacing around education, engineering, legal (law) and health-related issues.

The University is unequivocal in pursuit of excellence and aims to enhance its contribution to the sustainable social and economic development of the Eastern Cape region and South Africa. In this pursuit, WSU has adopted a Strategic Plan: 2030. One of the key objectives is the *Rationalisation of Faculties and Consolidation of Campuses* for the academic and financial sustainability of the University itself.

Operationally, WSU has committed itself to improve sustainability practices in the immediate and long term. Workplace equity has been substantially achieved and significant progress has been made in equity at the senior management level. The University aims to reduce its environmental footprint with an immediate focus on energy, water, resource utilisation and waste management. The University's location and geographic spread increases the carbon footprint and raises resource efficiency concerns. Greater use of technology for administrative purposes will be the primary vehicle for addressing such issues. The COVID-19 pandemic propelled the University towards the use of technology in hosting virtual activities and in contributing towards reducing the carbon footprint.

Attention is also being given to improving water security, especially in Butterworth and Mthatha, as well as more efficient electricity use. Sustainability issues are being built into specifications for new or refurbished buildings.

WSU selects its student cohort primarily from rural and poor communities so that their skills could ultimately improve the socio-economic circumstances within the region. Our Faculty of Health Sciences has a reputation for a strong public health-care focus. Training takes place in hospitals throughout the Province, benefitting both students and local communities. The Faculty of Education, which operates on three of our campuses, is committed to supplying a sound basis for primary and secondary schooling in the province. In general, WSU's graduates feature prominently in the provincial and local government workforces.

From a community engagement perspective, one of WSU's strongest initiatives in the area is our ICT for Rural development CoLab in partnership with NEMISA, which rolls out e-literacy training programmes in rural communities.

Our research priorities are responsive to social needs, particularly from the area in which we are situated. Researchers are encouraged to advance research into sustainability issues. The core of our accredited research activity is in the health and natural sciences fields. In addition, we are proud to host national facilities, the National Pollution Laboratory, the Risk and Vulnerability Centre which focuses on climate change issues, and the Nedbank Chair in Rural Development which researches food security and land reform and rural enterprise development issues.

Recent innovations have also made an impact. With two herbal tea innovations about to proceed into the production phase, we have contributed to mental health; as an inexpensive alternative source of energy for cooking, our biogas production process converts waste into energy; and two students have developed two different prosthetic devices for people with disabilities.

We accept that our sustainability goals cannot be achieved in isolation. We encourage and support staff and students to travel abroad to attend conferences and foster networks. Our DHET-funded project with the Universities of Coventry and Stellenbosch for curriculum development in Engineering has become a collaborative flagship.

While there are numerous historical and current constraints to our pursuit of a more sustainable future, the University's resolve remains undeterred. Advocacy and information-sharing are key, and greater emphasis will be placed on stakeholder engagement. The achievement of our goals requires a collective effort.

# COUNCIL



**Prof R Songca**  
Vice-Chancellor & Principal



**Adv. T Ngcukaitobi**  
CHAIRPERSON



**Ms N Tyamzashe**  
Ministerial Appointee



**Mr L Holbrook**  
Ministerial Appointee



**Mr LN Capa**  
Ministerial Appointee



**Mr T Klaas**  
Donor representatives, designated by  
Advancement Office



**Judge S Mbenenge**  
Ministerial Appointee



**Ms N Bam**  
Elected by Council, expertise in law



**Mr M Matyobeni**  
Donor representatives, designated by  
Advancement Office



**Mrs F Lamola**  
Elected by Council, expertise in  
commerce and industry



**Mr X Bomela**  
Ministerial Appointee



**Ms B Nguza-Mduba**  
Senate Representative

# COUNCIL



**Mr S Puti**  
Convocation



**Ms S Ndlazi**  
Non-Academic Employee Representative



**Prof MS Binza**  
DVC: Academic Affairs & Research



**Mr V Jarana**  
Elected by Council, expertise in financial and investment matter



**Dr MR Krexe**  
Senate Representative



**Dr O Nabileyo**  
Non-Academic Employee Representative



**Ms P Mathentamo**  
SRC



**Mr V Langeni**  
SRC



# CODE OF ETHICS FOR COUNCIL MEMBERS OF WALTER SISULU UNIVERSITY

Walter Sisulu University (WSU) Council, amongst other things, is responsible for governance, policy making and monitoring, laying down guidelines relating to strategic governance, financial governance and nurturing a positive academic atmosphere. They are in a nutshell, a body entrusted with corporate governance of the University. Corporate governance is a system of rules, practices and processes by which a company is directed and controlled. For the Council to discharge this function it found it critically important to develop a code of ethics which must be signed by all new Council members to ensure separation of governance and managerial roles. The WSU code of ethics reads as follows:

I recognise that the Walter Sisulu University exists and functions in accordance with relevant legislation<sup>1</sup>, its Statute<sup>2</sup>, external policies and regulations<sup>3</sup>, and that as a member of the Council of Walter Sisulu University I therefore:

(a) Occupy a fiduciary position relative to the Walter Sisulu University, requiring me to always, and in all respects, participate in activities involving the Council in the best interests of the University, including, during and between meetings of the Council, its committees, or when representing the Council at other University structures, as well as at internal or external functions and occasions;

(b) Must be a person with attributes, knowledge and experience relevant to the objectives of the Walter Sisulu University and I must be willing and able at all times to accept advice and further develop skills and apply such in the best interests of the Walter Sisulu University; and

(c) Must give fair consideration to the interests of the external and other internal stakeholders of the Walter Sisulu University meant in paragraph 3(1) of the Statute, always subject to the best interests of the Walter Sisulu University.

As a member of the Council of the Walter Sisulu University I will, therefore, in addition to these general prescriptions, specifically submit to and act in accordance with the following precepts:

- i. To apply my knowledge and skills and perform my functions with the greatest vigilance, honesty, reasonable care and diligence and, specifically, to prepare for, attend fully unless my prior formal apology is accepted by the Council, and participate constructively in all meetings of the Council, committees or other activities in which I am expected to participate;
- ii. To strive together with my fellow-council members and relevant other structures to govern the Walter Sisulu University in a fair and balanced way, respectfully, truthfully and transparently;
- iii. To maintain due confidentiality with respect to any information I may receive with respect to the University, any of its affairs, graduates, staff or students and to only impart such information to anyone in the best interests of the Walter Sisulu University;
- iv. To refrain from speaking about Council matters for or on behalf of the Council to anyone without being explicitly mandated by the Council to do so, and immediately to refer any questions put to me or information given to me about such matters to the Chairperson or person appointed by the Council to deal with such matters;

- v. To develop a sound understanding of the characteristics, implementation and functioning of the divisional management system of the Walter Sisulu University, specifically with regard to the processes followed to manage the various campuses, develop the institutional plan, the budget and various reports, policies and Rules to be proposed to the Council by the management of the University;
- vi. To consistently avoid getting involved in or interfere with the management authority or any management function at the Walter Sisulu University and to rather treat managers at all levels with due respect and use good governance practices to obtain relevant reports to enable the Council to execute its essential governance functions properly, while protecting the legitimate reputation of the University, its employees and the Council as far as possible, even when exposing any possible malpractice or mismanagement that may be identified;
- vii. To protect and enhance the interests and reputation of the Walter Sisulu University at all times and not ever by my conduct or lack thereof, whether personally or as a member of Council, bring the University into disrepute;
- viii. To avoid and not allow any conflict of my personal or any other interests, whether professional, commercial, political, cultural, social, familial or howsoever, with the legitimate interests of the Walter Sisulu University. I will immediately make any such possibility known to the Council and accept their decision with regard to my continuing participation in, or membership of, the Council;
- ix. To notify the chairperson of Council of my immediate resignation if at any time I should stop being a member of the stakeholder group that elected me to Council, or if I should for any other reason no longer qualify to be a member in my current category of membership;
- x. To confidentially bring any conduct that may contravene the letter or spirit of this code, that comes to my attention by whatever method and whether it happened within the University or not, to the attention of the Chairperson of Council or to any other person designated for that purpose by the Council. I will participate fully in any appropriate steps taken to rectify any wrong that may or could have happened;
- xi. To understand that the Council must at least annually evaluate the performance of the Council itself, every committee thereof, every individual member including myself, as well as the infrastructure and support available to the Council and make necessary changes to rectify possible issues and improve the functioning of the Council. I undertake to participate fully in such performance enhancement interventions and will accept any outcomes and changes that may even affect my own functioning as a member;
- xii. To accept that the Council has statutory disciplinary powers over members and that any contravention by me of the spirit or letter of this Code will lead to disciplinary steps being taken against me in accordance with the Rules. I will participate fully in any fair process; and,
- xiii. I further accept that my conduct as a member may be censured by the Council or any person or group of persons designated by the Council to do so and that my membership may be terminated by the Council in accordance with its disciplinary powers.

<sup>1</sup> Mainly but not limited to the Higher Education Act, Act No 101 of 1997, as amended.

<sup>2</sup> Institutional Statute of the Walter Sisulu University, Government Notice No. 13, GG No. 37235 of 17 January 2014.

<sup>3</sup> Regulations on Reporting by Public Higher Education Institutions, General Notice 691, Government Gazette No 301232, 1 August 2007 and Draft Regulations for Reporting by Public Higher Education Institutions, General Notice 1002, Government Gazette No 35923, 29 November 2012; King Reports on Corporate Governance for South Africa - 1994, Chapter 20; 2002, Chapter 3; 2009, Par. 1.23; Tom Fletcher and Pamela Madafiglio, "Giving content to the duty to act in the best interests of the University", Higher Education Focus (October 2012) and Kylie Diwell, "Governance in the new regulatory era - Part One: the new regulatory framework" Higher Education Focus (26 August 2013), Minter Ellison Lawyers Publications.



# NOMINATION GUIDELINES FOR THE ELECTION OF COUNCIL MEMBERS

According to the Walter Sisulu University (WSU) Institutional Statute as published in the Government Gazette of 17 January 2014, members of Council are elected in the manner determined by the Council. WSU Council is composed of 21 members representing different stakeholders from both inside and outside the University. The manner in which these individuals are organised necessitated the development of guidelines to help Council on how best to nominate and subsequently elect persons to serve as councillors of the University.

The Council is the governing body of the University and exercises general oversight over the institution and its affairs as guided by provisions of appropriate legislation and national policies for higher education, the institutional statute, policies rules and regulations. All members exercise their responsibilities in the interests of the University as a whole rather than as representative of any constituency.

In year 2021, council members were nominated and elected into office using the following well-thought and/or legislated guidelines:

## 1. Secretary of Council

- 1.1 The Secretary to Council is the Registrar as contemplated in section 26(4)(b) of the Higher Education Act.
- 1.2 The Secretary acts as an electoral officer.
- 1.3 The Secretary attends all meetings and keeps all relevant documents of the Council.

## 2. Election of Chairperson and Vice Chairperson of Council

- 2.1 The members of Council, at its first meeting and thereafter, when it becomes necessary, elects from among their members who are not employees or students of the institution a Chairperson and Vice-chairperson of Council who hold office for a period of four (4) years or for such shorter period as he or she is a member of Council.
- 2.2 Nominations for the position of Chairperson and/or Vice-chairperson must be given in writing to the Secretary/electoral officer on a date determined by him/her.
- 2.3 Each nomination must be signed by at least three (3) members of Council and counter signed by the nominee to indicate his/her acceptance of the nomination.
- 2.4 The Vice-Chancellor and Principal acts for the

duration of the election of a chairperson as acting chairperson.

- 2.5 If more than one (1) candidate is nominated for one (1) of the offices, voting is conducted by a secret ballot.
- 2.6 A candidate may only be elected to the office of Chairperson or Vice-chairperson by a majority of members present.
- 2.7 If no candidate receives a majority of votes, a successive round of voting is held.
- 2.8 In each successive round of voting the candidate receiving fewest votes in the previous round of voting is eliminated.
- 2.9 If a vacancy occurs in the office of the Chairperson or Vice-chairperson for any reason, paragraph 6.2 to 6.8 apply with the necessary changes to the filling of such a vacancy.
- 2.10 The person elected in terms of paragraph 6.9 holds office for the unexpired period of office of his or her predecessor.
- 2.11 The Chairperson or Vice-chairperson are eligible for re-election for one (1) further term of office.
- 2.12 The Chairperson or Vice-chairperson cease to hold their respective offices when they are removed from office by a majority decision of Council or when they cease to be members of Council.

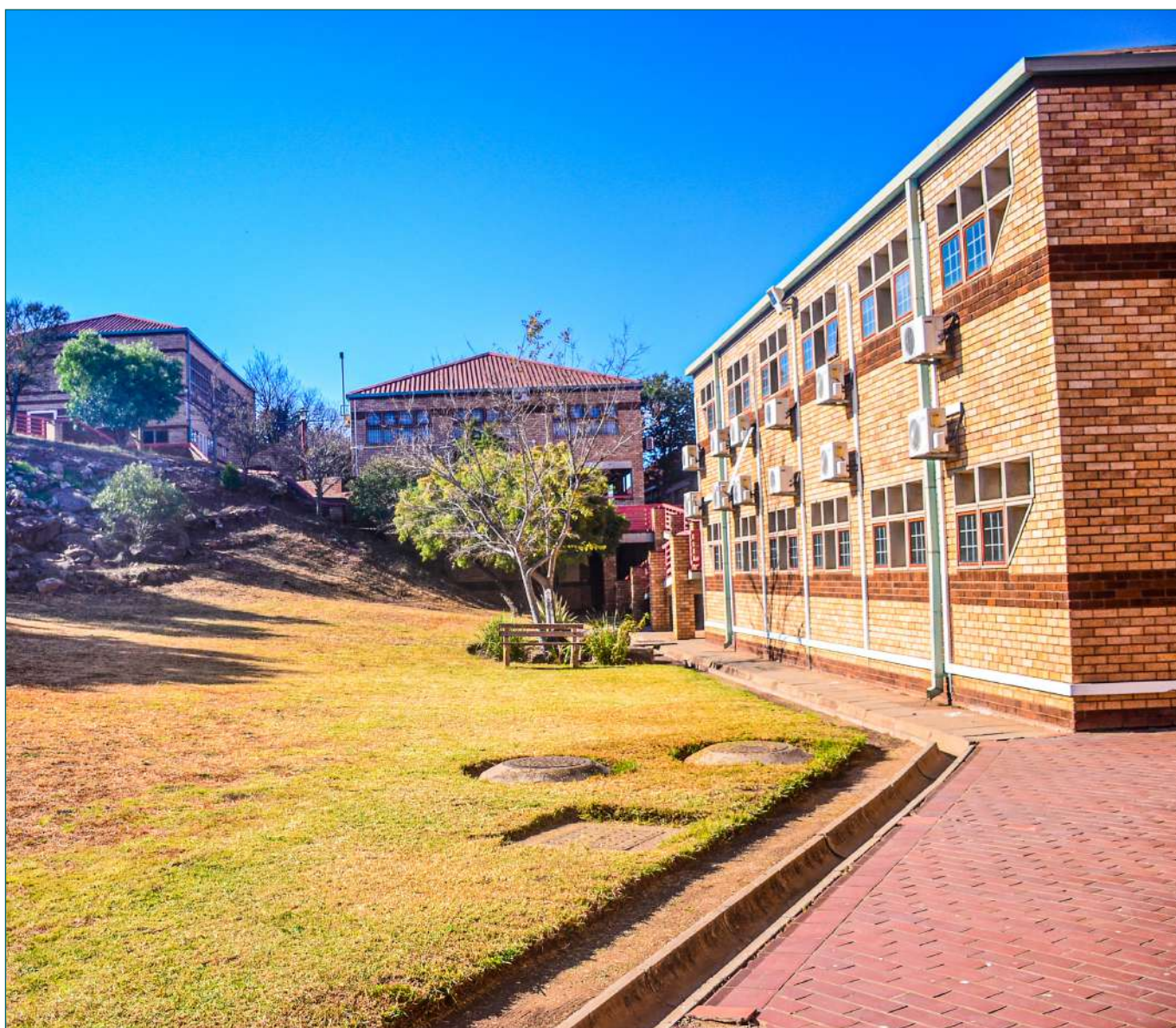
## 3. Election of Representatives of Senate to Council

- 3.1 A Senate representative(s) is/are elected by a secret ballot through a majority vote by senators present at an ordinary meeting of Senate.
- 3.2 The nomination must be submitted in writing by two (2) members and the nominee must confirm acceptance of the nomination.
- 3.3 A signed nomination form contemplated in subparagraph 3.2 must reach the Secretary of Senate at least two (2) days before the date of the meeting.

## 4. Election of Employee Representatives to Council

- 4.1 Whenever it becomes necessary for employees to elect persons as members of Council, the Secretary to Council, by written notice, invites each of the recognised employee organisations as well as employees who are not members of such organisations, to nominate in writing candidates to be elected as members of the Council.

- 4.2 A nomination contemplated in subparagraph 4.1 must be lodged with the Secretary of Council on a date determined by him or her.
- 4.3 Each nomination contemplated in subparagraph 4.1 must be signed by the nominee to denote his/her acceptance of the nomination.
- 4.4 If only one (1) candidate is nominated, the Secretary of Council declares such candidate as duly elected.
- 4.5 If more than one (1) candidate is nominated in accordance with subparagraph 4.1, the Secretary of Council determines a date for the election and arranges for a ICT electronic voting process.
- 4.6 Each employee is entitled to one (1) vote.
- 4.7 Employees are issued with passwords to access electronic ballots and technicians are made available to assist on the voting day.
- 4.8 The electronic system counts the votes and results are handed over to the Secretary.
- 4.9 The Secretary of Council declares the person who obtained the highest number of votes to have been duly elected and in the event of an equal number of votes, a further election must be held in accordance with subparagraphs 4.5 to 4.8.
- 5. Election of Students Representatives to Council**
- 5.1 When new SRC is elected to office, the Secretary of Council notifies the President about the vacancy in Council.
- 5.2 The SRC elects two (2) of its members to Council.
- 5.3 The President of the SRC submits names of the members elected to the Secretary of Council.





# COUNCIL RESOLUTIONS

In 2021 Council took the following resolutions:

ITEM	RESOLUTION/ACTION(S)	DATE OF MEETING & ITEM NO.
01	<p><b>Purchase of Students Laptops to save 2020 Academic Year</b> Council noted the application of the deviation clause under the SMC Policy for the purchase of students' laptops as part of the strategy to save the 2020 Academic Year. Despite the good intention behind emergency procurement decisions, Council was of the view that purchases of this nature still require its approval, or at the bare minimum ratification, which was done in this instance.</p> <p>Council noted the unparalleled conditions under which the University worked during the first wave of COVID-19 in the 2020 academic year, and acknowledged that it was able to save the academic year, noting that WSU was the first and only University that delivered laptops to almost all its students in the first quarter of 2020.</p> <p>Council <b>resolved</b> that Management should prepare and submit a detailed report of this transaction for Council's condonation.</p>	2021-04-22 & Item 2.1
02	<p><b>Deviation from SCM Policy</b> Council <b>resolved</b> that the CFO in consultation with the VC should look at the SCM deviations for the purchase of laptops in 2020 and submit a detailed report to Council for condonation.</p>	2021-04-22 & Item 3.1
03	<p><b>Student Accommodation - PPP Model</b> Council <b>resolved</b> that: <u>Long-term:</u></p> <ol style="list-style-type: none"> <li>The University should consider the PPP model in securing Student Accommodation for WSU and issue out a Request for Proposals for the public to make submissions to the University, setting up timeframes, with clear specifications for the PPPs for at least 10 000 beds and enter contract(s) with capable investors.</li> <li>A benchmark exercise be conducted with other institutions that have already experienced this process to determine the advantages and disadvantages of this transaction, which will form part of the Universities infrastructure strategy.</li> </ol> <p><u>Short-term:</u></p> <ol style="list-style-type: none"> <li>The University should expand and regulate the current private accommodation environment until it has built its own student accommodation.</li> <li>Updates on progress to be presented through the Physical Planning and Infrastructure Committee of Council within a three month-period.</li> </ol>	2021-04-22 & Item 4.1.2
04	<p><b>SRC Protests/Demands</b> Council deliberated on the SRC demands, most notably that the University should hold a traditional contact Graduation Ceremony during the May 2021 graduations and indicated that it was not in support of the proposed hybrid model. Concerns were raised regarding the threat to lives that traditional graduations would pose to attendees and the fact that events of this nature were prohibited.</p> <p>Council noted Management responses and its willingness to meet most of the ISRC demands and <b>resolved</b> that: <u>2021 WSU Graduations</u></p> <ol style="list-style-type: none"> <li>The ISRC should submit a proposal to the Minister of COGTA and request a waiver of the application of COVID-19 protocols and thus hold a traditional face-to-face graduation ceremony.</li> <li>Council forbids any form of breach of COVID-19 regulations. Management should assist the ISRC in putting together an application for the variation of rules and articulate how it proposes to host the traditional and hybrid ceremonies.</li> </ol> <p><u>Book Allowance, Faulty Laptops and Laptops with small storage</u></p> <ol style="list-style-type: none"> <li>the University will comply with DHET guidelines in terms of a two-year payment: <ul style="list-style-type: none"> <li>All laptops will be charged at a value of R5 200.00.</li> <li>An amount of R3 500.00 will be paid as a book allowance in the 2021 academic year (year one) to all funded students.</li> <li>An amount of R1 700.00 will be paid as a book allowance in the 2022 academic year (year two) to all funded students.</li> <li>Laptops with factory faults must be returned by students before 31 May, 2021 to be repaired before warranties expire.</li> <li>If the laptop can no longer be repaired, the student should be given a new laptop.</li> <li>Students that received laptops with storage space less than 8gigs must return these laptops and be given new laptops.</li> <li>Student learning material must be digitised to strengthen the University's blended learning and teaching approach.</li> </ul> </li> </ol>	

04 cont	<p><u>Re-opening of the University:</u></p> <p>d. Management should make its own assessment to ensure that safety measures are in place to protect the property, staff and students at the University and decide by when the University will re-open and resume classes.</p>	2021-04-22 & Item 4.1.5
05	<p>Expanding of PPICC</p> <p>Council <b>resolved</b> to expand the external membership to the PPICC by including Mr S Puti, effective from 22 April 2021.</p>	2021-04-22 & Item 4.3.4
06	<p><b>WSU Strategic Plan – 2020/30</b></p> <p>Council noted the commitments that the University had made and <b>approved</b> the University Strategic Plan: 2020-30 as a blueprint that will guide the University in its endeavour to become an impactful, technologically infused African University in pursuit of excellence.</p> <p>Council commended Management and stakeholders who participated in the development of this important initiative.</p> <p>Council further noted that Executive Managers will develop individual Operational Plans based on the approved University Strategic Plan, linked to performance management agreements cascaded throughout the University.</p>	2021-04-22 & Item 5.1
07	<p><b>Policy on Employees Appointed to Senior Management Positions</b></p> <p>The policy was presented to Council and assurance was given that consultation had been conducted with relevant stakeholders. Council <b>approved</b> the policy on Employees Appointed to Senior Management positions.</p>	2021-04-22 & Item 5.2.1
08	<p><b>Performance Management Policy for Extended Management</b></p> <p>The Performance Management Policy will be used primarily to enhance, monitor and evaluate Extended Management's ability to achieve the strategic, functional and operational objectives of WSU.</p> <p>The next step for Management would be to develop the templates for implementation at post Levels 1 to 4, including Deans, after which a Performance Management Policy for the entire WSU staff members will be developed for approval by Council.</p> <p>Council <b>approved</b> the Performance Management Policy for Extended Management.</p>	2021-04-22 & Item 5.2.2
09	<p><b>2021 Proposed Budget</b></p> <p>Council <b>ratified</b> its resolution taken through the round robin process on 26 January 2021 to <b>approve</b> the revised budget for 2021 as follows: Tuition fee increases by 4.7%. Residence fees (owned and leased residences) increase by 6.7%.</p>	2021-04-22 & Item 6.1
10	<p><b>Request for the Appointment of the Acting-DVC: Academic Affairs and Research and Acting-Rector: Komani Campus</b></p> <p>Council <b>ratified</b> its resolution taken through the round robin process on 29 January 2021 to <b>approve</b>: The appointment of <b>Prof McGlory Speckman</b> as the Acting Deputy Vice-Chancellor: Academic Affairs and Research with immediate effect up until the substantive appointment. The appointment of <b>Dr Thandi Mpiti</b> as the Acting Komani Campus Rector with immediate effect up until Prof Speckman returns to his substantive position.</p>	2021-04-22 & Item 6.2
11	<p><b>Resignation of Deputy Chairperson</b></p> <p>Council noted the resignation of Mr X Bomela. He was the Chairperson of the Physical Planning and Infrastructure Committee of Council and <b>resolved</b> that the Registrar should initiate the process for the replacement.</p>	2021-08-06 & Item 1
12	<p><b>Endorsement of the appointment of Mr V Jarana to Council</b></p> <p><b>NB:</b> Mr V Jarana recused himself during the discussion of this item.</p> <p>Council <b>ratified</b> the ECC resolution and condoned Mr V Jarana's appointment to Council in terms of paragraph (1)(j) of the Statute, for <b>three years</b> effective from 01 June 2021 to 30 May 2024.</p>	2021-08-06 & Item 7.2.1.1
13	<p><b>Criteria for Council Appointments</b></p> <p>Having acknowledged that there was no clear procedure for the Council appointees, Council <b>resolved</b> that the Registrar should develop the criteria or policy for the appointment of Council members. This should be discussed at the following Executive Committee of Council meeting before being approved by Council.</p>	2021-08-06 & Item 7.2.1.2
14	<p><b>Moratorium on the appointment of Senior Management</b></p> <p>Council <b>ratified</b> the ECC resolution: To put on hold academic leadership and management appointments pending the finalisation of the rationalisation and consolidation exercise; and Those acting managers with contracts close to end or ending during the moratorium period should be extended until the finalisation of the rationalisation and consolidation exercise.</p>	2021-08-06 & Item 7.2.1.3

15	<b>WSU Annual Financial Statements</b> Council <b>ratified</b> the ECC resolution taken on 28 July 2021 to approve the report of the joint Audit, Risk and Compliance and Finance Committees of Council, which indicated that there were no material unresolved matters on the financial statements. Therefore, the audit opinion on the financial statements for the year ending on 31 December 2020 was unqualified.	2021-08-06 & Item 7.2.1.4
16	<b>Report on the investigation relating to the purchase of Student Accommodation in Buffalo City</b> The Council accepted the Ernst and Young report and <b>resolved</b> that the matter should be closed and be removed from the agenda.	2021-08-06 & Item 7.2.3a
17	<b>Report on matters discussed at PPICC meeting on 16 July, 2021</b> Council noted the report and resolved as follows: <b>Appointment of Transaction Advisors</b> The resolution of Council that this project should be completed <b>at no cost</b> to the University and it should be negotiated with Transaction Advisors that they will work at risk and be paid once the funding is sourced through private investors. The Transaction Advisors should further conduct benchmarking with other institutions and do an in-depth analysis on projects of this nature and advise Council on the implementation of the Council resolution.	2021-08-06 & Item 7.2.4a-b
18	<b>Appointment of Senior Legal Advisor</b> Council <b>resolved</b> that Management should consider the employment of a Senior Legal Advisor who will assist the University with legal matters.	2021-08-06 & Item 7.2.4c
19	<b>Contract renewal for Executive Management:</b> ED: ICT and Operations/SD: Library Information Services Following the approval of the policy on the appointment of Executive Management, Management reported that six Executive Management contracts would be expiring during 2021.  The Vice-Chancellor initiated a Review Panel, and candidates whose contracts expire in August 2021 were invited to the review. The Rector: Butterworth Campus did not avail himself for further consideration. The ED: Ops & ICT and the SD: LIS indicated their willingness to serve the University for an additional term and both went through the review process.  Council accepted the review panel report and <b>approved</b> : The extension of the contract of the Executive Director: Operations and ICT ( <b>Mr S Mpambane</b> ) for a second term of five years.  The position of Senior Director: Library and Information System be re-advertised, and the current incumbent is encouraged to apply.	2021-08-06 & Item 7.2.5.1
20	<b>Accommodation arrangements for the Vice-Chancellor</b> <b>NB:</b> the Vice-Chancellor recused herself during the discussion of this item.  Council <b>resolved</b> that HR should investigate the possibility of transferring benefits from the original accommodation arrangement to another, but in principle <b>approve</b> the transfer, subject to a written confirmation that such transaction is legal.	2021-08-06 & Item 7.2.5.2
21	<b>Withdrawal of erroneously awarded certificate</b> Council noted the report and <b>resolved</b> that the Registrar should communicate with the student and inform her of the University's intention to retract the certificate on the grounds that it was erroneously granted, explain in detail the context and invite her to make a submission on why the degree cannot be withdrawn, within seven days and re-submit for consideration through a round-robin process.  In future, the University should consider a transparent administrative process and gather all the necessary information from both parties and subject them to a hearing process before making a recommendation to Council.	2021-08-06 & Item 7.3.1.1
22	<b>Naming Policy</b> Council <b>approved</b> the Naming Policy.	2021-08-06 & Item 8.2
23	<b>Credit Accumulation and Transfer Policy</b> Council <b>approved</b> the Credit Accumulation and Transfer Policy.	2021-08-06 & Item 8.3
24	<b>Community Engagement Policy</b> Council <b>approved</b> the alignment of the Community Engagement Policy Framework to the 2020-30 WSU Strategic Plan.	2021-08-06 & Item 8.4
25	<b>Employee Disciplinary Code Policy</b> Council <b>approved</b> the Employee Disciplinary Code Policy.	2021-08-06 & Item 8.5

26	<p><b>Selection Committee Report on Executive Management Appointments: Deputy Vice-Chancellor: Academic Affairs and Research and University Registrar</b></p> <p>NB: The Acting Registrar, Dr L Ntonzima, recused himself during the discussion of this item.</p> <p>The recruitment process for the position of Deputy Vice-Chancellor: Academic Affairs and Research and that of the Registrar was initiated in April 2021.</p> <p>Council noted the interview report from the Selection Committee, including the CVs of the recommended candidates and <b>approved</b> the following appointments:  <b>Prof MS Binza</b> to the position of Deputy Vice-Chancellor: Academic Affairs and Research for a five-year contract term.  <b>Dr L Ntonzima</b> to the position of the University Registrar for a five-year contract term.</p>	2021-08-06 & Item 8.6
27	<p><b>Rationalisation and Consolidation Project: Update</b></p> <p>Council:  <b>Approved</b> the implementation of Campus Consolidation and Faculty Rationalisation Project, which it views as the implementation of the University-approved Vision 2030.  Acknowledged the discussions around the location of the Faculty of Law, Justice and Public Administration in East London (Potsdam delivery site) including a number of concerns raised and advise Management to:  Engage interested parties in the legal fraternity as they have shown an interest. These parties include NADEL, Black Lawyers Association, National Democratic Lawyers of SA, Society of Advocates of Transkei, Mthatha Society of Advocates, and Wild Coast Association of Attorneys.  Consider a split decision of introducing afternoon classes at Mthatha Campus and having day classes at BCC.  Put an emphase to the significance of consultation and active communication.</p>	2021-12-07 & Item 4.2
28	<p>Deputy Chairperson of Council</p> <p>Following the resignation of Mr X Bomela in July 2021, the office of the Deputy Chairperson of Council became vacant. The Registrar then initiated the nomination process in which all Council members participated, after which ,due to COVID-19 regulations, electronic elections had to be conducted on 07 December 2021.</p> <p>Two members of Council were nominated for the Deputy Chairperson of Council, namely; Mr V Jarana and Ms FL Lamola.</p> <p>Following the election process, <b>Ms FL Lamola</b> was elected as the <b>Deputy Chairperson of WSU Council</b> and Council endorsed her for a period of two years, commencing on 07 December 2021 to 07 December 2023. The Secretary of Council will advise DHET about the election results.</p>	2021-12-07 & Item 5.1
29	<p>Credit Card Facility for the Vice-Chancellor</p> <p>Council <b>ratified</b> the ECC resolution to <b>approve</b> the credit card facility of R50 000 for the Vice-Chancellor and authorises the CFO and the Senior Accountant to sign the documents required by the bank.</p>	2021-12-07 & Item 9.2.1.1
30	<p><b>Approval of an addendum to the SRC Constitution</b></p> <p>The SRC Constitution reviewal cycle will be in January 2022 whilst SRC elections are to take place within the 2021 academic year as enshrined in the SRC Constitution.</p> <p>The University, therefore, proposed an addendum be attached to the SRC Constitution a practice permissible under the law and policy without unbundling the whole document. The Addendum only deals with Annexure 1 of the SRC constitution which speaks to procedure for SRC elections and must be read in conjunction with Annexure 1.</p> <p>Council <b>ratified</b> the ECC resolution to <b>approve</b> the addendum to the SRC Constitution in order to facilitate the 2021 SRC elections online.</p>	2021-12-07 & Item 9.2.1.2
31	<p><b>Appointment of the Executive Director: Student Affairs</b></p> <p>Council <b>ratified</b> the ECC resolution of the ECC considered to <b>approve</b> the appointment of <b>Dr IP Mohasoa</b> to the position of Executive Director: Student Affairs for a five-year contract.</p>	2021-12-07 & Item 9.2.1.3
32	<p><b>Extension of term of office for Donor representatives to WSU Council: Mr T Klaas and Mr M Matyobeni</b></p> <p>Council <b>ratified</b> the ECC resolution to <b>endorse</b> the extension of Term of Office for the two Donor Representative for three years as follows:  Mr Thembelihle Klaas – <b>14 August 2021 to 13 August 2024;</b>  Mr Mzamo Matyobeni – <b>17 October 2021 to 17 October 2024</b></p>	2021-12-07 & Item 9.2.1.5
33	<p><b>Remuneration Committee of Council establishment (REMCO)</b></p> <p>Council <b>ratified</b> the ECC resolution to <b>approve</b> the establishment of the Remuneration Committee of Council (REMCO) and its terms of reference.</p>	2021-12-07 & Item 9.2.1.6

34	<p><b>2022 Proposed Budget</b> The University finalised the strategic plan for the period 2020 to 2030. The 2022 budget is aligned to ensure the achievement of the strategic objectives of the University. The Finance Division has modelled the likely scenario with regard to key revenue and cost variables.</p> <p>Council considered the proposed budget and <b>approved</b>: The proposed budget for 2022 with Scenario 1 for salary increases, subject to DHET increasing the block grant for 2022 by 4.2%. It should be noted the projected salary budget amounts to 69% of recurring revenue and exceeds the sector benchmark of 63%. This poses a significant risk to the financial sustainability of the University. The following proposals to give effect to the 2022 budget: Tuition fee increase by 4% subject to DHET guidelines and consultation with the SRC. Residence fees (owned and leased residences) increase by 6%, also subject to DHET guidelines and consultation with the SRC. Charging students R1000 for data, subject to consultation with the new SRC (subject to consultation with the ISRC).</p>	2021-12-07 & Item 9.2.2.1
35	<p><b>Overdraft facility</b> Council noted that the University had requested a cancellation of the overdraft facility with FNB, but due to the uncertainties of funding from NSFAS, the University has decided to retain the overdraft facility.</p>	2021-12-07 & Item 9.2.2.2
36	<p><b>Infrastructure Management Policy</b> Council <b>approved</b> the Infrastructure Management Policy.</p>	2021-12-07 & Item 9.2.4.1
37	<p><b>Occupational Health and Safety (OHS) Policies</b> Council <b>approved</b> the Occupational Health and Safety Policy, Evacuation Procedures Plan and the Injury on Duty Manual.</p>	2021-12-07 & Item 9.2.4.2
38	<p><b>Residence and Accommodation Policy</b> Council <b>approved the</b> Residence and Accommodation Policy.</p>	2021-12-07 & Item 9.2.4.3
39	<p><b>Fleet Management Policy</b> Council <b>approved</b> the Fleet Management Policy.</p>	2021-12-07 & Item 9.2.4.4
40	<p><b>Chairperson of the PPICC</b> Since the resignation of the PPICC Chairperson, PPICC has been operating with an ad hoc chairpersonship. Council unanimously elected <b>Mr S Puti as the Chairperson</b> of the Physical Planning and Infrastructure Committee of Council.</p>	2021-12-07 & Item 9.2.4.5
41	<p><b>Accommodation Arrangement for the Vice-Chancellor and Principal</b> Council confirmed that the benefits be extended to the current residence of the Vice-Chancellor in East London, and that such extension will not result in any additional expenditure.</p>	2021-12-07 & Item 9.2.5.1
42	<p><b>Organogram Review for the Faculty of Educational Sciences (FEDS)</b> Council <b>approved</b> the organogram review of the Department of Adult, Foundation Phase and Educational Foundations Education in the Faculty of Educational Sciences in Mthatha Campus. This is in line with the DHET Funding commitments accepted by the university and, where necessary, positions will be phased in depending on available resources.</p>	2021-12-07 & Item 9.2.5.2
43	<p><b>Honorary Degrees Award Recommendations - May 2022 Graduation</b> Council <b>approved</b> the Senate recommendation to award the Honorary Degree to Prof Dr Markus Depfenhard in the field of Health Sciences, <b>PhD, in Health Sciences</b>.</p>	2021-12-07 & Item 9.3.1.1
45	<p><b>Media Relations Policy</b> Council <b>approved</b> the Media Relations Policy.</p>	2021-12-07 & Item 10.1
46	<p><b>Social Media Policy</b> Council <b>approved</b> the Social Media Policy.</p>	2021-12-07 & Item 10.2
47	<p><b>Student Code of Conduct Policy</b> Council <b>approved</b> the Student Code of Conduct Policy.</p>	2021-12-07 & Item 10.3
48	<p><b>Policy of Election of Council members</b> Council <b>approved</b> the Policy of Election of Council members.</p>	2021-12-07 & Item 10.4



49	<b>Governance Report on Council Membership Status</b> Council noted the governance report and <b>resolved</b> to: Undertake a replacement process for all vacant Ministerial appointee positions serving on WSU Council by recommending three names for Ministerial approval to replace former Councillor Bomela, Councillor Capa and Councillor Holbrook; Assign the Chairperson of Council and VC & Principal to work and complete the process of identifying suitable names to fill the existing Council vacancies. Ministerial Appointees recommended names to be submitted to the Minister for consideration. Council Appointee to be submitted to the Council for approval. <b>Approve</b> Ms Tyamzashe's term of office extension as her first term ends on 30 April 2022. Ms Tyamzashe is one of the Ministerial appointees.	2021-12-07 & Item 10.6
50	<b>Recruitment and Selection Policy</b> Council <b>approved</b> the Recruitment and Selection Policy.	2021-12-07 & Item 10.7a
51	<b>Study Subsidy Policy</b> Council <b>approved</b> the Study Subsidy Policy.	2021-12-07 & Item 10.7b
52	<b>Policy on Acting Appointments</b> Council <b>approved</b> the Policy on Acting Appointments.	2021-12-07 & Item 10.7c
53	<b>Recognition of Higher Qualifications Policy</b> Council <b>approved</b> the Recognition of Higher Qualifications Policy.	2021-12-07 & Item 10.7d
54	<b>Process for the Replacement of Ministerial Appointee (Mr Bomela) - 2021-09-21</b> Council <b>ratified</b> the round-robin <b>approval</b> of the Management report outlining the process of nomination of a Ministerial appointee.	2021-12-07 & Item 11.2
55	<b>2020 Council Self-Assessment: Governance Scorecard Indicator Report - 2021-09-24</b> Council <b>ratified</b> the round robin <b>approval</b> of the consolidated scorecard indicators report for 2020 Council Self-Assessment for submission to DHET.	2021-12-07 & Item 11.3

# UNIVERSITY INFRASTRUCTURE DEVELOPMENT

Infrastructure Development is funded from DHET Grants. However, in this period, Council funds were also utilised in refurbishing Student Village Residences at Butterworth campus for R10m. The Projects in the 4th (2016/17 to 2017/2018) and 5th (2018/19 to 2020/2021) iterations of the Infrastructure Efficiency Grant (IEG) are under Construction. Most will be completed by 2023. The 6th iteration of the IEG application as well as the newly established Sibusiso Bhengu Development Grant, were submitted in July and November 2021 respectively.

The end of 2021, saw the biggest construction process underway as most projects were in the construction phase, Umthatha Campus becoming a Construction site as Roads, Water and Sanitation, Learning and Teaching venues are being upgraded. In Butterworth the Adminstrating Building maintenance, Sewer System Upgrades, as well as Student Residences were upgraded.

## R441 AND R404M TRANCHES

For the '404' tranche all projects have been concluded. The '441' tranche has seen the completion of most projects. The only remaining project under this funding grant is the FSET Consolidation project at Buffalo City Campus. The remaining R176 million will be used to finalise designs and start the construction of the first phase. The planned construction of this Technopark comprising the Faculty of Science, Engineering and Technology at the East London IDZ had to be abandoned in favour of Construction at the WSU owned Potsdam Delivery Site. Development will start in 2022 with construction expected to commence by the end of that year.

## R202M INFRASTRUCTURE AND EFFICIENCY GRANT (IEG)

The allocation of this grant to WSU was allocated in three components:

- University Priority Projects: Disability access, well-founded laboratories, security upgrades, ICT projects
- Maintenance: Residence maintenance, bulk infrastructure repairs, maintenance of the teaching and learning infrastructure, bulk water storage as well as health and safety
- HDI Infrastructure: Faculty consolidation, improving residences, computer labs, server hardware and blackboard server

The University is in a process of rehabilitating existing residences. The current R114m available within the R202m fund is being used to improve bulk infrastructure, renovate student residences and to improve health and safety. The 2 Megalitre bulk water Reservoir at Ibika has been completed and awaits a tie-in with the Municipality water supply. The Sewer reticulation project at the same campus has been completed. The fencing project at Ibika was completed. By the end of 2021 the refurbishment of KGB, KTC and Zamukulungisa Student Residences were nearing the final stages of procurement.

## THE SIBUSISO BHENGU DEVELOPMENT GRANT

R183m Historically Disadvantaged Institutions Fund Development Grant (HDI-DG) was allocated to WSU during 2017. The fund was designed to conclude projects over a five-year period until 2022. This fund has since been renamed as the Sibusiso Bhengu Development Grant (SBDG) and the University has submitted an application for funding in November 2021. In line with the SBDG strategic priorities of Institutional Infrastructure and Facilities and Enhancing Student Experience, the infrastructure application was for:

- The Construction of IT Hubs at Mthatha NMD Delivery Site, Butterworth and BCC Potsdam for R83,4m to be constructed over 3 years.
- Student Centers at three sites: Mthatha NMD Delivery Site, Butterworth Campus and BCC at a total value of R169.9m to be constructed 4 years.
- A BCC (Potsdam) Sports Stadium for a total value of R54.9m to be constructed over 4 years.

The total WSU grant application amounts to R641m which includes ICT Infrastructure, Academic and Academic Support Initiatives covering the SBDG 7 Strategic Priorities. The WSU Approach to implementing the five year grant, once approved, is to establish a Grant Programme Management Office that will be tasked with the Programme

management of all Grants.

## **R82M AND R100M RESIDENCE GRANT**

DHET in consultation with Treasury and the Development Bank of South Africa (DBSA) created the Student Housing Infrastructure Programme (SHIP) and established the SHIP Management Office (SHIP-MO) based at the DBSA. Under this new initiative, DHET allocated 3 200 bed student residences to be constructed at WSU Campuses. The SHIP Phase 2 allocation of beds is as follows:

- 800 beds at Faculty of Health Sciences in Sesson Street
- 600 beds at NMD
- 600 beds at Zamukulungisa
- 600 beds at Ibika and
- 600 beds at Potsdam in BCC.

## **THE 5<sup>TH</sup> IEG (R335M GRANT)**

The 5th IEG-R301m grant, also known as the 'R335m', was allocated to WSU in 2018. The intention of this grant was to address the following infrastructure plans:

- Construction of new lecture venues at Ibika Campus
- Renewal of buildings within Mthatha, Ibika and Buffalo City Campuses
- Upgrades to Ibika Main Campus Residence
- Address ICT related deficiencies in the institution.

Almost all projects in this grant are under construction with completion by 2023. Between 2022 and 2023, WSU has to phase the payment of the university's 10% portion of R33.8m. It is recommended that this be made in two equal instalments of R15.4m per year.

## **DHET FUNDED (5<sup>th</sup> IEG) ICT PROJECTS COMPLETED IN 2021**

During the 2021/22 financial year four (4) ICT projects were completed. Three of these projects were done as sub-projects of the DHET Unified Communications (UC) project. These projects are meant to move WSU towards the attainment of its newly adopted vision of being a Technology Infused African University.

These projects were as follows:

### **1. Migration to Microsoft Office 365 (O365)**

This sub-project laid the foundation for WSU's UC. The University has chosen Microsoft Office 365 (O365) as its UC platform, upon which all aspects of UC will be launched. In this regard, the O365 project consisted of the following major milestones:

- Design, Installation and Configuration of the system
- Migration of 1600 users from Novell to Microsoft Exchange Online
- Migration of 2000 user machines (computers) to a user authentication system that assigns and enforce security policies for computers.

### **2. Video Conferencing Integration with Microsoft Teams**

With this project all major boardrooms were fitted with a videoconferencing system that is integrated with MS Teams. This extends the features of the system to those of MS Teams, making it more flexible and convenient.

### **3. Fixed-line Telephony Integration with Microsoft Teams**

The integration of MS Teams with WSU's fixed line telephone system allows the WSU community to:

- Receive calls on MS Teams when they are not at their workstations. This means that unpicked calls on landlines will be forwarded to any of the user's device with MS Teams.
- View missed their calls that will be captured in MS Teams.
- Make calls to MS Teams using their fixed-line telephones.
- Make calls from within MS Teams to fixed-line telephones of WSU

### **4. Firewall Upgrade**

This project formed part of the broader Network and Security Project. The WSU firewall forms the first line of defence against potential cyber-attacks and other malicious cyber activities. With this upgrade a more advanced and secure architecture was deployed.



## THE 6<sup>TH</sup> IEG

The 6th IEG Application was revised and submitted, in July 2021, following DHET guidance to prioritise. The implication was a reduction in projects and budget from just over R1billion to R236m that DHET was in a better position to fund. The submitted application includes:

- The Technopark Engineering Building
- The Expansion and Stabilisation of WSU Wi-Fi
- The Mthatha Health Sciences Clinical Skills Lab
- Improving Security by Expanding CCTV Deployment.
- Protecting the Institution's Digital Assets with Cyber Security.

The university awaits the ministerial approval for both the SBDG and the 6<sup>th</sup> IEG applications.





# AUDIT, RISK AND COMPLIANCE COMMITTEE OF COUNCIL

The Walter Sisulu University (WSU) Audit, Risk and Compliance Committee of Council (ARCCC) was established by the University Council as one of its sub-committees and it continued to exist and function effectively throughout 2021. The ARCCC oversees governance, compliance and management of risks for the sustainability and growth of the University. It does this by, inter alia, receiving and evaluating reports on identified and managed risks in order to ensure the integrity, adequacy and effectiveness of WSU's financial controls through which its goals are achieved.

In discharging its work, the ARCCC aims to adhere to and promote the guidelines set out in the King IV Report on Corporate Governance. According to its Terms of Reference, the ARCCC consists of the following members:

- Three external members of Council
- Two independent, external specialists in financial matters
- The Vice-Chancellor & Principal (ex-officio)
- The Deputy Vice-Chancellors (DVC: Academic Affairs & Research and DVC: Institutional Support - (ex-officio).

The three external members and two external specialists of the ARCCC are independent and are not employed by the University.

In order to demonstrate the expertise of the external members of the ARCCC, their academic qualifications are in the table below:

Name & Surname	Designation	Academic qualifications	Period served
Ms N N Bam	External Council Member	MBA (Wits Business School), CFP (UOVS), LLM: Income Tax Law (UNISA), LLB (UKZN - UKZN), B. Proc (UNITRA)	77 Months
Mr T Klaas	External Council Member	B. Com: Business Management (Vista University, Port Elizabeth), Management Development Programme (MDP) (Nelson Mandela University), B.Com Honours (Regent Business School)	34 months
Mr S Ngqwala	Independent Finance Specialist	B. Com (UFH), B. Com Accounting (UNISA), Junior Secondary Teachers Certificate (Lovedale Teachers College)	92 Months

Both the internal and external auditors have unrestricted access to the ARCCC, which ensures that their independence is safeguarded against threats. In the 2021 financial year, two (2) meetings were held and were attended by the external and internal auditors and appropriate members of the executive management who serve as Resource Persons. The resource persons include the Chief Financial Officer (CFO), Four (4) Campus Rectors, Director: Audit Services, External Auditors and other individuals who attend on request.

Of the six (6) ARCCC members, 50% comprises external members and 50% comprises internal members (Ex-officio).

Ms N Bam, who is an external Council member and, as such, has direct access to all Council matters, chairs the ARCCC.

The Attendance at University ARCCC meetings during the 2021 financial year is set out in the table below:

Name & Surname	Designation	12 Mar 2021	09 Jul 2021	12 Nov 2021	%
Ms N Bam	External Council Member	P	P	Cancelled	100%
Mr T Klaas	External Council Member	P	P	Cancelled	100%
Mr T Zakuza	External Council Member	P	N/A	Cancelled	100%
Mr S Ngqwala	Independent Finance Specialist	P	P	Cancelled	100%
Prof R Songca	Ex-officio Member (Vice-Chancellor & Principal)	P	P	Cancelled	100%
Prof M Speckman	Ex-officio Member (DVC: AAR)	P	P	Cancelled	100%
Dr P S Jaca	Ex-officio Member (DVC: IS)	P	P	Cancelled	100%

P = Present; N/A = Not Applicable

The ARCCC Terms of Reference as confirmed by the Council remained the same in 2021. They are:

### Audit

- To ensure that Management implements an effective compliance framework and process with respect to applicable legislation, external policies and procedures, accounting and reporting protocols, the University statute, its Rules and codes of conduct, and that it cultivates a culture of compliance by applying key performance indicators;
- To maintain a close relationship and open communication with the strategically placed, independent and effective, risk-based internal audit function of the University, to assist the Committee in the performance of its duties;
- To monitor the University's compliance with, and the effectiveness of, internal controls, policies, systems, Rules and procedures in the management of all identified risk and sustainability issues, based on written assessments submitted to the Committee by the internal audit function of the University;
- To consider and approve procedures and rules that are intended to guarantee independence of findings and that provide for Management comments on those findings;
- To ensure that the level of expertise, planning, infrastructure, expenditure, safeguarding, capacity for disaster recovery and continuity of services and management of the ICT functions of the University are sustainable and consistently aligned with the objectives of the University;
- To ensure the reliability and integrity of Management information which includes resources (ICT, finance, infrastructure, human resources and goods and services) applied and various outputs;
- To consider and approve the Annual Audit Plan and any other special audits;
- To monitor the implementation of the Audit Plan during the Financial Year;
- To appoint annually the external auditors, in consultation with the Auditor General and to report to Council on the terms of reference, including the nature, scope and objectives of such audit;
- To maintain oversight of the annual, end of year Financial Audit by the external auditors;
- To maintain oversight with preparations and progress towards the institutional audits;
- To evaluate Management comments and any proposed corrective action with respect to audit findings (internal and external); and
- To satisfy itself that the Annual Financial Reports reflect the financial position of the University accurately and then recommend the Annual Financial Statements to Council for approval.

### Risk

- To consider and approve the formal policies for the identification and management of risks and sustainability issues to the university;
- To consider and recommend risk mitigation, insurance policies and strategies of the university;
- To monitor the implementation of approved risk and sustainability identification and mitigation policies;
- To review the appropriateness of policies and procedures to facilitate whistle-blowing and the follow-up of information obtained from whistle-blowing;
- To monitor performance of Management against key risk and sustainability issues;
- To monitor trends and emerging risks and best practice guidelines to risk and sustainability issues, and recommend proposed strategic interventions to the Council; and

- To satisfy itself that the financial, procurement and investment risks of the University are adequately managed.

## IT GOVERNANCE

IT Governance exists to inform and align decision-making for information technology planning, policy and operations in order to meet business objectives; ascertain that risks are managed appropriately and verify that resources are being used responsibly and strategically. IT Governance consists of organisational structures, processes and procedures that ensure that ICT sustains and extends the organisation's strategies and objectives according to internal cliental needs. It is used to assess all technology investment made by the university and is applied to strategic initiatives as well as incremental change, the delivery of change and the operation of existing technology services. The purpose of IT governance is to ensure that ICT:

- Is aligned with the university's strategy in order to meet defined university goals and objectives.
- Enables the organisation to exploit opportunities and maximise benefits, particularly to enhance efficiency and effectiveness.
- Resources are acquired, managed and utilised responsibly.
- Risks are identified, documented and mitigation measures implemented to improve the university's risk exposure.

The IT governance structure establishes the strategic, operational and technical decision-making processes to ensure that the ICT Services Division enables the university to fulfil its vision and mission statements. The ICT Services governance structures provide strategic leadership at Institutional level that is cascaded to campuses. Campus leadership ensures that ICT priorities are determined and addressed within existing policies, principles and frameworks.





# RISK MANAGEMENT

## INTRODUCTION

The fast-paced world, changing environments, specifically the higher education environment, and constant innovation often pose risks and threats, but also create opportunities. WSU acknowledges and accepts the dynamics in which the university operates by maintaining an enterprise-wide risk management programme that supports the achievement of its strategic and operational objectives. WSU is committed to managing its risks in a pro-active, ongoing and positive manner, considering not only the threats posed by such operations, but also the opportunities they present. Thus, WSU has adopted a structured and systematic approach to risk management throughout the entire university in accordance with current standards and best practices.

## RISK MANAGEMENT GOVERNANCE STRUCTURE

The Council oversees the enterprise risk management process at WSU, supported by the Audit, Risk and Compliance Committee of Council (ARCCC). However, it is recognised that risk management is everyone's business and University Management plays a key role in identifying, monitoring and mitigating risks in their respective areas of focus and reporting identified risk issues to the ARCCC or following-up such risks. These structures are closely interlinked to ensure that the enterprise risk management process complies with the relevant standards and is effective. At a management level, risk is managed by the Institutional Management Committee (IMC).

The responsibilities of the various governance, management and operational structures are summarised in the table below:

Structures	Responsibility
Council	Ultimately responsible for governing risk.
Audit, Risk and Compliance Committee of Council (ARCCC)	Monitors the adequacy and effectiveness of the system of internal control by reviewing Risk Management and Internal Control processes.
Management and Staff	Responsible for identifying, analysing, evaluating, handling and updating risk information, and coordinating the implementation of action plans for risk monitoring, mitigation and reporting.

## STRATEGIC RISK PROFILE OF THE UNIVERSITY

WSU maintains an Institutional Strategic Risk Register that is reviewed on an ongoing basis by Management to record the most significant risks the university is currently faced with and which require the attention of Management and the Council. The ERM (Enterprise Risk Management) Methodology applied provides for a rating scale of 1 to 25 which is used to rate the impact and likelihood of each risk, with 25 being the highest exposure.

During the development of the 2020 - 2021 Institutional Strategic Risk Register, 13 risks were identified, of which, 10 were high. The Risk Register was approved by the Council.

It was noted in 2021 that the rating scale and the related colour coding was not sufficiently detailed to allow for relevant actions and necessary responses. Therefore in 2021 a different coding table was employed. The Year 2021 did not allow for constant and proper monitoring of the Risk Register but opportunities at high levels were regularly presented for Executive Managers to report on what was going on in different spaces, and ,therefore, we are able to report on those slight movements on the Residual Risk Rating.

The strategic risks identified by the institution are listed in the table below:

Risk Num	Risk Description	Strategic Goal	Contributing Factors (Root Causes)
1	Inadequate (Insufficient), inappropriate (Not appropriately designed) and poorly maintained infrastructure and equipment to support academic enterprise	<b>To promote academic excellence in undergraduate and postgraduate studies</b>	<ul style="list-style-type: none"> <li>- Lack of Infrastructure and development strategy</li> <li>- Insufficient maintenance staff, skills and capacity.</li> <li>- Inadequate/outdated equipment</li> <li>- Insufficient infrastructure and maintenance budget</li> </ul>
2	Non-compliance with Occupational Health, Safety and Environment Act		<ul style="list-style-type: none"> <li>- Lack of supervisory reviews and monitoring with regards to Occupational Health, Safety and Environment (OHS&amp;E)</li> <li>- Inadequate OHS&amp;E resources</li> <li>- Inadequate OHS&amp;E Policy and SOP (Standard Operating Procedures)</li> <li>- Inadequate servicing and maintenance of Health, Safety and Environment equipment</li> </ul>
3	Shortage of appropriately-qualified academic staff		<ul style="list-style-type: none"> <li>- Lack of/Non-implementation of a staff qualification enhancement strategy.</li> <li>- Rigid Recruitment strategy</li> <li>- Historically, the minimum qualification requirements were lower</li> <li>- Lack of ability to attract staff to our rural locations</li> <li>- Lack of resources on training and development of staff</li> <li>- Inadequate research infrastructure</li> <li>- Limited post graduate programmes</li> </ul>
4	Library-centred e-learning teaching methodologies not utilised		<ul style="list-style-type: none"> <li>- Lack of e-skilled staff</li> <li>- Inadequate developmental training</li> <li>- Staff not up to date with latest teaching and learning methodologies</li> <li>- Lack of e-learning resources</li> <li>- Inability to build a platform to take advantage of Fourth Industrial Revolution (4IR).</li> </ul>
5	Non-accreditation of academic programmes		<ul style="list-style-type: none"> <li>- Non-compliance with prescribed regulatory bodies (DHET, CHE and SAQA) requirements.</li> <li>- Inadequately qualified academic staff</li> <li>- Inadequate Teaching and Learning infrastructure</li> </ul>
6	Inadequate research environment and administration to accelerate research productivity and innovation	<b>To promote basic and applied research and innovation that is consistent with best practice and contributes to developmental impact</b>	<ul style="list-style-type: none"> <li>- Inadequate research strategy and framework.</li> <li>- Researchers do not develop funding proposals to obtain research funding</li> <li>- Lack of innovation culture</li> <li>- Lack of adequate research qualifications</li> <li>- Inadequate research incentive system</li> <li>- Research capacity development and innovation budget not in place</li> </ul>
7	Inadequate implementation of community engagement strategy	<b>To promote community engagement that enriches scholarship while addressing rural community needs</b>	<ul style="list-style-type: none"> <li>- Academic programmes that do not infuse community engagement in their content.</li> <li>- Inadequate applied research</li> <li>- No MoUs with relevant Municipalities and key strategic partners</li> <li>- Non responsive curriculum</li> </ul>
8	<ul style="list-style-type: none"> <li>- Inadequate (Insufficient), inappropriate (Not appropriately designed) and poorly maintained residence infrastructure</li> <li>- Inadequate Recreational facilities</li> </ul>	<b>To improve the quality of student experience</b>	<ul style="list-style-type: none"> <li>- Lack of Infrastructure and development strategy</li> <li>- Insufficient maintenance staff, skills and capacity.</li> <li>- Insufficient infrastructure and maintenance budget</li> <li>- Lack of budget for sporting activities.</li> <li>- Inadequate control of external residents</li> </ul>

9	Inadequately defined organisational model	<b>To ensure a sustainable and viable institution</b>	<ul style="list-style-type: none"> <li>- Divisional management model is not properly refined to eliminate inefficiencies through uniformity</li> <li>- Inefficient business processes.</li> <li>- Legacy culture</li> </ul>
10	Insufficient sustainable financial resources		<ul style="list-style-type: none"> <li>- Lack of qualified operational personnel</li> <li>- Inadequate staff development</li> <li>- Ineffective implementation of divisional model</li> <li>- Lack of sustainable Cash Flow</li> <li>- Systematic risk (expectation of free education)</li> <li>- High level of historic debts</li> <li>- Inadequate control systems to monitor inefficiencies and wastage (utilities and travel)</li> <li>- Low third stream income generation</li> </ul>
11	Poor work ethic, low productivity and legacy culture		<ul style="list-style-type: none"> <li>- Absence of fully implemented performance management system</li> <li>- Untransformed institutional culture relating to work ethic and productivity enhancement</li> <li>- Insufficient management capacity</li> <li>- Lack of employee wellness management system</li> </ul>
12	Inadequate data validation, retention and security (hard and soft copy)	<b>To develop and sustain efficient, effective and relevant corporate governance and management systems</b>	<ul style="list-style-type: none"> <li>- Lack of institutional central repository facility</li> <li>- Inadequate adherence to document management policy</li> <li>- Limited use of electronic data management systems.</li> <li>- Human error and lack of capacity</li> <li>- Lack of adequate IT infrastructure</li> <li>- Business processes not automated</li> <li>- Business processes/ SOP not properly defined</li> <li>- Weaknesses on internal control process.</li> </ul>
13	Inadequate integration, transformation and brand management systems		<ul style="list-style-type: none"> <li>- Protest culture dominates stakeholder interaction with Management</li> <li>- Legacy culture within delivery sites</li> <li>- Alumni loyalty to legacy institutions dominate loyalty to merged institution</li> <li>- Segmented conditions of employment</li> <li>- Lack of communication</li> <li>- High dependence on government funding</li> </ul>



In respect of each of the identified risks, relevant mitigating controls to manage the risk together with timelines for implementation were included in the 2020 -2021 Strategic Risk Register. A monitoring and reporting tool was developed on the HEDA and the tracking of the implementation of interventions was done by Executive Management throughout the year and a report submitted quarterly to the ARCCC. Although most of the actions identified to further improve the management of the risk (Mitigating Plan) had been implemented by end of 2021, some areas, as detailed in the table below, still remain a high risk.

Risk Num	Risk Description	Strategic Goal	Other Strategic Goals impacted by this risk on	Inherent Risk Rating	Residual Risk Rating 2020	Residual Risk Rating 2021
1	Inadequate (Insufficient), inappropriate (Not appropriately designed) and poorly maintained infrastructure and equipment to support academic enterprise	<b>To promote academic excellence in undergraduate and postgraduate studies</b>	2,4,6	20	9	9
2	Noncompliance with Occupational Health, Safety and Environment Act		2,4,5,6	20	8	8
3	Shortage of appropriately-qualified academic staff		2,3,4,5,6	20	20	16
4	Library-centred e-learning teaching methodologies not utilised		2,3,4,5	20	5	5
5	Non-accreditation of academic programmes		2,4,5,6	20	8	11
6	Inadequate research environment and administration to accelerate research productivity and innovation	<b>To promote basic and applied research and innovation that is consistent with best practice and contributes to developmental impact</b>	1,3,4,5,6	15	5	5
7	Inadequate implementation of community engagement strategy	<b>To promote community engagement that enriches scholarship while addressing rural community needs</b>	1,2	12	5	7
8	- Inadequate (Insufficient), inappropriate (Not appropriately designed) and poorly maintained residence infrastructure - Inadequate Recreational facilities	<b>To improve the quality of student experience</b>	1,2,5	20	11	11
9	Inadequately defined organisational model	<b>To ensure a sustainable and viable institution</b>	1,2,3,4,6	20	16	16
10	Insufficient sustainable financial resources		1,2,3,4,6	20	12	12
11	Poor work ethic, low productivity and legacy culture		1,2,3,4,6	20	16	12
12	Inadequate data validation, retention and security (hard and soft copy)	<b>To develop and sustain efficient, effective and relevant corporate governance and management systems</b>	1,2,3,4,5	20	13	10
13	Inadequate integration, transformation and brand management systems	<b>To develop and sustain efficient, effective and relevant corporate governance and management systems</b>	1,3,4,5	10	2	5

Risks are rated according to the following matrix in 2021:

Colour Key	Risk Level	Risk Rating
	High	16 - 20
	Moderate	10 - 15
	Low	1 - 9



With specific reference to financial risks, the university is exposed to credit risk, liquidity risk, foreign currency risk, interest rate risk and investment risk. WSU will be faced with a potential going concern threat if the university is not funded appropriately. As far as these can be assessed and quantified, the respective levels of exposure and the measures taken to mitigate such risks are monitored by the ARCCC.

The conduct of operational risk assessments continued to be a focal point in annual risk management initiatives. Furthermore, the ARCCC is actively monitoring any incidents of fraud reported through the Fraud Hotline.

Due to the outbreak of the COVID-19 pandemic, a considerable change on the main risks impacting upon the achievement of the WSU's strategy was noted and, as such, a COVID-19 Risk Register was developed.

Thirty-two risks were identified, of which 8 were high (4 with ratings of 20 and 4 with ratings of 16). The Risk Register was approved by the Council. The following were identified as high risks for WSU in 2021 and were monitored:

- Student health and safety compromised on return to campuses
- Increase in student debt
- Inadequate Health Service support
- Integrity of the assessment systems
- Qualified / Disclaimed audit

In respect of each of the identified risks, relevant mitigating controls to manage the risk together with timelines for implementation were included in the Risk Register. Some of the actions taken by management to mitigate the risks included:

- Introduction of Remote Learning
- Procuring of laptops for new (FTENS) students
- Providing students with Data

## CONCLUSION

WSU is committed to improving her risk management processes continuously in pursuit of her objectives, with the ultimate aim of creating and ensuring the sustainability of her core business – the academic project. Recognition for the need of a proactive risk management process is an essential element of good corporate governance processes and a crucial enabler in realising opportunities. It is essential that risk management is understood as an integral component of all processes and that it is not identified as an add-on to the core business activities.



# INTERNAL ADMINISTRATIVE / OPERATIONAL STRUCTURE AND CONTROLS

Walter Sisulu University (the University) maintains systems of internal controls over financial reporting and safeguarding of assets against unauthorised acquisitions, use or disposal of such assets. These systems 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 has developed improvement plans in their drive of ensuring good governance and effective administration. However, failure to enforce compliance with approved policies and procedures has a potential to weaken the control environment and render the systems of internal control ineffective.

The ICT Governance Framework has been developed but has not been approved and implemented. Some of the controls within the ICT environment are inadequate / ineffective, which could impact on the availability, integrity and unauthorised access to information.

The following control strengths were noted:

- A functional Steering Committee is in place, and
- An operational IT Risk Register is in place.

There are inherent limitations in the effectiveness of any system of internal control, including 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.

Due to the lack of capacity in the Unit, SNG Grant Thornton (SNG.GT) was appointed (for a five-year period) as a co-sourced partner to the University for rendering internal audit services.

The Director: Audit Services reports administratively to the Vice-Chancellor & Principal and functionally to the ARCCC. The ARCCC, in conjunction with Executive Management, determines the scope of the internal audit activities.

All reports issued by Internal Audit detail those errors and weaknesses that come to their attention during reviews. The Internal Audit Unit plans its reviews so that it has a reasonable expectation of detecting weaknesses and deficiencies in the system of internal control. However, these reviews should not be relied upon to disclose all irregularities and fraud, which may exist. Management should implement policies and controls designed to assist with the prevention and detection of irregularities and fraud. Risk management will always remain Management's responsibility. During the 2021 financial year, the internal audit coverage did not include reviews pertaining to the 'Code of Ethics'.

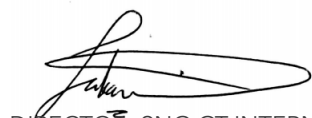
Internal audit reports are issued on the basis that they are for the sole use of the University and exclusively for the purposes set out therein. No party other than those to whom the reports are addressed may rely upon them for any purpose whatsoever. The reports may not be made available or copied in whole or in part to any other party without the internal auditors' prior written consent and which consent may be provided or withheld at the internal auditors' absolute discretion.



DIRECTOR: AUDIT SERVICES



CHAIRPERSON: AUDIT, RISK AND COMPLIANCE COMMITTEE OF COUNCIL



DIRECTOR: SNG.GT INTERNAL AUDIT SERVICES

# INSTITUTIONAL FORUM REPORT

Institutional Forum (IF) is a statutory body, legally responsible for advising Council about the Act and institutional matters – it receives secretarial services from the Registrar of the university. Its composition stands thus:

- Council external members (2)
- Senate (2)
- Student Services Council (1)
- Labour Unions (2)
- Student Representative Council (1)
- Employment Equity Committee (1)
- Institutional Management Committee (2)
- Convocation (1)
- Academic Employee Representatives (4) at one per campus and Non-Academic Employee Representatives (4) one per campus

The structure is led by its Chairperson, Lunga Xolisa Mantashe, with the Deputy Chairperson being L Mnapu.

The IF, in 2021, has had to deal with the following key issues affecting the institution in 2021: constructing its view about how it should work with Council in order to improve the quality of its advice; participating in policy development on social media and media relations, secondment; of expertise and Rationalisation and Consolidation and investigating and advising Council on the case of Mr Valile Dwayi.

## **Relations with Council**

In 2021, relations with Council have been sound, to a great degree. The area that remains concerning is Council's ability to communicate with the IF whenever the latter has sent to it advice on different institutional matters. This creates uncertainty about what the Council has done with the advice. It is hoped that there will be improvement in this regard.

## **The Quality of IF Advice**

The IF sought to improve the quality of its advice. This, it believes, can only be based on its ability to interact with different structures of the university in a non-intrusive way. Moreover, it can effectively achieve this when it is privy to Council in advance in order to advise on each decision Council will take. In this regard, IF advised Council, that key amongst others, of the need to have an IF representation in Council with an observation, non-voting status in order to inform its own thinking and advice-processing process.

## **Policies**

Social media, media relations policies and secondment policies were presented before the IF and the latter participated actively and positively in the making of these policies. MCD was advised to stress the fundamental principle of free expression in the policy of social media and media relations to avoid its potential violation.

In this regard, balancing the right with the need to protect the university image was impressed on MCD. On the Secondment Policy, this policy was supported with negligible contributions. What the IF does not know and cannot confirm, however, is whether all these policies have been approved by Council. This lack of knowledge is a product of lack of synergy between the two governance structures, especially at the level of communication.

## **Rationalisation and Consolidation**

The IF supported the Rationalisation and Consolidation vision. However, it alerted Council that the Steering Committee did not have a comprehensive, traceable conceptual document but rather different slides at different settings and that it had botched, incomplete consultation and had no proper record of the entire process. There were obvious concerns regarding the movement of Law from Mthatha to East London and the potential closure of delivery sites in Queenstown.

The IF then advised Council to cause Management to consult afresh, provide a conceptual document with an overall picture and scientific, academic justification for its decisions, and a clear record of the outcomes of consultation and subsequent revisions, and that IF be consulted last before presentation is made before Council. No formal, written response was given to IF with regards to this advice.

## **The Dwayi case: outcomes and recommendations**

Mr Valile Dwayi's case – alleging unfair treatment by the previous management under Professor R. Midgeley – was



brought before IF for intervention. The investigative report by IF revealed statutory and policy breach (Recruitment and Selection Policy and Job Grading Policy), including inconsistent practices on the part of Management in handling Mr Dwayi. Such breaches of policies and practices was found to be prevalent and the legal implications cannot be overstated.

IF resolved, in the main, to advise Council to provide recourse to Mr Dwayi in the form of monetary compensation beginning in 2018 (when an appointment was made in the position of Senior Director: Learning and Teaching Centre) to date. No formal, written response has been provided to the IF in this respect.

#### Conclusion

I remain confident that relations with Council can be further strengthened for effective governance. It is further hoped that progress will be made in the area of rationalisation and consolidation, policy compliance in general, and the resolution of the Dwayi case. Institutional cohesion lies squarely on the university's capacity to navigate the turbulence of rationalisation and consolidation.

Mr Lunga Xolisa Mantashe (IF Chairperson)



# STATEMENT OF TRANSFORMATION

## 1. INTRODUCTION

A transformed institution attempts to attain social justice in everything it does. It is an institution where diverse people with different backgrounds feel a common purpose. The symbols and spaces, systems and daily practices reflect a commitment to openness and engagement. This kind of institution responds to the needs of the local community while at the same time participating in global knowledge production. In summary, a transformed university will be a place for competing views, disagreements and sometimes discomfort. With that said, Walter Sisulu University acknowledges and accepts that transformation is a process, not an event and is driven by specific indicators aligned to the vision of improving the lives and circumstances of human beings. Thus, transformation at WSU is defined as a process of moving from a historically - disadvantaged institution towards one known for excellence in:

- Providing relevant learning, teaching and research.
- Improving opportunities for people in our country to better their socio-economic conditions.
- Providing and maintaining a social and physical environment, especially concerning the living and learning conditions of students and working conditions of staff.
- Creating a coherent, unified and caring institution of choice which is a source of pride for all stakeholders.

In addition to the above, the WSU Transformation office fulfils a central coordinating role and inter-institutional support to assist the entire institution in its efforts of being inclusive, innovative and future-focused. The primary role of the Transformation Office includes, among other things, coordinating and facilitating all issues pertaining to:

- Disability
- Institutional Culture(s)
- Language
- Staff Development and Equity
- Student support ,etc.

## 2. PROGRESS TO DATE

### 2.1 Disability

WSU wishes to create an enabling environment for its students and staff with disabilities and to ensure that their learning and working experience corresponds with their aspirations and abilities. To reinforce this idea, the institution (WSU) has:

- Reviewed some of its policies to ensure / foster inclusivity.
- Ensured that lifts were in working condition at all times to ensure accessibility to lecture halls and residents by students living with disabilities.
- Provided assistive devices in the form of wheelchairs, laptops, hearing aids, etc. to students.
- Renovated ramps and built some new ones (albeit some buildings are still in progress).
- Appointed social workers on almost all campuses. The future intention is to strengthen the Student Counselling Unit and to assist students living with disabilities to manage daily challenges.
- Created a database of all its staff with disabilities to understand their needs.
- The institution is on a mission to establish help-desks / disability units for staff and students living with disabilities on all campuses.

### 2.2 Institutional Culture

WSU is a comprehensive university that came into existence by merging two former Technikons and a traditional university (UNITRA). The University Management has noted that historical legacies still hold WSU captive. For example, there was and is an overwhelming tendency to embrace and retain the divisive practices of the past institutions. These tendencies have resulted, among other issues, in:

- The unwillingness of some staff to work across WSU's four campuses.
- Non-adherence to prescribed turnaround times.
- Inability to meet deadlines which sometimes results in penalties affected due to the unspent funds.
- Weakened work ethic in the implementation of policies and practices.

In response to the above, the University Management has proposed the development of cross-campus support

systems to ensure a common WSU identity. Consequently, a task team has been established to explore and work out specifications for a possible tender on institutional culture intervention(s). The team comprises Executive Directors, Senior Directors and the Transformation Manager. Terms of Reference for hiring an Institutional Culture Specialist have been developed.

### **2.3 Language**

The dominant language of teaching, learning and communication throughout the University is English. The challenge remains a lack of capacity and resources to develop indigenous language(s) to the required level for implementation in all core functions of the University. However, the Directorate of Learning and Teaching (DLT) has embarked on a curriculum development exercise, as part of the Curriculum Transformation Unit, to assist faculties in developing languages in the curriculum and to promote multilingualism. The aim is to ensure that faculties consider activities such as Xhosa translation, code-switching, etc.

### **2.4 Student support**

#### **First-Year Entering (FYE) Students**

A DLT-coordinated Orientation Programme for all first time entering students takes place annually. This programme is reviewed annually to ensure its effectiveness. Again, DLT, in conjunction with the Student Development Support Services Directorate, has also developed a first-year experience strategy to ensure student success. Lastly, FYE student campus committees have been established in every campus across WSU.

### **2.5 Campus Greening Project**

To keep our campuses clean and attractive, the Transformation Office, SDSS Unit and the Risk and Vulnerability Science Centre (RVSC) have developed a snap survey (questionnaire) on campus cleanliness to establish attitudes of our staff and students to waste and waste management. It has been distributed to staff and students across all campuses.

The afore-said units are now on the brink of analysing the collected information and developing a report to be shared with the University community.

## **3. PRIORITIES FOR 2022**

### **3.1 The Transformation Office priorities for 2022 include, amongst others, the following:**

- Disability Awareness Campaign whose purpose is to make sure that all the University stakeholders (internal and external) are au fait with disability-related policies and procedures.
- Establishing disability help-desks or disability units for staff and students living with disabilities .
- The establishment of an Institutional Transformation Committee whose role will be to play an oversight role in issues about transformation.

## **4. CHALLENGES ENVISAGED AS SIGNIFICANT OBSTACLES TO TRANSFORMATION**

The following are the significant factors that have been identified as playing a negative role in the implementation of Transformation at WSU:

- The lack of a uniform understanding of what transformation means.
- Insufficient integration of the transformation project at all levels of the institution.

## **5. CONCLUSION**

WSU is committed to excellence in teaching, research and community engagement. To achieve this, all the University stakeholders must work hand in hand to ensure a lasting impression on the HE sector. Lastly, we reiterate that as WSU, we view TRANSFORMATION as a process and not an event.



Professor RN Songca  
VICE-CHANCELLOR & PRINCIPAL



# SENATE REPORT

## PART A: INTRODUCTION

The 2021 academic year was an exciting one at WSU. It was a year when the university was hard at work to design and implement programmes and policies to enable the university to achieve its Strategic Plan, also known as Vision 2030. There are a few milestones. The Council has approved a Rationalisation and Consolidation programme which aims to bring efficiency in the learning and teaching and make the university sustainable. An inclusive and comprehensive approach has been adopted with stakeholders including unions, Senate, staff, students, and management represented in the Rationalisation and Consolidation Steering Committee (RCSC), working tirelessly together to build an impactful, technology-infused Walter Sisulu University for the present and future generations. In line with the latter, the university has agreed to reduce the number of Faculties from 12 to seven. These new cognate Faculties (albeit they are still in the making) have started working in unison to serve our customers (students) better in the future and be more output-driven in terms of research, learning, and teaching. It must be appreciated that from 2021, with the support of the RCSC, the leadership of the Vice-Chancellor and Principal, and the support of the Council, Walter Sisulu University will never be the same again.

The blended learning approach, which is the nucleus to the implementation of Vision 2030, has enabled university learning and teaching to succeed during the disruptive times of the 3<sup>rd</sup> and 4<sup>th</sup> waves of COVID-19. The WSU's Higher Health Committee ensured that all the health regulations were complied with by both staff and students during this time. We can proudly say that blended learning is an ideal mechanism to go from a rural and community-based, historically disadvantaged university such as WSU towards a future, technology-infused institution of equal advantage. In the same year under review, WSU implemented Moodle, and the summative assessments were written on this platform. The university also upgraded ITS to Version 4, enabling

effective administration and bringing efficiency to the academic enterprise.

The PQM Viability exercise, which aimed at assessing the viability of the current PQM to determine student success in terms of the articulation within and comprehensively evaluating our students' employability (graduateness), has progressed satisfactorily. The exercise will be completed in 2022. Concomitant is the decision to offer more postgraduate programmes, in particular master's and Doctoral degree programmes. This will ensure that WSU plays a critical role in contributing to South Africa achieving its National Development Plans.

A significant milestone also worth mentioning was the inauguration and investiture of the Vice-Chancellor and Principal, Professor Nolundi Songca, held on 9 October, 2021. This event was highly transformational, with Prof Songca being a gamechanger as the first female black Vice-Chancellor and Principal of WSU.

In the same period of this report, and during her first year, the VC renewed the contract of the Executive Director: Infrastructure and ICT, Mr Sinethemba Mpambane. She also made the following critical strategic appointments:

- Prof Mzikayise Binza: Deputy Vice-Chancellor for Academic Affairs and Research
- Dr Lulamile Ntonzima: Registrar
- Dr Irene Mohasoa: Executive Director: Student Affairs.

While achieving the above, a task team to prepare for the institutional audit was established and it has been hard at work to get the university to comply with the audit requirements. The Council on Higher Education (CHE) will conduct the audit in the first semester of 2022. The feedback from CHE could reposition the university as moving from good to great in line with Vision 2030.



The university ended the 2021 academic year with good news from various professional bodies who have granted Walter Sisulu University full or provisional accreditation through their professional academic audit. This indicates that WSU is indeed a university in pursuit of excellence. The audit results in Table 1 below will enable WSU to be a university of choice in South Africa and internationally.

**TABLE 1: PROFESSIONAL ACCREDITED PROGRAMMES**

NO.	NAME OF PROFESSIONAL ACCREDITATION BODY	NAMES OF PROGRAMMES ACCREDITED	DATE(S) OF ACCREDITATION	ACCREDITATION OUTCOME
1.	South African Nursing Council	Bachelor of Nursing	29-30 September 2021	Full accreditation
2.	Health Professional Council of South Africa (HPCSA)	Bachelor of Medicine in Clinical Practice (BMCP)	13-17 September 2021	Full accreditation
3.	South African of Accounting Sciences (SAICA)	Bachelor of Accounting Sciences	20-22 September 2021	Full accreditation
4.	Engineering Council of South Africa (ECSA)	Diploma in Civil Engineering Diploma in Electrical Engineering Diploma in Mechanical Engineering	17-18 November 2021	Provisional Accreditation

In addition, the Office for Human Research Protections (OHRP) in the Department of Health and Human Services, United States of America, has approved the university application for Federal-wide Assurance (FWA) to enable WSU to continue with its learning and teaching as well as research and innovation in medicine and health. Many international research and funding agencies, including the government, require universities with Faculties of Health / Medicine to hold an active OHRP-approved FWA.

## PART B: PERSONALIA AND ACCOLADES

In line with our quest to pursue excellence, changes and appointments have been made at the institutional level to assist us in working towards Vision 2030 in pursuit of excellence. These included:

- Mr M Mfawwe will now be assisting the Mthatha Campus Rector.
- Dr L Ntonzima was appointed as the Registrar.
- Ms S Dhunraj is now working in the office of the DVC: IS after previously assisting in the office of the VC.
- Prof MG Karels has been appointed as the Special Advisor: Academic Affairs in the VC's office after previously serving in QMD.
- Mr N Ngqulu has been appointed as the Director -Special Projects in the VC's office.
- Ms S Ndlazi has recently been seconded as the Deputy Director of Programme Approval, Accreditation and Amendment, after previously serving as QMD Manager for BCC.

Convocation hosted the alumni dinner to celebrate the Faculty of Health Sciences' 36 years of existence and consistent throughput in collaboration with MCA. This was a state-of-the-art fundraising dinner that

generated an income of R75,000 from our medical alumnus.

In collaboration with MCA, Convex also hosted the Walter Sisulu Memorial Lecture and paid tribute to the political stalwart after whom our university is named. Former President, his excellency Mr Thabo Mbeki, was in attendance at the Houghton Hotel and delivered the lecture, which was well received.

We hosted our second virtual graduations (first in the 2021 academic year), which were an improvement from the 2020 virtual graduations.

WSU also hosted a series of webinars as a precursor to the VC's inauguration and consolidating academic engagements in the institution.

Some members of Council, under the leadership of Adv Ngcukaitobi, conducted a tour of Campuses by visiting the Butterworth and Mthatha campuses. The primary objective was to assess the state of WSU infrastructure related to residences, learning, and reading spaces and provide Council with insights into current challenges.









## PART C: ACCREDITATION OF PROGRAMMES

During early 2022 various news media outlets led with headlines accusing WSU of enrolling students into 28 non-accredited programmes and graduating 'thousands' in the same process. At the time, WSU was already cleaning and validating its PQM and other internal data. After an investigation by WSU and consultation with the CHE, DHET and SAQA, only six qualifications were deemed in question for their non-alignment with the HEQSF process and not their accreditation status as reported in the media. Further investigation revealed that one of the six was irrelevant as it had not been offered by WSU since 2019 and was thus closed off on the University system for enrolment. The remaining five qualifications (listed below) had erroneously received first-time enrolments after 2019, which should not have occurred due to their non-aligned status. The HEQC then reviewed the five remaining programmes, which reflect below. In addition, the CHE began a programme audit of all WSU qualifications, the outcomes of which are awaited at the time of writing. For clarity – five qualifications were affected, and the matter has been corrected.

The HEQC reviewed the five qualifications in question and determined:

- a. Advanced Diploma Internal Auditing: the qualification is HEQSF-aligned and reclassified as HEQSF Category B. The qualification is thus accredited. WSU is subject to the completion of short-term conditions, which will be taken up with the faculty concerned to be completed and returned to the CHE.
- b. Advanced Diploma Journalism: the qualification was considered, and the HEQC-EXCO deemed it HEQSF-aligned and reclassified it as HEQSF Category A.
- c. Bachelor of Science Honours Zoology: the qualification is HEQSF-aligned and reclassified as HEQSF Category B. The qualification is thus accredited. WSU is subject to the completion of short-term conditions, which will be taken up with the faculty concerned to be completed and returned to the CHE.
- d. Postgraduate Diploma Chemical Pathology: the qualification is HEQSF-aligned and reclassified as HEQSF Category B. The qualification is thus accredited. WSU is subject to the completion of short-term conditions, which will be taken up with the faculty concerned to be completed and returned to the CHE.
- e. Master of Medicine Obstetrics and Gynecology: the qualification was considered, and the HEQC-EXCO deemed it HEQSF-aligned and reclassified as HEQSF Category A.

In conclusion, the HEQC-EXCO stated as follows:

The implications of the decisions on the 5 programmes above is that the programmes are deemed to be accredited and the institution can continue to offer the programmes with the provision that where appropriate, the conditions stipulated are confirmed to be met within the stipulated timeframe. All students currently enrolled in the programmes can continue with the programmes to completion and graduation, all graduates from the programmes are fully recognised and all students who are due to graduate this year can do so.

The short-term conditions of those qualifications reclassified as Category B would have been in place during the initial alignment process. They are in the process of completion at the time of writing.



## PART D: LEARNING AND TEACHING

The Learning and Teaching Directorate is responsible for learning and teaching, incorporating lecturer development, e-learning and student access and success. In addition to earlier reported activities, below are some relevant to the reporting period under review.

### 1.1 First-Year Orientation

- 1.1.1 Owing to the late start of the academic year and some glitches pertaining to laptop acquisition by first years and student protests at some campuses, the orientation only occurred in May. A hybrid model that is, virtual and face-to-face sessions, was adopted.
- 1.1.2 Welcoming messages from relevant members of management were pre-recorded and presented virtually. Available academic and psycho-social support programmes were presented as well as recreational programmes offered by Sport. Students were also trained on how to use WiseUp and access Teams.
- 1.1.3 A total of 5 155 out of 8000 plus First-years participated.

### 1.2 First Year Induction Workshops

The induction workshops were conducted in June. These focused on various academic skills. Both commuting and residence students participated. A total of 4064 students took part. Peer facilitators were used in these workshops.

### 1.3 Use of Technology for Student Success

- 1.3.1 1WCONLINE FundaNathi has been established for online appointments. Students have been assisted on how to register and make appointments on the FundaNathi online booking system.
- 1.3.2 Learning and teaching with technology also involves academic staff and students. Both staff and students are being trained on Moodle, the new Learner Management System to launch during the Second Semester. Ongoing support is provided to lecturers who need it after the training.

### 1.4 Career Expos

- 1.4.1 Career Expos are marketing events that are organised by community structures such as municipalities. The University is invited to present its offerings to high school learners planning to go to university after matriculating.
- 1.4.2 The Buffalo City and Mthatha campuses were invited to various schools during the period under review.

### 1.5 New Staff Induction

Various virtual sessions were organised over a week to induct new staff members. These were well supported by the new staff and they were participatory.

Most of the activities reported here are funded using the University Capacity Development grant. In contrast, activities in the section on extended degree programmes are funded through the Extended Degree Programme Grant.

Following reprioritisation of the funds at the national level in April 2021, the university received a communique that our allocation had been reduced from the original 2021 academic year UCDG Allocation of R41 442 016 to a revised 2021 UCDG Allocation of R37 612 091. In the same vein, the extended degree programme grant was reduced from R11 667 000 to R10 352 000. The effect of the budget cut has mainly been mitigated through cost-cutting in travel and face-to-face interventions that required catering costs.

### 2.1 Student Support and Success

#### 2.1.1 First-Year Experience (FYE)

Over the years, WSU had various academic student development programmes in place which were geared towards promoting access, retention and success. These included orientation and induction, academic advising, academic literacy and academic writing, peer-assisted learning, tracking and monitoring of academic performance and psycho-social counselling. However, the first UCDG funding cycle allowed the University to interrogate its student development support initiatives. We discovered that what was being offered was offered in silos, resulting in haphazard provisioning.

The unaligned and fragmented approach had a negative impact on providing effective support to students. In the current funding cycle, the University has committed to implementing a more integrated system through the formation of the Student Advancement, Success and Retention Unit (SASRU), which is tasked with providing the First-Year Experience (FYE) programme. Campuses are currently working on aligning their services to avoid duplication and to improve service quality. In Mthatha, in particular, collaboration with the Student Affairs Wellness Cluster is going well in providing services to FTENs. The following FYE services /activities are relevant.

#### 2.1.1.1 WSU 101

As part of FYE, WSU is developing a signature course for all first-year students. This course aims to provide epistemological access to first-year students through a responsive and contextualised curriculum. The curriculum will focus on requisite skills aimed at preparing students for the academic demands of HE, which in turn, is envisaged to contribute positively towards the prevention of attrition and the enhancement of student success at WSU. Furthermore, the course seeks to introduce first-year students to the ethos and values of the impactful, technologically-infused African university that WSU envisions itself becoming. WSU 101 will be offered as a blended module.

#### 2.1.1.2 Orientation

In Mthatha, 45 final year medical students studying in Cuba were orientated from the 17-19 August, 2021 to help them acclimatise to the university context and South African healthcare system. The faculty specifically noted that the students had a language barrier transitioning from Spanish back to English, which has led to academic writing challenges. The Writing Centre worked with the students to help them develop requisite skills using MyLab Foundational Skills.

#### 2.1.1.3 First Year Induction Workshops

FYE activities focused mainly on orientation during May, leading into other first-year induction activities in June. The included various academic skills and the numbers reached are demonstrated below.

**TABLE 2: ACADEMIC ADVISING AND ACADEMIC WRITING**

CAMPUS	ACADEMIC ADVISING		ACADEMIC WRITING				TOTAL
	Individual Consultations	First Year Induction Workshops	Faculty-Based Individual Consultations	Residence-Based Individual Consultations	Faculty-Based Induction Workshops	Residence-Based Induction Workshops	
BUFFALO CITY	49	106	134	40	234		563
BUTTERWORTH	8	694	5	2	499	47	1255
KOMANI		482	4	5	480	415	1386
MTHATHA	164	924	364	84	2129		3665
<b>TOTAL</b>	<b>221</b>	<b>2206</b>	<b>507</b>	<b>131</b>	<b>3342</b>	<b>462</b>	<b>6869</b>

## 2.2 Integrated Support Services

In line with the concept of holistic and integrated academic development, collaboration on FYE has been forged with the Extended Curricular Programmes (ECP) office. Collaborative induction workshops were conducted in Butterworth and Mthatha.

In addition, a pilot FYE project aimed at assisting FTENs with adjusting to university life has been kick-started in Komani. Furthermore, students were recruited and encouraged to participate in the financial literacy workshops organised by Student Affairs. Other activities are currently being organised with the university Wellness Cluster in Mthatha.

## 2.3 Academic Support for Senior Students

### 2.3.1 Individual and Group Consultations

Academic Advisors and Writing Centre Coordinators have provided academic support to senior students by offering individual consultations on academic advising, academic writing workshops and graduate development services, as demonstrated in the Table 3 below.



TABLE 3: ACADEMIC ADVISING AND ACADEMIC WRITING

CAMPUS	ACADEMIC ADVISING			ACADEMIC WRITING				TOTAL
	Individual Consultations	Group Consultations Workshops	Graduate Development Workshops and Internships	Faculty-Based Individual Consultations	Residence-Based Individual Consultations	Faculty-Based Group Consultation / Workshops	Residence-Based Group Consultation / Workshops	
BUFFALO CITY	25	253	204	50	30	203		765
BUTTERWORTH	2		55	15		376	18	466
KOMANI	36	302	64	2			12	416
MTHATHA	169	128		233	64	573		1167
<b>TOTAL</b>	<b>232</b>	<b>683</b>	<b>323</b>	<b>300</b>	<b>94</b>	<b>1152</b>	<b>30</b>	<b>2814</b>

### 2.3.2 Peer-to-Peer Facilitators Support

The table below shows the number of Peer-to-Peer Facilitators that have been appointed and are now operating institutionally through DLT and SDSS.

TABLE 4: PEER-TO-PEER FACILITATORS

PEER-TO-PEER FACILITATORS	CAMPUSES					
	BUTTERWORTH	BUFFALO CITY	KOMANI	MTHATHA NMD	ZMK	TOTAL
PEER-ASSISTED LEARNING LEADERS AND TUTORS	97	49	50	31	33	260
E-LEARNING ASSISTANTS	12	10	9	4	6	41
INFORMATION LITERACY ASSISTANTS	6	9	6	7	4	32
WRITING CENTRE ASSISTANTS (FACULTY-BASED)	12	8	8	16	8	52
WRITING CENTRE ASSISTANTS (RES-BASED)	2	1	2	2	2	9
RESIDENCE MENTORS	20	26	16	26		88
<b>TOTAL</b>	<b>149</b>	<b>103</b>	<b>91</b>	<b>139</b>		<b>482</b>
EXTENDED CURRICULAR PROGRAMME	37	56	5	52		150
<b>GRAND TOTAL</b>	<b>186</b>	<b>159</b>	<b>96</b>	<b>191</b>		<b>632</b>

To improve student success, the university makes use of Peer-to-Peer Facilitators. Deliberate action to capacitate the Peer-to-Peer Facilitators before they commence their duties was done through the 'Peer-to-Peer' webinar and 'Peer-to-Peer Impact Dialogue'. The training was conducted in Komani in July and September 2021, respectively. Positive feedback has been received about these initiatives. The intention is to present similar webinars across all four campuses. For reflection purposes, the Komani Writing Centre Team meets face-to-face every week (Wednesdays) and on Teams to cover what was scheduled for the week, if this session is missed. This instils confidence in Writing Centre Assistants and inspires them to support their fellow students, despite the numerous challenges they tend to encounter.

Peer-to-Peer Facilitators have been provided with extra data to perform their duties, and those who continue providing evidence of work done have been receiving their monthly stipends.

## 2.4 Language development

My Foundation Lab has been budgeted for under the UCDG, and discussions have been held with the ECP office to collaborate on using this software (since in the past it has been available for ECP students) for language development purposes. ICT has been consulted regarding purchasing the software, and we are currently awaiting feedback. In addition, engagements have been made with the Legal Studies Department to explore the possibilities of introducing English language development activities such as vocabulary development for Law.

## **2.5 Book Club**

As part of the living and earning programme, the Student Development Affairs partners with the Directorate for Learning and Teaching (DLT) to launch a book club to encourage students to learn at their residences. The club is active on Butterworth and Mthatha campuses.

## **2.6 Autumn School**

Consistent with the notion of graduate attributes development, WSU has partnered with the University of Fort Hare (UFH), Rhodes and Nelson Mandela University (NMU) on the UFH/Friedrich-Ebert-Stiftung (FES) programme. This initiative recruited 25 aspiring and talented students for the 2021 Autumn School on Social Democracy and Political Economy – a leadership programme aiming to supplement the formal academic curriculum of university students. It is a unique opportunity to enhance graduate attributes such as critical thinking, leadership qualities and social democracy and political economy knowledge.

It was also noted that some of the applicants were PALs/Tutors. This is a clear demonstration of the impact of the Peer-to-Peer facilitation programme and its contribution to the development of graduate attributes. The students attended the first module, conducted virtually on 22-23 July 2021. The second module was in September 2021, and module 3 was completed in December 2021.

## **2.7 South African Surveys of Student Engagement**

### **2.7.1 Beginning University Survey of Student Engagement**

As part of the Siyaphumelela 2.0 initiative, WSU administered the Beginning University Survey of Student Engagement (BUSSE). The latter collects data online from first-year students on their high school experiences and their expectations on participation in certain activities at university. This data can empower an institution to use the information effectively in institutional planning. It assists in determining the students' needs in view of making informed decisions on how best to support them during their studies. BUSSE ran from 3 to 28 May 2021 and was completed by 441 FTENs. An institutional workshop aimed at disseminating the results was held virtually on 13 September 2021.

### **2.7.2 South African Survey of Student Engagement**

The South African Survey of Student Engagement (SASSE) allows the integration of the student's voice in institutional planning that allows impact to be measured and improves student success. As with BUSSE, the SASSE data can empower an institution to use the data effectively in institutional planning and contribute to the development of high-impact practices. The SASSE started in the South African context by making a case for design principles that promote quality teaching and learning for student success, including an emphasis on behaviours that have been shown to contribute to desired learning outcomes, and by providing actionable information on behaviours and experiences that institutions can influence, and standardising survey administration to facilitate comparability between institutions, thereby providing reports that guide institutional reflection. Currently, engagement in online environments implies that approaches need to change, but the concept of engagement stays the same.

Quality in higher education has never been as important. Thus the SASSE could provide institutions with data to facilitate internal conversations on quality education. WSU has opted to include two more modules on the SASSE, i.e. Academic Advising and Experiences with Writing. SASSE will further incorporate the Lecturer Survey of Student Engagement (LSSE) administered through the Academic Development and Capacity Development Programme.

### **2.7.3 Institutional Capacity Assessment Tool**

Institutional Capacity Assessment Tool (ICAT) is a survey designed to gauge WSU staff capacity to manage and implement interventions to enhance student success. Although data is collected from staff in this survey, its results will be helpful for institutional planning purposes and student success initiatives.

## **2.8 Collaboration with Other Stakeholders**

### **2.8.1 Write to Learn Workshops and Faculty Conversations**

Writing to learn workshops were introduced by the DLT to equip students with academic writing and re-skill academic staff for academic writing useful for developing study guides and teaching. Faculty Conversations are conversations about the services offered by DLT aimed at getting feedback from faculties on how to improve learning and teaching services.

### **2.8.2 Participation in Doctoral Projects**

Three staff doing doctoral studies collaborate with the Writing Centre in the DLT for their doctoral research projects focusing on academic literacy improvement at WSU. Postgraduate students also use the Writing Centres to improve their academic writing and as part of student success and retention.

### 2.8.3 Industry Skills Audit

The Student Success Unit (SSU) conducted skills development supply surveys to determine the type of skills required by the industry. This research was done on behalf of the East London Industrial Development Zone (ELIDZ). TVET Colleges around WSU participated in this research led by the SSU. The study was considered helpful to the re-curriculation projects and deemed beneficial to academic planning and institutional research (IRP).

### 2.9 Marketing Student Support Services

Various strategies are used for marketing academic support services, such as class presentations where possible, the Helpdesk, WhatsApp groups, WSU Facebook and the WSU website. MCA and the ICT department have been helpful in this regard. Class representatives and other student platforms are also used to market services.

### 2.10 Capacity Building

Staff have been given opportunities to participate in internal capacity development initiatives, such as the PowerHeda training facilitated by IRP. They were invited to participate in external initiatives and national partnerships such as the academic writing workshop for postgraduate students, Siyaphumelela webinars on the Student Success Institutional Framework and the Biographical Data Workshop. Furthermore, staff attended the WCONLINE training, which will help with the maximum use of the platform. Two virtual sessions of WCONLINE FundaNathi training were conducted for Writing Centre Coordinators. Academic Advisors were also invited to the training to explore the possibility of using the software for their services. E-Learning Administrators also formed part of the training.

The training was helpful as it will help with automated bookings and Writing Centre Coordinators will be able to conduct both synchronous and asynchronous support activities for students.

### 2.11 Extended Curricula Programme (ECP)

Walter Sisulu University has 27 DHET PQM approved extended programmes. The extended curricula programmes are access programmes that provide foundational provisions to improve student success and throughput rate. Eight faculties have extended curricula programmes as part of the transformation of equity of access. The university has allocated R11 667 000 foundation grants to enhance student learning in extended curricula programmes. Due to the national budget cuts, the institution has now been reduced to R10 352 000.

#### 2.11.1 ECP Student Conversations

Student conversations were held at the Komani campus during the semester, where students shared their challenges. Challenges highlighted included inadequate Peer Assisted Learning Sessions and poor performance due to lack of such support. Also raised were issues of lecturer favouritism and absenteeism where students felt the assessment tasks were inadequate.

#### 2.11.2 MyLab Foundation Skills Development

The Extended Curricula Programme (ECP) started rolling out MyLab Foundation skills, a self-directed online learning platform to enhance foundation students' language proficiency, mathematical skills, career development and digital literacy skills. The MyLab Foundation skills have been used as part of scholarship of learning and teaching in the ECP by gathering student experiences using the platform. The student feedback was presented at the Focus Conference on Teaching and Learning at the Mangosuthu University of Technology in 2021 and which 13 ECP Lecturers attended.

All first-year students in the ECP have been enrolled on MyLab Foundation skills. Top-up data has been provided to ensure effective participation on the platform. Staff training has been conducted for 24 Academic Development Coordinators and communication skills lecturers to integrate their lessons with activities built into the MyLab Foundation lab. Administrative staff in the ECP were also trained together with the Students Assistants, responsible for the student tracking and monitoring programme (STMP). About 1105 FTEN students were also trained by MyLab. Student assistants have been appointed to monitor and guide students on the platform.

MyLab Foundation skills have been expanded to NMFC students from the Faculty of Health Sciences who joined the university in August from Cuba. Mylab foundation serves as part of an induction programme to bridge the gap for students who have been taught in Spanish for five years and are now learning English. A total of 44 students have been enrolled and trained on how to use Mylab foundation skills, and they will only be focusing on the language development component of the programme. Headphones have been purchased to assist students in performing activities on the Mylab foundation platform.



## **2.12 Academic Staff Development**

### **2.12.1 Scholarship of Teaching and Learning**

The Scholarship of Teaching and Learning (SoTL) unit embarked on a series of activities to equip academic and non-academic staff during the period 7 September - 20 November, 2021. The principal objective was to support all staff in providing quality education to our students, notwithstanding the ability of staff to engage in Scholarly teaching and SoTL publications. The focus for these months was to work with the Faculty Deans to nominate academics for the 2021 Short Learning Programme cohort. Also, to provide support to Faculties and DLT staff on research matters. These were the activities that took place during the reporting semester period:

- Writing Centre staff attended an online conference on Academic Literacy & Writing Centre Practitioners' Responses to COVID-19 and the move to Online/Blended Teaching and Learning. UFS hosted the Online Conference.
- Some staff members submitted abstracts at the upcoming MUT Focus 2021 Conference.
- The Komani PAL Co-ordinator completed a paper on "Advancing ontological and epistemic competencies for lifelong learning: a case for peer-assisted learning and tutor development programme". The paper will be submitted to an accredited journal next month.
- The Komani PAL Co-ordinator submitted a chapter to the HELTASA Book Project in September 2021. The book focuses on models of academic student support at various higher education institutions across South Africa.
- An integrated PAL Leaders/Tutors and Lecturer Relationship Evaluation was disseminated to all the PAL Leaders and Tutors on the Komani campus. The evaluation is currently being analysed with the view to present the findings at a conference and publish a paper.

### **2.12.2 The launch of the SoTL at WSU**

The Butterworth campus SoTL cluster was launched on 15 November, face-to-face with the Vice-Chancellor, Senior Director Research and Innovation and Senior Director, Learning and Teaching as main speakers. The theme for the launch was "SoTL Platform: Sharing best practices for quality education" was well articulated by the speakers sharing their experiences on grounding SoTL in the academic space, providing quality education and active engagement in research and innovation". Approximately eighty people attended the function.

### **2.12.3 SoTL Writing Retreat**

SoTL SLP cohort 2020 held a writing retreat from 16-19 November, 2021 at Mpekweni Resort. Participants had the opportunity to meet fellows and the facilitator physically. Progress on manuscripts was shared, critiqued and improved. The target of a minimum of 10 manuscripts by the end of March 2022 seems feasible considering the participants' enthusiasm and commitment.

## **2.13 Curriculum Transformation and Development**

### **2.13.1 Training Workshop: Language Parity using Translanguaging in Learning and Teaching**

The Curriculum Transformation and Development Unit embarked on conversations with academics and students and promoted engagement in transformative discourses. The aim of the project was:

- To develop teaching/ learning materials that infuse isiXhosa for the PGCE Natural Science and Physical Science modules.
- Prepare students for the application of pedagogic Translanguaging in their post-qualification teaching.

This is based on Walter Sisulu University's Curriculum Transformation and Development objectives and agenda. The following activities were undertaken during the workshops:

- Examination of learning materials such as textbooks to identify ways of translating some words into isiXhosa.
- Having footnotes or glossaries for some 'difficult' words/terms - (student assignment).
- A workshop to discuss the concept of Translanguaging and analysis of study materials to identify areas where language is a barrier to acquiring scientific knowledge.
- A workshop to share translated and versioned texts/ glossaries.
- Development of exemplar study materials that incorporate isiXhosa (to be done in sections/topics).
- Develop a strategy to identify concepts that could be versioned with text/ content and context.

The following stakeholders participated in the workshop in Komani :

- Science education lecturer(s) and students
- IsiXhosa lecturers and language specialists (as consultants for future reference)
- DLT personnel

### **2.13.2 Trans-language in Curriculum Workshop**

On 27 October, 2021, a Trans-language Curriculum Workshop was held at Zamakulungisa Campus.

This event was a part of the Language Parity Project (LPP) process. The workshop aimed to develop teaching and learning materials that infused isiXhosa for the Comparative Politics and Government module and prepared students to apply pedagogic trans-linguaging in their post-qualification fields. These aims aligned with both the WSU Language Policy and the transformation goals in terms of UCGD Project 12. The workshop was successful in realising its goals. Some community members, students and academics were part of the deliberations. There were various group activities whereby students displayed comparative politics and government modules by translating English concepts into Isixhosa.

### 2.13.3 Curriculum Transformation and Development Pilot Project – Faculties of Education

After various deliberations, the university decided to locate the Faculty of Education as the pilot place for the transformation curriculum agenda. After the deliberations, it was resolved that roadshows should be conducted on all campuses that house faculties of education. The project seeks to achieve the following:

- Focus on Africanised and technology-infused, impactful transformed curricula
- A humanized pedagogy that embraces Ubuntu/ Batho principles
- Bilingualism/ versioning/ multilingualism
- Transformed theoretical lenses
- Language parity landscape/ language as a right
- Create multiple ways of knowing
- Use familiar language to elevate engagements (student-centred approach)
- Develop bi-lingual language module
- Development of phonic book/s
- Videos readings in African languages
- Have community engagement projects to inculcate versioning/ translation and embed African languages
- Develop cross-cutting modules that encourage interdisciplinary and trans-disciplinary approaches in line with the content prerequisites as contained in the NQF level and as endorsed by professional bodies and prescribed by CHE and SAQA.

The roadshows were conducted as follows: NMD- 19 October, 2021; Butterworth Campus- 21 October, 2021 and Komani Campus- 22 October, 2021. Participants included HODs, academics, students and key community members who could enrich the programme. Working teams were created per campus, and a comprehensive bottom-up approach was adopted for representability. The teams would vigorously work with the Curriculum Transformation Unit to forge ownership and commitment to the transformation agenda.

## 2.14 Learning and Teaching with Technology (LTwT)

### 2.14.1 WiSeUp Usage

WiSeUp usage has been consistent since the beginning of the second semester, although a slight decline was noticed in September. However, average course views picked up again in October and November from 35 246 to 43 524 per day. While year modules continued to be taught on Blackboard, all second-semester courses were taught on Moodle. This prepared for a smooth transition (for all modules) from Blackboard to Moodle during the 2022 academic year. All course content previously available on Blackboard has been migrated to Moodle. However, each course may still require restructuring and redesigning because of the incompatibility of the two platforms. On average, 2 784 courses are active on Blackboard with 1081 instructors.

### 2.14.2 Academic Staff Development: LTWt

HoDs have identified eLearning Champions for each department. There are currently more than 120 e-Learning champions at WSU and this keeps increasing. The purpose of having e-Learning Champions is to encourage sharing good practices within departments. Training of e-Learning champions started in August 2021. The goal was to ensure that we could coordinate small sessions and establish e-Learning teams and communities of practice (CoP) within departments.

Applied Sciences, Department of Tourism, Hospitality and Sport Management and Accounting in BCC have started already to have a departmental workshop where e-learning champions shared and assisted other colleagues on how to develop their courses on Moodle.

On 9 November, 2021, Dr Tatira (TAU Fellow and e-Learning Champion) led a CoP with the Faculty of Educational Sciences in Mthatha Campus. Theme: Independent and Active Learning using Digital Technologies.

The e-Learning Task Team led by Mr L Mdanyana, Dr J Lukose and M Mbodila conducted a 3-day

Pedagogies of Online Assessment workshop from 8-10 November, 2021. Lecturer participation was commendable. However, only between 8 - 15 e-Learning champions attended. The course still needs to be developed online to be accessed anytime for lecturer convenience.

## 2.15 Grassroots Events 2021

Grassroots events continue to be valuable for lecturers across faculties/campuses to meet and share ideas and good practices on blended learning or learning and teaching with technology. It has been observed that even novice lecturers could submit their own case studies and share their own experiences. This is a community that helps to identify e-Learning champions and areas of development.

The event took place across all WSU campuses on 25-29 October, 2021. The Theme of the 2021 Grassroots event was "Adapting and navigating the blended teaching and learning approach during and post COVID-19 pandemic: Best practices at WSU". Participants were expected to share their experiences of using digital technologies in blended learning and teaching in; (1) sharing content with students in blended learning environments, (2) Creating collaborative and engaging spaces for enhanced students' learning experiences in blended learning and, (3) Challenges and solutions in Assessment for and of learning, and providing feedback to students.

## 2.16 Student Development/Training (LTWT)

One of the challenges experienced with student training is that some lecturers have not uploaded material on Moodle. It would be good if lecturers could upload material, sample tests and sample assignments and then request training of their students so that when the training happens, students are not trained on a dummy course but rather on their actual content/course relevant to them.

## 2.17 Evaluation of Teaching

Several staff members requested to have their courses evaluated online using the learning management system, which assists in helping students complete the evaluation forms in campus eLearning centres.

## 2.18 Our 2021 registration numbers were:

CAMPUS	FIRSTTIME ENTERING STUDENTS	RETURNING STUDENTS	2021 TOTAL	2020 TOTAL
Buffalo City Campus	1 529	5 911	7 440	7 003
Butterworth Campus	1 444	4 863	6 307	5 992
Mthatha Campus	3 634	10 408	13 308	12 511
Queenstown Campus	1 119	2 799	3 918	3 335
<b>Grand Total</b>	<b>7 726</b>	<b>23 981</b>	<b>30 973</b>	<b>28 841</b>

Other enrolment statistics - Enrolment by gender

2021	Male		Female		Total
Post Graduate	693	44.6%	966	55.4%	1 659
Under Graduate	13 116		16 198		29 314
<b>Total</b>	<b>13 809</b>		<b>17 164</b>		<b>30 973</b>

Post Graduate	504	43%	716	57%	1 220
Under Graduate	11 874		15 747		27 621
<b>Total</b>	<b>12 378</b>		<b>16 463</b>		<b>28 841</b>





## Enrolment by population group

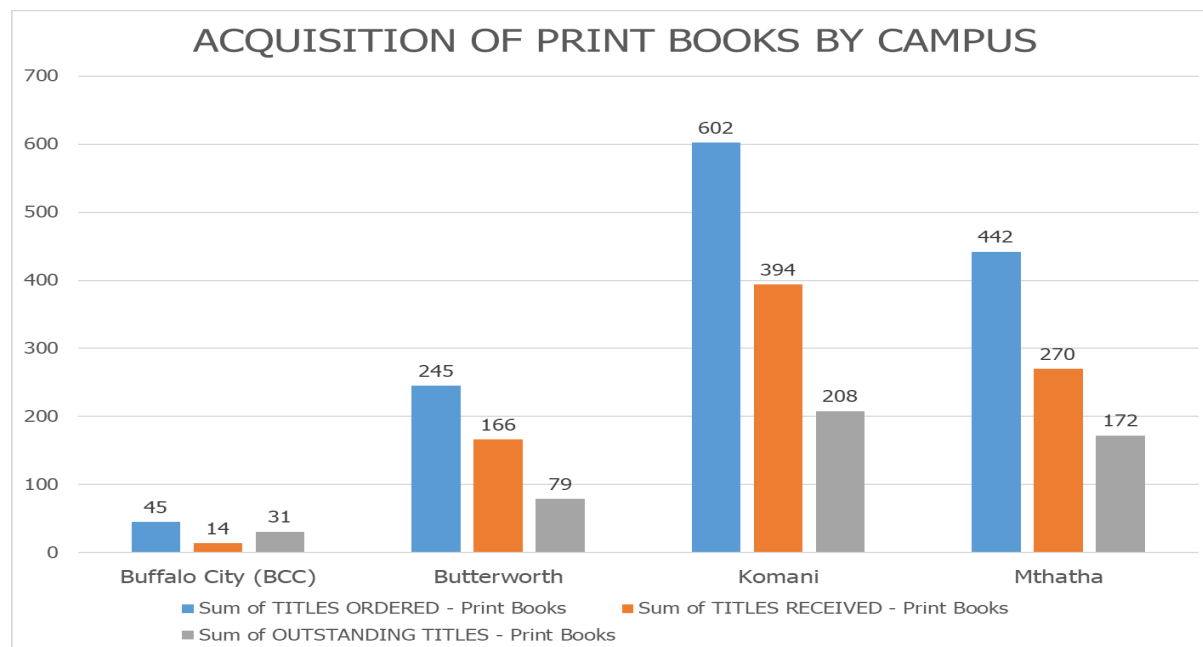
2021	AFRICAN		COLOURED		INDIAN		WHITE		Total
Post Graduate	1 560	99.2%	15	0.2%	23	0.3%	61	0.3%	1 659
Under Graduate	29 156		60		61		37		29 314
<b>Total</b>	<b>31 450</b>		<b>75</b>		<b>84</b>		<b>98</b>		<b>30 973</b>
2020	AFRICAN		COLOURED		INDIAN		WHITE		Total
Post Graduate	1 161	99.2%	3	0.2%	14	0.3%	43	0.3%	1 220
Under Graduate	27 472		48		70		31		27 621
<b>Total</b>	<b>28 633</b>		<b>51</b>		<b>84</b>		<b>74</b>		<b>28 841</b>

## PART E: LIBRARY AND INFORMATION SERVICES

### 3.1 Acquisition of Teaching and Learning Resources by Campus Libraries

The ordering process of books (both print, e-prescribed and recommended textbooks) has been very slow in 2021 due to disruptions caused by COVID-19 and the constant student unrest in some campuses such as Butterworth. BCC has also been affected because academics had to work from home, making it difficult for the librarians to communicate with them and receive orders. However, most academics did recommend new and updated items for their subjects. BCC and Butterworth managed to order a few electronic prescribed and recommended textbooks from EBSCO, but Mthatha and Komani libraries could not order electronic books this year. The budget utilised to collect teaching and Learning resources and the total number of titles ordered is reflected in the tables and graphs below for all campus libraries.

FIGURE 1: ACQUISITION OF PRINT BOOKS BY CAMPUS



### 3.2 User Education

The Library continuously provides students and staff with skills for navigating the information resources. Virtual and face-to-face training has been conducted on the library's subscribed electronic resources (including e-books, databases, electronic journals), research and learning tools such as EndNote and Turnitin, and the Library Catalogue. Table 5 below provides the number of staff and students trained per campus from July to November, 2021. The training of both students and staff is voluntary. However, academic staff training has attracted several students to be trained and thus increases library usage.

**TABLE 5: STAFF AND STUDENT TRAINING**

CAMPUS	STUDENTS	STAFF	TOTAL
MTHATHA	585	42	627
BUFFALO CITY (BCC)	293	60	353
BUTTERWORTH	176	54	230
QUEENSTOWN	39	10	49
<b>TOTAL</b>	<b>1093</b>	<b>166</b>	<b>1259</b>

### 3.3 Usage of the campus libraries

Library usage has not been high due to lockdowns. For instance, in July, August and September, 2021, there was a limit of 50 students using the Library. The gradual increase in the visits to the libraries can be attributed to the easing of the COVID-19 lockdown regulations and the extension of library opening hours until 21H00 and 22H00 in some libraries, and the opening of libraries on Saturdays.

**TABLE 6: LIBRARY USAGE/WALK-INS BY CAMPUS**

CAMPUS/LIBRARY	PERIOD			TOTAL
	JUL-AUG	SEP	OCT-NOV	
SASOL	1 088	3 208	5 257	9 553
ZAMUKULUNGISA	177	597	2 140	2 914
HEALTH SCIENCES	471	334	114	919
BUTTERWORTH	344	615	3 129	4 088
MASIBULELE	332	560	805	1 697
GREY STREET	335	392	570	1 297
BUFFALO CITY (BCC)	-	-	458	458
<b>TOTAL</b>	<b>2 747</b>	<b>5 706</b>	<b>12 473</b>	<b>20 926</b>

### 3.4 Institutional Library Projects

#### i. Summon Project

The new system – Summons – will be implemented at the beginning of 2022 and requires some specific fields in a bibliographic record. Therefore, the cataloguing staff and system librarian are working together to finish the project by the end of February 2022. Cataloguers are tasked to do the bibliographic editing record for print materials. System librarians create review files or lists to be used and distributed to all cataloguing staff. The purpose is to get the catalogue cleaned up for exporting records to Summons. This is the SEALS project involving the universities of Fort Hare, Rhodes, NMU and WSU since SEALS libraries share one library system and server hosted at Rhodes University.

#### ii. Turnitin Integration to LMS (Moodle)

Turnitin integration to Moodle is complete and operational. The E-Access Manager worked with ICT, LTWT and librarians on the project. After the project was completed, training of library staff and DLT was conducted by WSU in collaboration with UCT. As a result, a manual for Turnitin/Moodle project assignments has been developed and shared with Librarians, DLT and academic staff members for reference purposes.

### 3.5 Investment in Campus Libraries

#### 3.5.1 Redesign of audio-visual room and periodicals section for dual purpose use in Butterworth Library

Due to the size of the library laboratory (electronic room), which accommodates 30 computers and after social distancing, the capacity has been reduced to 13. This poses a challenge to unfunded students who do not have laptops to access online resources as they depend upon library computers. They also use library computers for their online learning (lectures and assessments). 2021 CAPEX budget of R47 700.00 has been prioritised to purchase 20 computers for the audio-visual room and Periodicals Section. The following has already been completed with regards to this project:

- ICT and Operation have done the feasibility study.
- The library has requested the Department of Operations to purchase 15 plugs for the audio-visual room.
- ICT will pay for the installation of 25 network points.

- The process of buying computers is already with the Procurement Department, and this project will be complete by the end of January, 2022.

### 3.5.2 **Buffalo City Library Maintenance and Security Improvement**

Minor works for the maintenance of the Potsdam and College Street libraries have been done this semester. An architect has been invited to redesign the library spaces to improve the conditions. The three City Libraries' security gates have been prioritised for maintenance.

### 3.5.3 **Mthatha Compass Library projects**

#### 3.5.3.1. **Renovations of the Health Sciences Library (HSL) Computer laboratory**

The HSL's computer laboratory has been extended to a capacity of 40 computers. Computer desks have been purchased. The ICT Department is installing the power and network connections and is expected to complete the project by the end of January, 2022.

#### 3.5.3.2. **Relocation of Africana and Special Collections (ASL)**

The process of relocating the ASL collection from the basement to the ground floor, currently housing the periodicals, is ongoing. The analysis of the collections has been completed. We are now clearing the space on the ground floor.

#### 3.5.3.3. **Installation of High-Density Shelving System**

The installation of a mobile, high-density shelving system has been initiated. This will be centralised storage for less-used information resources such as print journals and duplicate textbook copies from the three campus libraries (Sasol, Zamukulungisa and Health Sciences) and be accessible to library users via the Library Catalogue.

### **Filming of the Broster Beadwork Collection (04 & 05 October 2021)**

The Eastern Cape Provincial Arts and Culture Council (ECPACC) consulted the University through the South African Heritage Resources Agency (SAHRA) to film the Broster Beadwork Collection (BBC) for a documentary called Women in Craft. After a series of consultations between WSU, ECPACC, and the Qebe Village community (where Mrs J. Broster collected the beaded objects), their principal photographer, and the South African Film Academy, the parties agreed on the project. After approval by the Office of the Vice-Chancellor, the filming project took place on 4-5 October, 2021. The project will play a vital role in developing and marketing the BBC digital archive.

#### 3.5.3.5 **Book Donations to Schools, Libraries and Traditional Authorities - NMD Site**

In support of our communities, WSU joined a drive to promote reading literacy at schools, an initiative of the amaMpondo Princess, Stella Sigcawu, by making book donations to schools, public libraries and to headmen for areas that do not have libraries. Representatives of the above are continually invited to select books from the Dr Nxasana Donation, which is currently at Sasol Library. Princesses from other Kingdoms have also been invited to nominate schools and public libraries to select books from the donation. These Princesses include; Princess Caciswa Ndamase of Enyandeni Great Place, Libode, Princess Lukho Matanzima of AbaThembu, Cofimvaba, Princess NomaGcaleka Sigcau of AbaThembu of the North and Princess Zanele Dalindyebo of AbaThembu, Bumbane.

The following libraries and schools have already visited the University at Mthatha Campus to select books:

- Victor Poto High School under Princess Ndamase visited on the 11/08/2021
- Arthur Mfebe Senior Secondary School visited on 12/08/2021
- Jonguhlanga Junior Secondary School visited on 12/08/2021
- Ntabankulu Public Library visited on 18/08/2021
- Dutywa Public Library visited on 19/08/2021
- Ntabankulu High School selected five boxes of books on 02/09/2021
- Clarkebury S.S.S selected 23 boxes on 08/09/2021
- Ntabethemba NGO selected two boxes of books on 21/09/2021
- Arthur Mfebe Senior Secondary School visited on 21/09/2021 and selected ten boxes of books
- The Western Tembuland Kingdom visited on 15/10/2021 and selected five boxes of books



## PART F: RESEARCH AND INNOVATION

### 4.1 Enhancing Capacity for Relevant and Impactful Research

A Research and Innovation Mentoring and Coaching Programme (RIMCP) was launched to enhance the capacity to conduct relevant and impactful research sustainably. RIMCP, in the second half of 2021, hosted the first Mentor Training Workshop on 2-3 September 2021 in East London on the theme “Mentoring for Academic Career Development”. The programme was graced by 9 Senior WSU scholars who volunteered to serve as mentors to 12 mentees participating in the programme. A review conducted at the end of the workshop revealed that the Workshop greatly enriched mentees and mentors. Each Mentor formulated a Personal Mentoring Statement that indicated a profound connection to the programme’s ethos.

A follow-up motivational workshop for Mentors and Mentees was held on 3 November, 2021 to enable Mentors and Mentees to forge a standard view of the future, formulate mentorship goals, sign mentorship MoUs and agree on ways of pursuing the agreed objectives. The progress made so far in the RIMCP initiative represents a crucial ‘first’ for WSU in its efforts to equip emerging and novice academics with the competencies and professional outlook to become seasoned scholars in a WSU that envisions itself as an ‘Impactful, technology-infused African University’ and that has committed itself anew to the pursuit of excellence.

To radically increase the number of NRF-rated researchers in the University, two strands of NRF rating mentorship initiatives have been introduced; the one funded by NRF and the other by the University, as one of its UCDG-supported research and innovation projects. On 18 November, 2021 a facilitated Research Profile Writing Workshop was held for potential researchers interested in applying for a rating in the 2021/2022 cycle. Those deemed not ready to apply immediately will be supported to continue building their profiles until their mentors and external reviewers adjudge them as having strong enough profiles to present themselves for rating.

The University applauds one of its researchers, Professor Adebola Oyediji, who obtained a successful rating review from C3 to C2. The review outcome was communicated to the University in November, 2021. Currently, the University has 11 NRF-rated researchers, from a modest base of four (4) in 2019.

**TABLE 7: WSU NRF-RATED RESEARCHERS AS OF NOVEMBER 2021**

TITLE	NAME	FACULTY/UNIT	STATUS OF EMPLOYMENT	RATING CATEGORY
Prof	A Oyediji	Natural Sciences	Permanent	C3
Prof	B Nkeh-Chungag	Natural Sciences	Permanent	C3
Prof	E Sone	Humanities, Social Sciences and Law	Permanent	C3
Prof	RN Songca	Vice Chancellor	VC	C3
Dr	S Akinlabi	Science Engineering & Technology	PDRF	C3
Prof	AS Niba	Natural Sciences	Permanent	C3
Dr	R Taziwa	Science Engineering & Technology	Permanent	Y2
Dr	H Mungondori	Science Engineering & Technology	PDRF	Y2
Prof	F Ganda	Management Science	Permanent	Y2
Prof	NR Jere	Science Engineering & Technology	Permanent	Y2
Dr	OO Oladimeji	Health Science	Contract	Y2

**TABLE 8: NRF-RATED RESEARCHERS (2014-2021)**

2014	2015	2016	2017	2018	2019	2020	Q4 2021
2	2	2	3	4	4	8	11

To assist academic staff in upgrading their qualifications, the University has instituted an Academic

Postgraduate Advancement Programme (APgAP). It supports eligible staff with funds for research and tuition top-up and helps engage time-on-task lecturers to replace APgAP beneficiaries on research leave. Thirty (30) academics pursuing master's and doctoral studies have been enlisted in the programme. APgAP seeks to change WSU's unimpressive academic staff qualification profile positively. Currently, only 20 academic staff have doctoral degrees (less than half the national average), while 40% have a Master's as the highest qualification. A significant proportion of academic staff - 20% - have qualifications below Master's. Academics in this last cohort are, technically, not suitably qualified to hold academic positions in the South African context. As of October, 2021 13 APgAP beneficiaries had indicated an interest in taking research leave of six months on average.

The following key capacity development initiatives had been undertaken as of 30 September, 2021 in furtherance of the goal of enhanced capacity for relevant and impactful research:

- Research Ethics training (151 attendees - faculty and institutional research ethics committee members; postgraduate supervisors, Research Office staff, and other academics)
- Research Policy Roadshow (79 academics - various faculties)
- Research funding proposal development (175 attendees from all faculties)
- First-time Author support workshops (139 participants - all faculties)
- Training in the use of advanced data analysis software (200 participants - all faculties)

## 4.2 Accelerated Growth in Research Output

As of 10 November, 2021 provisional publication figures stood at 153,59 units (excluding 'accepted' articles), based on researchers' submissions to the Research Directorate. With more submissions expected by the end of the year, the University is on track to exceed its 2020 publication output (160,63 units). Should that happen, the University would have reached yet another publication milestone. The last milestone was the 160,63 units produced in 2020.

**TABLE 9: TOTAL PUBLICATION UNITS (THREE-YEAR COMPARISON)**

ITEM	2018	2019	2020	2021 (10 NOV)
Total Research Outputs units (Journals, conference proceedings, books, book chapters)	63,97	95,2	160,63	153,59 (provisional)

A total of four (4) Postdoctoral Research Fellows (PDRFs) joined the University between January and June 2021, and another four between June and August 2021, bringing the total of new PDRFs to eight (8) as of 30 September, 2021. So far, the new PDRFs have contributed 5,21 research output units to the provisional publication figure stated in the table above. Overall, PDRFs produced 10,11 publication units as of 30 September, 2021. This figure is expected to increase as more submissions are received by the Research Directorate. It would be a positive indication that the University's effort to expand its PDRF programme as a mechanism for boosting research output growth, utilising Council-approved funds, NRF, MRC and other external grants, has yielded positive results.

**TABLE 10: RESEARCH OUTPUT BY PDRFS**

DESCRIPTION	OUTPUT AS OF 30 SEPTEMBER 2021,
TOTAL PUBLISHED OUTPUT (UNITS)	10,11
TOTAL 'ACCEPTED' OUTPUT PENDING PUBLICATION UNITS	13,33

Research output by first-time authors stood at 7,5 units as of 30 September, 2021 - up from 6,74 units reported for June, 2021. With more publication submissions expected from researchers by the end of the year, there is a good possibility that the output figure for 2020 (8,8 units) for this cohort will be exceeded. The Research Directorate continues to support first-time authors in the firm belief that this cohort of researchers presents a massive opportunity in the University's pursuit of accelerated growth in research output. As of 30 September, 2021 the Research Directorate supported 40 academics to attend local and international conferences. Some conferences were attended physically, whereas some were virtual.

## 4.3 Grow-your-own-timber (GYOT) Programme

The University has enrolled 12 students as beneficiaries in its Grow-Your-Own-Timber (GYOT) initiative - a programme designed to provide mentorship and other targeted support to academically top-performing

South African Honours students in various disciplines with the goal of 'enticing' them to an interest in academic careers.

**TABLE 11: ROLLOUT OF GROW-YOUR-OWN-TIMBER (GYOT) PROGRAMME - 2021**

NO	DETAILS	
1.	NAME OF BENEFICIARY	Ms T Diniso
	QUALIFICATION TYPE	Doctoral
	QUALIFICATION ENROLLED	PhD In Natural Science
	ACADEMIC MENTOR	Prof. O Oyedeki
	DEPARTMENT	Chem & Phy. Sc.
	CAMPUS	Mthatha
2.	NAME OF BENEFICIARY	Ms Al Kamnqa
	QUALIFICATION TYPE	Honours
	QUALIFICATION ENROLLED	Honours in Geography
	ACADEMIC MENTOR	Ms C Magaqa
	DEPARTMENT	Bio. & Env. Sc.
	CAMPUS	Mthatha
3.	NAME OF BENEFICIARY	Mr ES Vayis
	QUALIFICATION TYPE	Honours
	QUALIFICATION ENROLLED	B.Admin Honours
	ACADEMIC MENTOR	Dr Y Yako
	DEPARTMENT	Human Biology
	CAMPUS	Mthatha
4.	NAME OF BENEFICIARY	Mr M Ndamase
	QUALIFICATION TYPE	Honours
	QUALIFICATION ENROLLED	B.Admin Honours
	ACADEMIC MENTOR	Dr Y Lukman
	DEPARTMENT	Admin & Hosp. Man
	CAMPUS	Mthatha
5.	NAME OF BENEFICIARY	Ms Msindwana
	QUALIFICATION TYPE	Honours
	QUALIFICATION ENROLLED	B.Ed Honours
	ACADEMIC MENTOR	Dr I Kariyana
	DEPARTMENT	CPTD
	CAMPUS	Mthatha
6.	NAME OF BENEFICIARY	Ms O Nteyi
	QUALIFICATION TYPE	Honours
	QUALIFICATION ENROLLED	B.Ed Honours
	ACADEMIC MENTOR	Dr N Mapangwana
	DEPARTMENT	CPTD
	CAMPUS	Mthatha
7.	NAME OF BENEFICIARY	Ms A Joe
	QUALIFICATION TYPE	Honours
	QUALIFICATION ENROLLED	B.Ed Honours: Inclusive Education
	ACADEMIC MENTOR	Mr DP Tyebileyo
	DEPARTMENT	Education
	CAMPUS	Komani



NO	DETAILS	
8.	NAME OF BENEFICIARY	Ms SS Madikane
	QUALIFICATION TYPE	Honours
	QUALIFICATION ENROLLED	B.Ed Honours: Inclusive Education
	ACADEMIC MENTOR	Dr S Matope
	DEPARTMENT	Education
	CAMPUS	Komani
9.	NAME OF BENEFICIARY	Ms PY Silwanyana
	QUALIFICATION TYPE	Masters
	QUALIFICATION ENROLLED	MSc Zoology
	ACADEMIC MENTOR	Dr SK Kuria
	DEPARTMENT	Bio & Env. Sc
	CAMPUS	Mthatha
10.	NAME OF BENEFICIARY	Mr MQ Fihla
	QUALIFICATION TYPE	Masters
	QUALIFICATION ENROLLED	MSc Chemical Pathology
	ACADEMIC MENTOR	Prof. T Apalata
	DEPARTMENT	Lab. Med & Path
	CAMPUS	Mthatha
11.	NAME OF BENEFICIARY	Mr M Qoyi
	QUALIFICATION TYPE	Masters
	QUALIFICATION ENROLLED	Master of Education
	ACADEMIC MENTOR	Dr AR Boadzo
	DEPARTMENT	CPTD
	CAMPUS	Mthatha
12.	NAME OF BENEFICIARY	Mr SS Mayeza
	QUALIFICATION TYPE	Masters
	QUALIFICATION ENROLLED	Master of Education
	ACADEMIC MENTOR	Prof. N Diko
	DEPARTMENT	CPTD
	CAMPUS	Butterworth

#### 4.4 Enhanced postgraduate development

The table below summarises the postgraduate capacity building activities carried out as of September 2021.

**TABLE 12: PG CAPACITY-BUILDING PROGRAMMES HELD AS OF 30 SEPTEMBER 2021**

NO	NAME OF WORKSHOP/ COACHING EVENT	NUMBER OF PG STUDENTS	LEVEL OF STUDY	CAMPUS	FACULTY	DATE
1	Entrepreneurship	36	PhD & Masters	Mthatha	All	2021-02-09
2	Employability	27	PhD & Masters	Mthatha	All	2021-02-26
3	Peer-to Peer Workshop	31	PhD & Masters	Mthatha	All	2021-02-19
4	Writing for Publication	22	PhD & Masters	Mthatha	All	2021-03-05
5	Turnitin and Endnote Training	28	PhD & Masters	Mthatha	All	2021-04-06

6	Atlas-ti Training	37	Doctorates & Masters Students	Mthatha	Educational Sciences	02-09-21
		28	Doctorates & Masters Students	Mthatha	Humanities, Social Sciences & Law	09-09-21
		37	Honours Students	Mthatha	Humanities, Social Sciences & Law	10-09-21
		51	Honours Students	Komani	Education & School Development	16-17 Sep 2021

The University applied for Phase 2 of the Nurturing Emerging Scholars Programme (NESP) in the first half of 2021. It was awaiting the outcome of its application at the end of November 2021. NESP, a DHET funding instrument for Honours students seeking to pursue Master's studies, aligns well with the University's postgraduate pipeline development drive. Under NESP Phase 1 (in 2020), WSU was awarded five positions. The awardees enrolled for Master's studies in 2021. One is studying towards Master of Science in Computer Science (at a French university, offered in partnership with the French Embassy in South Africa). Two are enrolled in Zoology and one each in Medical Microbiology and Geography.

#### 4.5 Research Innovation

The research innovation and Intellectual Property (IP) commercialisation improved in 2021. Table 13 summarises indices of our innovation activities as of November 2021.

**TABLE 13: INNOVATION ACHIEVEMENT INDICES AS OF NOVEMBER, 2021**

CALENDAR YEAR KEY PERFORMANCE INDICATOR	2020		2021			COMMENT
	Target	Actual	Target	Actual	Achievement level	
INVENTION DISCLOSURES	3	5	10	14	140%	
PATENT APPLICATIONS	3	2	3	2	66,7%	
TRADEMARK APPLICATIONS	2	1	1	0	0%	Three software Apps currently in development, with potential for trademark applications
PROTOTYPES DEVELOPED	3	1	3	1	33%	A road maintenance prototype was produced. Six potential prototypes under research and development
IP COMMERCIALISATION	0	0	1	0	0%	Four projects under consideration
INNOVATION PROJECTS FUNDED	5	3	4	9	225%	

## PART G: COMMUNITY ENGAGEMENT & INTERNATIONALIZATION

This report covers new and ongoing WIL projects, students' placement and funding, work-preparedness workshops, and site visits.

Some academic programmes offered by the university require that students spend a certain period in the workplace to integrate the theory they learn in the classroom with practice. Students studying these programmes cannot graduate unless they complete the WIL component of their studies. The WIL unit finds placements and

coordinates the entire process until the students pass the experiential learning component. The unit also places unemployed WSU graduates on internships with the help of funding from different institutions.

## **5.1 Community Engagement Projects**

### **5.1.1 The LGSETA Projects**

WSU signed an MoA with the Local Government Sector Education and Training Authority (LGSETA) to fund WIL students with a stipend of R2500 per month for 12 months. For the period under review, the university received R461 933.75 from LGSETA to support 173 students in the Faculty of Engineering with a breakdown: 38 students in a Civil Engineering programme, 56 in Electrical engineering and 79 students in Mechanical Engineering. The students are expected to complete their WIL in May 2022, due to COVID-19.

### **5.1.2 W&RSETA Project**

The partnership between WSU and the Wholesale and Retail Sector Education and Training Authority (W&RSETA) led the W&RSETA to support students doing WIL with R 498 750.00. Fifty students registered in Marketing and Hospitality Management programmes benefited from the project. This was a three months WIL project which ended in November 2021.

### **5.1.3 CHIETA Funding for the COVID-19 Vaccine Research Project**

During the reporting period, WSU was awarded R3,5 Million for the proposal submitted by the CE and I Directorate to CHIETA for the COVID-19 Vaccine Research Project that WSU is rolling out in partnership with North-West University. Other partners include; the University of Nairobi's KAVI Institute of Clinical Research; L'Institut de Recherche en Santé, de Surveillance Épidémiologique et de Formation (Institute for Health Research, Epidemiological Surveillance and Training, IRESSEF) from Senegal; the University of Botswana; the Mother and Child University Hospital of the Jeanne Ebori Foundation, Gabon; the University of Bonn, Germany; and Slovenia's National Institute of Biochemistry, and Sefako Makgatho University.

### **5.1.4 CSIR-SASCE Partnership Project**

CSIR has partnered with the Southern African Society for Co-operative Education (SASCE). This organised body supports individuals and institutions to integrate learning with quality in-service training in Africa to fund WSU students doing WIL. The CSIR-SASCE project has funded 67 WIL students in Analytical Chemistry, Mechanical Engineering, Electrical Engineering, and Civil Engineering. Students are paid R3000 each for six months.

### **5.1.5 The African Footprint of Hope Organisation (NPO) - Civil Engineering Internship Project**

The African Footprint of Hope Organisation (AFHO) is an NPO that has focused on developing youth and communities in the Eastern and Western Cape provinces since 2019. This semester, it has supported 28 Civil Engineering graduates with a stipend of R2500 per month for 12 months.

### **5.1.6 The Eastern Cape e-Skills CoLab**

The Eastern Cape e-Skills ICT for Rural Development CoLab exists through an MOA signed with NEMISA, a state-owned entity reporting to the Department of Communications and Digital Technologies. The CoLab is located within the Buffalo City Campus in the Faculty of Science, Engineering and Technology (FSET) at Walter Sisulu University. The Dean is the chair of the CoLab Management Committee.

This report reflects the activities that the CoLab engaged in during the first and second quarters in the 2021/2022 financial year. The 2021/2022 funding agreement between WSU and NEMISA was signed on 29 April, 2021 for the training of:

- 3750- basic digital skills participants using mobile devices (i.e., smart phones), especially in areas with limited or no computer infrastructure
- 94 - 4IR specialist skills for ICT practitioners, specifically in Cisco and/or IBM courses
- 90 - Coursera participants
- 100 - digital transformation advocacy and awareness campaigns
- 2430 - Basic mobile literacy

So far, about 1980 communities were trained in the second semester of 2021 by the CoLab.



**TABLE 14: TRAINING BY COLAB IN THE EC FROM AUGUST TO DECEMBER 2021**

NO.	DATE	TOWN/CITY/AREA	MUNICIPALITY	PARTICIPANTS
1	11 August	Venterstad	Walter Sisulu LM	15
2.	11 August	Venterstad	Walter Sisulu LM	22
3.	12 August	Venterstad	Walter Sisulu LM	24
4.	16 August	Mdantsane	Buffalo City MM	32
5.	16 August	Potsdam Village	Buffalo City MM	33
6.	17 August	Mdantsane, NU9	Buffalo City MM	16
7.	18 August	Mdantsane	Buffalo City MM	12
8.	19 August	Gompo	Buffalo City MM	34
9.	19 August	Santa, Ward 46	Buffalo City MM	23
10.	24 August	Khayaletu, Komani	Enoch Mgijima LM	29
11.	24 August	Nxahuni Village	Buffalo City MM	34
12.	25 August	Ncera Village	Buffalo City MM	31
13.	25 August	Lower Didimana, Komani	Enoch Mgijima LM	38
14.	26 August	Thembaletu, Komani	Enoch Mgijima LM	29
15.	26 August	Unit P, Mdantsane	Buffalo City MM	18
16.	30 August	Kwazulu, Ntabankulu	Ntabankulu LM	39
17.	31 August	Kwazulu, Ntabankulu	Ntabankulu LM	16
18.	31 August	Mlakalaka	Buffalo City MM	12
19.	1 September	Mjila, Ntabankulu	Ntabankulu LM	26
20.	1 September	Sweetwaters	Buffalo City MM	20
21.	2 September	Tambo Village, Bisho	Buffalo City MM	34
22.	2 September	Tlali, Ntabankulu	Ntabankulu LM	32
23.	3 September	Cedarville, Ntabankulu	Ntabankulu LM	13
24.	8 September	Unathi High, Cambridge	Buffalo City MM	25
25.	9 September	Needs Camp	Buffalo City MM	18
26.	13 September	Zwelitsha	Buffalo City MM	26
27.	14 September	Qokolweni, Mthatha	KSD LM	22
28.	15 September	Dalaguba, Libode	Nyandeni LM	24
29.	16 September	Mxhalanga Village, KWT	Buffalo City MM	20
30.	16 September	Tsolo - 16 September	Mhlontlo LM	29
31.	17 September	Cuba Village	Buffalo City MM	19
32.	20 September	Elunyaweni, Ugie	Elundini LM	31
33.	20 September	Mthatha	KSD LM	15
34.	21 September	Lusikisiki	Ingquza Hill LM	25
35.	21 September	Upper Sinxalo, Maclear	Elundini LM	28
36.	22 September	Mount Fletcher	Elundini LM	29
37.	22 September	Port St Johns	Port St Johns LM	19
38.	23 September	Mohoabatsane, Mount Fletcher	Elundini LM	18
39.	23 September	Mthatha	KSD LM	33
40.	28 September	Barkley East	Senqu LM	22
41.	28 September	Ngqeleni	Nyandeni LM	21
42.	29 September	Lady Grey	Senqu LM	22
43.	29 September	Qumbu	Mhlontlo LM	21
44.	30 September	Sterkspruit	Senqu LM	35

NO.	DATE	TOWN/CITY/AREA	MUNICIPALITY	PARTICIPANTS
45.	30 September	Flagstaff	Ingquza Hill LM	17
46.	1 October	Port St Johns	Port St Johns LM	16
47.	2 October	Ncera	Buffalo City MM	7
48.	4 October	Klipplaat	Dr Beyers Naude	27
49.	5 October	Steynsburg	Walter Sisulu LM	16
50.	5 October	Jamestown	Walter Sisulu LM	16
51.	5 October	Steytlerville	Dr Beyers Naude	18
52.	6 October	Willowmore	Dr Beyers Naude	22
53.	6 October	Venterstad	Walter Sisulu LM	21
54.	7 October	Abeerden	Dr Beyers Naude	18
55.	7 October	Burgersdorp	Walter Sisulu LM	23
56.	8 October	Aliwal North	Walter Sisulu LM	6
57	8 October	Graaf Reinet	Dr Beyers Naude	21
88	11 October	Misgund	Koukamma LM	20
59	11 October	Pearston	Blue Crane LM	37
60	12 October	Clarkson	Koukamma LM	20
61	12 October	Cookhouse	Blue Crane LM	21
62	13 October	Paterson	Sundays River Valley	27
63	13 October	Humansdorp	Kouga LM	23
64	14 October	Alicedale	Makana LM	21
65	14 October	Hankey	Kouga LM	13
66	15 October	Makhanda	Makana LM	31
67	16 October	Zimbane	KSD LM	49
68	18 October	Soto, Komga	Greater Kei LM	23
69	19 October	Siwela, Libode	Nyandeni LM	18
70	19 October	Marselle	Ndlambe LM	29
71	20 October	Lusikisiki	Ingquza Hill LM	23
72	20 October	Joe Slovo, Lusikisiki	Ingquza Hill LM	16
73	21 October	Port Alfred	Ndlambe LM	12
74	21 October	Mkhankatho, Libode	Nyandeni LM	31
75	20 October	Kenton	Ndlambe LM	23
76	22 October	Zinkumbini, Libode	Nyandeni LM	19
77	25 October	Mdantsane	Buffalo City MM	14
78	26 October	Kariega	Nelson Mandela	26
79	27 October	Nqamakwe	Mnquma LM	20
80	27 October	Motherwell, Gqeberha	Nelson Mandela MM	17
81	28 October	Alexandria	Ndlambe LM	16
82	28 October	Walmer, Gqeberha	Nelson Mandela MM	18

Training mainly occurred in June, August, September and October as the lockdown level in July 2021 did not permit physical gatherings. The ability for the CoLab to train was dependent on the lockdown restrictions and fluctuating levels.

## 5.2 Internationalisation Perspective

### 5.2.1 WSU and Medical University of Graz Exchange Programme

WSU hosted five exchange students from the Medical University of Graz, Austria, on an 8-week exchange

programme which ended on 31 December ,2021. All five medical students enrolled for the electives (in the medical programme) and were based at Frere Hospital in East London. The Medical University of Graz, Austria, will host three WSU's Medical Sciences students from January 2022 for eight weeks.

### 5.2.2 National Partnerships to Enhance Community Engagement

WSU continued to seek new partners to work with to improve students' placement and increase its impact in terms of research and scholarship of teaching and learning.

**TABLE 15: MOUS SIGNED FROM AUGUST-DECEMBER 2021**

NO	PARTNERSHIP	PERIOD	FOCUS AREA
1.	University of Johannesburg	5 years	Research collaboration, community engagement
2.	STEMpower Inc.	2	Community engagement
3.	The Chemical Industries Education and Training Authority (CHIETA)	2	Funding of the development of the Covid-19 vaccine
4.	The Eastern Cape Department of Health	3	Rolling out of telemedicine to selected hospitals in the EC
5.	Safety and Security Sector and Training Authority (SASSETA)	5	Funding of WIL, Internships and Bursaries

### 5.2.3 Scholarship of community engagement in practice

In promoting development in our local communities, Academic Advisors conduct outreach services to WSU feeder schools and present at local/regional career expos. During this period, the BCC Academic Advisor was invited to present at a local career expo, as demonstrated below:

**TABLE 16: SCHOLARSHIP OF COMMUNITY ENGAGEMENT IN PRACTICE**

INDIVIDUAL SESSIONS			
CAMPUS	NO OF SCHOOLS	NO OF LEARNERS	PLATFORM
BUFFALO CITY	5	59	Face-to-face and WhatsApp
BUTTERWORTH	1	1	
<b>TOTAL</b>	<b>6</b>	<b>60</b>	

## PART H: STUDENT LIFE

### 6.1 Student Experience

Student affairs is a critical component of the higher education student experience. The work done by student affairs professionals helps students begin a lifetime journey of growth and self-exploration through their student development programmes, which further contributes to the quality of students' learning experience and academic success. The division is responsible for various aspects of student life. These include Student Leadership and Governance, Student Residence, Sport and Culture, Health Services including Campus clinics and Counselling Services (Mental Health). The division works collaboratively with other Departments and Divisions, such as the Directorate of Learning and Teaching in student access and success. The months of July to November saw the Division focusing more on issues of GBV, alcohol abuse campaigns, health, wellness and safety and the 2021/22 SRC elections. All four campuses successfully convened their Campus SRCs on 23 November, 2021. Constituting of Institutional Student Representative Council (ISRC) will be done on 26 November, 2021

### 6.2 Health & Wellness: Vaccination on Campus

#### 6.2.1 Buffalo City Campus

On the 11 October ,2021, the Department of Health, BCC Sub-district, and Transnet personnel visited Walter Sisulu University Potsdam campus to continue with the COVID-19 vaccination programme for one day, i.e. 13 October, 2021. Transnet had two COVID-19 ambassadors for COVID-19 vaccination campaign awareness, i.e. former Kaiser Chiefs and Bafana-Bafana soccer team players, Mr Lucas Radebe, and Mr

Linda Buthelezi, were part of the team that visited the BCC Potsdam site.

#### **6.2.2 Butterworth**

On 20-21 October, the Department of Health vaccinated 200 students and staff members. On the first day, the team was placed at the Village residence. On the second day, it was placed at the Tuckshop on campus. The HIV testing campaign was conducted by Beyond Zero, a non-profit organisation that is a partner of health services and which provided HIV Testing services at Village Residences on 20 October, 2021. Gender-based Violence and Substance Abuse Dialogue was in the Great Hall at the Butterworth Campus, where a round-table discussion was held with students. The dialogue was held on 19 October, 2021. Topics discussed linked rape and alcohol consumption.

#### **6.2.3 Komani**

The COVID-19 Vaccination programme was rolled out at the Grey Street Site of the Komani Campus and a total of 400 people were vaccinated, both staff and students. There is a continued effort to raise awareness about COVID-19 regulations to staff members and students. These parties are always encouraged to wear masks, maintain social distancing, wash hands and sanitise regularly.

#### **6.2.4 Mthatha**

A workshop in support of Students living with Disabilities was conducted from 6-7 October, 2021 by the Student Counselling Unit (SCU) in collaboration with the campus NSFAS team and Nelson Mandela University.

### **6.3 WACE Global Challenge Project Report**

This project collaborates with the Faculty of Education and Student Affairs. WACE Global Challenge is a sustainability strategy programme that aims to solve social issues.

Global Challenge Project Objectives:

- Demonstrate an understanding of the United Nations Sustainable Development Goals
- Demonstrate skills in problem identification
- Demonstrate skills in solution implementation for the identified problem
- Demonstrate ability to communicate and collaborate with team members across cultures
- Demonstrate an understanding of how the skills developed during this project relate to personal, professional and academic goal attainment

In Global Challenge #1, there were 116 students from 13 Institutions in 16 countries: Afghanistan, Australia, Brazil, Canada, China, India, Indonesia, Ireland, Kyrgyzstan, Namibia, Pakistan, South Africa, Tajikistan, UK, USA and Vietnam. Here is the list of institutions involved; the University of Exeter, University of Cincinnati, University of Leeds, University of Canberra, University of Central Asia, University of Western Australia, University of Victoria, Drexel University, McMaster University, Walter Sisulu University, New South Wales, University of Limerick and Namibia University of Science and Technology.

The WACE Global Challenge project is aligned with WSU's Vision 2030. It adds value to the institution's mission and vision as it utilises an online work-integrated learning system allowing WSU students to interact with international students. The department of student affairs and the Faculty of Educational Sciences selected 12 students for this programme which ran virtually for six weeks, and students were awarded certificates thereafter.

### **6.4 First-year Student Support**

On 20 October, 2021, in collaboration with DLT, the SCU coordinated financial literacy workshops for first-year students of the Faculty of Educational Sciences. An FNB financial advisor was invited to facilitate this workshop.

At BCC, the Unit organised a First Aid Training Workshop on 20-22 October, 2021. Dynamic Ambulances was appointed to conduct the training for 120 students who are substructures of the SRC, i.e. ALSCO, Faculty Councils, Res Committees, Peer Helpers, Peer Educators. In collaboration with other SDSS departments and Liquor Board, the unit hosted an event celebrating Heritage Month under the theme 'Masizazi sibuyel' embo' on 29 September 2021.

Butterworth SRC hosted an Academic Gala on 21 October, 2021. This event was intended to recognise students who excelled in the 2020 academic year. Two young speakers, Mr Sandiso Mbongo (LTD) and Mr Lunga Mantashe, were invited to provide words of encouragement to these students. Among the speakers on the day was Dr Mkozi from the Faculty of Engineering and Technology and Dr Shava from the Faculty of Management Sciences. On 22 October, 2021 the SRC issued 2100 sanitary towel packs to



women students at campus residences and POSAs.

## 6.5 Student Leadership and Governance

On 14 October, 2021 the student affairs organised a student Webinar entitled "Women in Leadership-Enhancing the capacity of Women in Higher Education". Prof Mzikazi Nduna from the University of Fort Hare was a guest speaker, and she touched on issues of gender and equity and building fellow women. The presenter from the students' side was WSU's ISRC President, Ms Phelo Mathentamo, who made a brief presentation on the participation of women in student leadership.

## 6.6 Woman in Leadership Empowerment

After the training of political formations, a need for empowering women was identified and a resolution was taken to organise a dialogue or debate for young women to motivate them to participate in leadership programmes. The event was held on 26 October, 2021 in the Mthatha Auditorium and was a great success. The occasion was graced by the main speaker from Cape Town (a young woman by the name of Ms Busisiwe Nxumalo), who has led in many areas of leadership.

On 22-24 October the Student Governance, Leadership and Development Unit, in partnership with the SRC, hosted a Creative Arts Festival at the Mthatha Campus. This programme celebrated Heritage Month and the fight against GBV. During this event, the choirs had an opportunity to perform with the BCM Orchestra. During the opening, Mr Ngobeni from the Music Department in Mthatha Campus was given an opportunity to conduct the Orchestra in Nkosi Sikele' iAfrica. Both drama and debate were adjudicated by a South African artist, Mr Mlamli Mangcala.

## 6.7 SRC Elections

The University held the 2021 SRC elections on 12 November, 2021. The initial date for SRC elections was 11 November 2021. However, due to the ITS upgrading that was taking place during this period, the date had to be moved from 11 to 12 November, 2021 to accommodate the SRC election schedule. The elections were online using a hybrid model where voting stations were also established at various campuses to accommodate students/voters that would need assistance during this period. The Independent Electoral Facilitators of Southern Africa (IEFSA) managed the Walter Sisulu University (WSU) SRC Elections for 2021. To ensure effective administration of the elections, IEFSA deployed four full-time campus presiding officers who administered electoral processes and ensured that the election timetable was strictly adhered to. The offices were operating from 09h00 until 16h00 daily. Due to technical glitches experienced during the voting period, elections were rolled over to 13 November, 2021 as a mitigating factor against the time lost and the collapse of onsite voting. Objections raised by some political structures were addressed as per the amended SRC Constitution. The table below shows the performance of voters per campus and the final results attached.

**TABLE 17: STUDENTS PARTICIPATION IN SRC ELECTION**

CAMPUS	NO OF STUDENTS ON VOTERS ROLL	NO OF VOTES CAST	PERCENTAGE POLL %
KOMANI	3812	2384	62.5
MTHATHA	13651	6343	46.5
BUTTERWORTH	6093	3465	56.9
BUFFALO CITY CAMPUS	7198	2984	41.5
TOTAL	30754	15176	49.3

It is important to note that both Campus SRCs (CSRC) and the Institutional Student Representative Council (ISRC) were constituted on 23 and 26 November, 2021, respectively.

## 6.8 Residences per Campus

### 6.8.1 Komani

Fifteen (15) Residence Mentors were trained on peer-to-peer facilitation, leadership and mentor-mentee relations from 1-4 September, 2021 at Hogsback. They were equipped with appropriate training skills and knowledge to deal with challenges faced by students. These mentors continue to assist students online and have since created a slideshow circulated on social media platforms for students to access.

The Residence office conducted a Gender-Based Violence Hiking Event at Twizza Mountain on 18

September, 2021 and themed "Fighting GBV-Choosing Me", which focused on empowering young women in Komani Campus Residences. Participants were female executives from House Committees at Komani Campus, Female Residences, Female Staff Members and Motivational Speakers. The Komani Campus Rector, Honourable Executive Deputy Mayor of Enoch Mgijima Municipality and Dr Ngqwala, a Motivational Speaker from Rhodes University, were also in attendance. There was a morning 6km hike and later a talk show where there were engagements on Gender-Based Violence. A candlelight ceremony was held to commemorate our 'FALLEN SISTERS' led by Rev Mfenyana and Rev September.

#### **6.8.2 BCC**

The Residence and Counselling Units hosted a Gender-Based Violence Webinar with the theme: "Unpacking gender-based violence - professional perspective" on 16 September 2021. The Webinar was held in a Hybrid mode—more than 60 students connected in a virtual session. More than 30 students attended the contact session held at Potsdam Auditorium and brought about vibrancy and robust discussions in the Webinar.

#### **6.8.3 Butterworth**

The Residence Unit has managed to sell the old mattresses that were to be disposed of to raise funds for the food bank that supplies hungry students. An amount of R22 000.00 was raised and R19 000. 00 was deposited at Weir's Wholesalers, with one person authorising the funds. An amount of R2000.00 was set aside to assist four students in isolation in Mthatha Campus for groceries. The Residence Unit has requested the company that is refurbishing the Main Campus (Jaiya Construction) to donate the old bathtubs, which will be used when planting different vegetables for students in partnership with Enactus.

#### **6.8.4 Mthatha**

Joint Residence Committees (JRC) have finally been selected, and Student Affairs have trained JRCs on the issue of GBV and leadership. Twenty-six (26) residence mentors were also recruited for Mthatha Campus. The Writing Centre helpers were recruited and the writing centre spaces were identified. The Residence officers continue billing students and dealing with allocation discrepancies for 2021. The Residences at the Mthatha campus are looking better than before. The newly appointed security company is doing better, and the current cleaning company is also doing well at all residences.

### **6.9 Sport and Culture at WSU**

#### **6.9.1 Women's football: Local league**

The 2021 women's football season was finalised in October, 2021. WSU FC women's team finished the league in number two position. The women's football 2021 season has closed and will resume early in 2022.

#### **6.9.2 Men's football**

The boys kicked off the 2021/2022 season on 7 November ,2021. They were going to play until 12 December, 2021. In 2022 the first game will be played on 16 January. The block fixture is in our possession for guidance going forward concerning logistics.

#### **6.9.3 Mthatha - Sports carnival 2021 (28-30 October 2021)**

The concept of a sports carnival was revived by the current Mthatha Student Representative Council (SRC). The SRC requested the sports unit to assist on the sporting side of organising the carnival. The team established the Local Organising Committee (LOC) that played a central role in the logistics and success of the event.

The sporting event was organised with Eastern Cape Liquor Board (ECLB). ECLB hugely contributed in terms of soccer balls, t-shirts and medals. It is of critical importance to point out that they also spread a strong message against the abuse of alcohol and discouraged the use of drugs by students. Ka-Myamluza Protection services also played a big part in sponsoring football kits, netball kits and medals. Almost all campus sporting codes participated in the event in question. It was a perfect platform for mass participation in campus sport. The athletes and general student community embraced the event. This indicated a need for continuation with the concept annually to bring the entertainment side of campus sport. Overall, the sports carnival was a huge success judging by the demand from the student community that the event should be hosted annually.

#### **6.9.4 Body Building competition (O.R. Tambo region)**

Two WSU athletes were selected to represent O.R. Tambo in the national competition in Gauteng, which took place from 1-2 October, 2021. The two bodybuilders were Mr Mcebo Nzoyiya and Mr Mboneleli

Mehluli. Unfortunately, Mr Mehluli could not honour the event due to family commitments. It is a joy to report that Mr Nzoyiya performed exceptionally well, and was placed in position five in the national competition.

#### **6.9.5 Butterworth**

All sports teams have resumed their training, and most have attended league games under strict COVID 19 regulations. WSU Butterworth has 2 Football teams; the second team participates in the Mngquma local Football Association. This team has played all their games, and they are number one on the log. Because they have two streams in the league, they are due to play playoffs, with the date and venue still to be announced.

#### **6.9.6 BCC**

Cricket resumed their League on the 23 October and continues until 28 November. Cricket was also expected to participate in the Summer USSA National Championships Competition. Rugby participated in the COVID-19 Challenge in East London and saw themselves in the Semi-Finals, where East London Police defeated them. The Boxing team has performed well provincially, with one candidate placed 4<sup>th</sup> nationally.

The Boxing Tournament held by the provincial federation ECABO, placed 2 of the Walter Sisulu University athletes (boxers) in Positions 1 and 2, Onke Meyelisi and Inakokonke Hintsa, respectively. Inakokonke Hintsa from WSU as persevered nationally into the final stages and was placed fourth. This qualification places him in the top 5 National Championships. This means that if he is consistent with his performance, he might qualify for the Common Wealth Games, due in 2022.

#### **6.9.7 Sport Indaba**

Through the Student Affairs Division, Walter Sisulu University has successfully organised a Sports Indaba on 5-6 November, 2021 at Mpekweni Resort. The initiative to conduct a Sports Indaba was informed by WSU's intention to reimagine Sport to keep up with the changing nature of Sport in South Africa, Africa and internationally. This decision was also informed by aligning sporting activities with the University Vision 2030. A task team was formed early in March 2021 with the sole purpose of facilitating the organisation of the Sports Indaba event.

The task team comprised Student Affairs officials, including senior sports officers, a representative from the Vice Chancellor's office and the committee was chaired by the Acting Executive Director of Student affairs. The task team drafted terms of reference approved by the Institutional Management Committee (IMC) in April 2021. The primary purpose of the Sport Indaba was to interrogate and critically analyse sporting activities/programmes at WSU in their current form and discuss and determine what sport should look like at WSU in the next five to ten years. The Sport Indaba was also meant to discuss challenges facing the Sport Department at WSU and chart a way forward by developing new systems, procedures/ documents and structures that will assist in delivering on its mandate of creating and developing sport programmes that will cater for recreational and competitive sporting codes.

## **PART I: CONCLUSION**

Under the strong leadership of the VC and her team, we are implementing a new vision for WSU, which will enable the university to be an impactful, technology-infused African university. Various programmes and policies were developed and approved by Council to allow the university to be guided in achieving Vision 2030. On 9 December 2021, an IMC Lekgotla was held to design strategic priorities funded for implementation in 2022. A significant project, Rationalization and Consolidation, has started and several milestones have been agreed upon and noted for implementation at the agreed date. More wisdom is still solicited; hence the university has seen it necessary to continue its inclusive-comprehensive consultation with internal and external stakeholders. We can all say we are looking forward to a renewed WSU that provides hope to both staff and students in the coming years.

# PERFORMANCE ASSESSMENT ON CORE BUSINESS

It is a requirement that the performance assessment section of the Annual Report is prepared in accordance with the Annual Performance Plan (APP) for the reporting year (2021), that was submitted to the Department of Higher Education & Training (DHET) by the University. Walter Sisulu University (WSU) has, therefore, prepared this section of its Annual Report in accordance with the requirements of the Regulations for Reporting by Public Higher Education Institutions. Furthermore, the Implementation Manual for Reporting by Public Higher Education Institutions as prepared by DHET and gazette in the Government Gazette, No. 37726, 9 June, 2014 and dictates that the University's Performance Assessment Report should refer to the key performance indicators and targets as stated in the Annual Performance Plan.

The University has, for the first time during this reporting period, arranged for a separate audit of the data used for reporting in this performance section. This is different from the previous years in that the data used in this section of the report was previously the audited HEMIS data which under normal circumstances would be based on the issued audit directives guiding the audit of HEMIS data. The 2021 figures presented in this report will not incorporate any changes that may have been applied to the University data after 26 May, 2022.

## Key Performance Indicators

Our 2021 Annual Performance Plan highlights seven (7) key performance indicators, with five (5) of these directly linked to the academic project. This section focuses on the five indicators directly linked to the academic project. These are presented as sub-sections and are as follows:

- Access Indicators
- Success Indicators, including Graduation outputs
- Efficiency Indicators
- Research output
- Innovation Indicators

### A. ACCESS (ENROLMENTS)

The access indicator relates to student enrolments and refers to the total number of unduplicated student headcounts enrolled in a particular year for a formal qualification at the University. The student headcount enrolments as set in the Annual Performance Plan is based on the targets set by the University as agreed with DHET in the University's enrolment plan.

These targets are set for (i) First-Time Entering Students in Undergraduate programmes, (ii) First-Time Entering Foundation enrolments, which are, students enrolled for the first time in foundation courses; (iii) Total headcount for Undergraduate and (iv) Total headcount for Postgraduate, and (v) the Overall headcount enrolments.

The Access Performance Indicator at WSU is also set to provide a perspective of the University enrolment performance per Major Field of Study. Perhaps, it may be worth highlighting here that the Access Performance indicator does not provide an exhaustive list of measures to assess University's performance on increasing access to education, but just some of the important measures.





Calendar Year	2019		2020		2021	
Key Performance Indicator	Target	Actual	Target	Actual	Target	Actual
Student Headcount Totals	29 715	33 615	30 269	28 842	29 544	30973
Foundation First-Time Entering	1 700	2 204	1 675	2 029	1 675	2041
First-Time Entering Undergraduate	7 400	7 177	7 100	5 095	7 100	7199
Headcount Total UG	28 000	30 853	27 819	27 651	27 094	29367
Headcount Total PG	1 715	2 742	2 450	1 191	2 450	1606
Enrolments by Major Fields of Study	29 715	33 615	30 269	28 842	29 544	30973
SET	9 354	9 424	8 778	8 305	8 686	9077
BUS/MAN	8 189	10 214	9 383	8 400	9 040	8135
EDUCATION	6 366	5 844	5 146	5 238	5 318	7196
OTHER HUM	5 806	8 133	6 962	6 900	6 500	6565

The total headcount enrolment in 2021 has gone up by 2 131 headcounts from the total enrolled in 2020. This increase in headcount enrolments during the 2021 academic year is over the planned enrolment target by 4.8%, meaning that WSU has over-enrolled by this margin.

The University has marginally over-enrolled the first-time entering students at the undergraduate (UG) level by 1.4%. This translates to a shortfall of 99 student headcounts at the UG level for the first-time entering students from the target of 7,100 student headcounts but reflects a significant improvement from the position in 2020.

The University has under-enrolled in one out of the four major fields of study. The University reports a shortfall in enrolment of 10% in the Business/Management field of study. In the remaining three areas, we have over-enrolled by 4.5% (SET), 35% (EDUCATION) and 1% (OTHER HUM).

According to the enrolment KPI, the conclusion drawn on the University's performance is that WSU has fully met its target in 2021. Its over-enrolment is not statistically significant. We acknowledge that PG enrolment and enrolment in the Business/Management field require attention. We hope to address both of these concerns (and the circumstances which give rise to them) as part of rationalisation and consolidation, and the PQM viability exercise currently underway at WSU.

## B. SUCCESS

The success KPI is presented in this report as a measure of student progression towards the completion of a qualification and also as a measure of the actual output, in terms of students who successfully complete the programmes they are enrolled for in order to obtain their qualifications. The first measure, the student progression, is presented on the table below as the degree credit success and the last measure, the actual output or successful completion of programmes, as the graduates.

The degree credit success presented as a percentage in the table below is calculated as a quotient of completed/passed credits to the total enrolled credits. These are presented for both undergraduate and postgraduate levels, as well as, for the various CESM categories. The graduates on the other hand are presented as a headcount of those who have completed their programmes and qualify to be awarded their respective qualifications.

Calendar Year	2019		2020		2021	
Key Performance Indicator	Target	Actual	Target	Actual	Target	Actual
Overall Degree Credit Success	75%	77.6%	80,0%	87,5%	80,0%	86.3%
Degree Credit Success UG	75%	79.7%	81,0%	89,1%	82,0%	88.3%
Degree Credit Success PG	75%	53.9%	65,0%	35,4%	65,0%	66.5%
Success Rate by Fields of Study						
SET	74%	70.2%	77,5%	81,7%	77%	80%
BUS/MAN	71%	73.6%	76,9%	87,8%	78%	86%
EDUCATION	85%	85.8%	85,9%	93,3%	86%	91%
OTHER HUM	73%	80.5%	80,4%	87,9%	80%	89%

Total Graduates	6 928	7 024	7 068	7 999	6 923	8 215
Graduates UG	6 510	6 108	6 491	7 609	6322	7942
Graduates PG	417	916	577	390	601	273
Engineering	255	334	266	313	267	251
Life and Physical Sciences	144	150	148	146	148	132
Animal Sciences	0	0	0	0		
Human Health	259	287	260	274	260	261
Teacher Education	975	981	1 096	1 096	1096	1065

The University has not been met for Engineering and Life & Physical Sciences graduates and whilst the rest have exceeded the set targets under this key performance indicator for both the degree credit success and the graduation targets. In terms of the degree credits success rate, the 2021 performance was lower than in 2020. The overall degree credits success rate is 86,3% for the reporting period, against a target of 80,0%, meaning that the set target has been exceeded by 6,3%.

In as far as the graduation output is concerned, the University has exceeded its target by 18,7%. Although this is the case, the University has fallen short at the postgraduate level to meet the set target by 54,6%. The University understanding for this shortfall at postgraduate level that is due to the lower enrolment figures at this level of study, remembering that the University has reported a 54,6% under-enrolment at postgraduate level. Lastly, the graduate output targets for the scarce skills areas have been met and exceeded in some areas.

### C. EFFICIENCY

The efficiency key performance indicator relates to the extent at which the University puts in place the required human resources to deliver in the academic project. There are three (3) key measures in this KPI; the number of staff employed by the University to deliver on the academic project, the qualifications of staff and the ratio of staff to enrolled students based on Full Time Equivalent (FTE).

The University staff are appointed on either a permanent or a temporary basis, therefore, the headcount of permanent staff includes all staff appointed on a permanent basis and were in service of the University for any period during the reporting academic year from 1 January to the end of the academic year as revised according to the COVID-19 pandemic.

The percentage of staff with Masters or Doctoral qualifications is calculated based on the number of staff with such qualifications against the total employed instructional/research staff. While the FTE ratio of students to staff is calculated by dividing the student FTEs by the staff FTEs.

Calendar Year	2019		2020		2021	
Key Performance Indicator	Target	Actual	Target	Actual	Target	Actual
Instructional/Research Professional Staff	-	888	-	896	722	852
Headcount of Permanent Instr./Res. Staff	650	616	589	660	589	908
FTE for Instr./Res. Staff	762	827	750	834	750	832
% Staff with Doctoral Degrees	17%	15%	14%	17,7%	15%	33%
% Staff with Masters Degrees	36%	39%	40%	38,3%	42%	41%
Number of nGap Staff	4	16	4	19		19
FTE Ratio of Students to Staff	31,5	33,8	33,8	28,3	33	28

The instructional/research professionals or academic staff make up a total of 852 headcounts from the total staff complement. From that total, 908 at the end of 2021 academic year were permanently employed by the University. This reports an increase of permanent academic staff from the headcount of 2020 and 2021, which were 660 and 908, respectively.

The staff FTE (SFTE) to the staff headcount ratio for the past three years has consistently been 0.98, calculated by dividing the total staff FTE by the total staff headcount. The 2021 staff FTE in this report has been projected to be at 98% to the 2021 headcount, translating to 832 SFTE. The FTE ratio of student to staff is then calculated from this

estimate of the SFTE.

In conclusion, the University has exceeded the targets set for the efficiency KPI in all measures, except for the percentage of staff with Master's and Doctoral degree qualifications. This is understood to be due to more staff with a Master's degree obtaining their Doctoral degrees.

#### D. RESEARCH OUTPUT

The research output key performance indicator reports the University's performance based on research publication units generated as well as research Master's and doctoral graduation output.

The publication units per permanent instructional/research staff measure is calculated as a ratio of publication units to permanently employed instructional/research staff.

Calendar Year	2018		2019		2020		2021	
Key Performance Indicator	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Publication Units	65	64	70	101	90	132	110	222,34*
Publication Units per Permanent Instr./Res. Staff	0,10	0,10	0,10	0,16	0,15	0,20	0,19	0,28**
Master's Graduates (Research only)	20	11	26	10	31	12	39	26
Doctoral Graduates	10	6	14	11	12	2	16	5

\*Provisional figure

\*\* Based on 2021 permanent Instructional/Research staff headcount of 800

The University recorded impressive growth in, and far exceeded, the targets related to publication unit measures. The publication unit generated was more than double the targeted figure, while targeted per capita achievement by permanent Instructional/Research Staff was exceeded by 0,09. There were also improvements in research Master's and doctoral graduation numbers. However, the University fell far short of meeting its targets in terms of graduation measures.

The main reason for not meeting the research Master's and doctoral graduate targets was the low enrolment numbers at these qualification levels. This is partly why, in the Doctoral Qualifications Improvement Plan submitted to the CHE in 2021, the University emphasised the imperative of creating conditions for the introduction of higher degrees qualifications in all disciplines.

#### Innovation

Although the University's innovation footprint has shown growth in the last few years, the disruptions brought about by the COVID-19 pandemic continued to adversely impact upon our innovation activities during the reporting period. However, as the table below shows, the University recorded 14 new invention disclosures in 2021 (compared to five in the previous year). Three new innovation projects were funded in 2021.

Description	2018 Actual	2019 Actual	2020 Actual	2021 Actual
Invention Disclosures	2	2	5	14
Patent Applications	0	2	2	2
Trademark Applications	1	0	1	0
Prototypes Developed	0	2	1	0
Innovation Projects Funded	4	4	3	3



**Prof RN Songca**  
Vice-Chancellor & Principal

# VICE-CHANCELLOR'S REPORT ON MANAGEMENT AND ADMINISTRATION

## PART A: INTRODUCTION

This report should be read in conjunction with the Senate Report, and the Performance Assessment on Core Business. These reports collectively review the University's performance against its strategic goals and objectives. The Senate Report focuses on the first three strategic goals relating to academic performance, student life, management and governance. The Assessment Report concentrates on the University's performance against its predetermined objectives.

This report deals with the following Strategic Goals as set out in the University's Strategic Plan 2020-2030, which includes inter alia:

- Enriching student experience.
- Financial sustainability
- State of the art infrastructure
- Relevant and impactful research and innovation

In light of the new WSU strategy, we are embarking on the development of operational plans, policy reviews in line with the strategic plan and putting interventions in place for staff capacitation and qualifications and have introduced a host of other initiatives to assist us in achieving the goals we have set for ourselves.

## PART B: NATIONAL CONTEXT

### THE NATIONAL ENVIRONMENT AND WSU RESPONSE

As expected, the COVID-19 pandemic dominated the national environment. The circumstances giving rise to the pandemic are well-documented and well-known; suffice it only to note how the University responded to the national crisis and its impact on its sustainability. This trend continued into 2021 and challenged us to find diverse ways of responding to student needs.

We ended our 2020 academic year in February 2021 due to the overlap caused by COVID-19. Soon after that, we began the de facto 2021 academic year. In as much as WSU experienced student unrest at the beginning of 2021, overall, the academic year was a successful one that was managed by the University, despite the continued challenges.

2021 saw greater collaboration with NSFAS to resolve some of our student funding issues.



In collaboration with SAUS, we also continuously engaged NSFAS and took a proactive approach to resolve the issues as they arose.

Regardless of the more solid relationships with NSFAS, WSU remains challenged by the question of student funding and continues to grapple with high demand.

## NSFAS

WSU students are heavily dependent on funding support and NSFAS funded students are the biggest cohort, at around 21,000. As in previous years, NSFAS funding challenges were at the centre of some of our student protests. Challenges included the late commencement of funding decisions and funding policy changes.

## GENERAL ISSUES

Community action affects WSU operations in diverse ways. In Butterworth, residents' strikes in respect of service delivery caused our operations to be suspended for three weeks. In Komani, the Uncedo Taxi Association prevented our students from being transported to Whittlesea because they were unhappy with our tender specifications for student transport.

# PART C: STUDENT LIFE

## THE STUDENT POLITICAL TERRAIN

Students at all campuses embarked on violent student protests at the beginning of the year. University Management sought a court interdict to prevent students from continuing with violent protests. University Management and the ISRC had various formal and informal engagements during the 2021 academic year to discuss fee increments, special cases, unfunded students, NSFAS allowances and clearances, student accommodation challenges, etc. Induction Workshops for the 2020/2021 CSRCs and the ISRC were conducted, focusing on services offered by administrative and academic divisions in WSU, emotional healing, personal mastery, empathy, 'know your worth' versus leadership positions, soft skills, presentation skills, individual sessions with the facilitator and development of the Programme of Action. CSRCs at all campuses assisted students with academic registration through special cases as per the funding support from the SRC Trust fund. All campuses convened Student General Council meetings, elected Campus SGCs and trained them on their duties and governance-related matters. Eight SRC members and 12 Executive Members of the Joint Residence Committee (JRC) were selected for an online Leadership in Context programme offered by the Centre for Student Leadership, Experiential Education and Citizenship (CSLEEC) Stellenbosch University. On 14 October, 2021, a webinar on Women in Leadership-Enhancing capacity of Women in Higher Education was organised for WSU students. ENACTUS WSU Team was one of the twelve semi-finalist teams participating in the ENACTUS competition, and they received two awards; Outstanding Growth and Ford C3 Cycle Challenge.

Consistent with provisions of the SRC Constitution, 2021 SRC elections were conducted on 12 November, 2021. Even though Komani had a lower number of students on the voter's roll than other campuses, the number of votes cast was higher than on other campuses. All CSRCs were constituted on 23 November, 2021, and the ISRC was constituted on 26 November, 2021, in East London.

**Table 1: Provides votes per Campus**

Campus	No of students on the voter's roll	No of Votes Cast	Percentage
Komani	3 812	2 384	62.5
Mthatha	13 662	6 343	46.0
Butterworth	6 093	3 465	56.9
Buffalo City	7 198	2 984	41.5
	<b>30 973</b>	<b>15 176</b>	<b>49.0</b>

## SPORTS AND RECREATION

On 22-24 October, 2021 the Student Governance, Leadership and Development Unit, in partnership with the SRC, hosted a Creative Arts Festival at the Mthatha Campus. With the easing of the lock-down regulations, Butterworth Campus Choir participated in various music competitions such as the Battle of Municipalities and the Eastern Cape Choral Music Championships. Additionally, Indigenous Games were implemented at Student Village Residences (Butterworth Campus). BCC hosted a Residence Sports Tournament of various codes from 19-20 November, 2021. Mthatha Campus Student Representative Council (CSRC) hosted a carnival from 28-30 October, 2021. All sporting codes participated in the carnival and the Eastern Cape Liquor Board discouraged students from abusing alcohol and drugs.

Participation in USSA tournaments led to the Netball Team A attaining position two and Team B attaining position eight. With Basketball, male and female teams reached position nine, and three WSU male students were selected. WSU All Blacks capping ceremony was conducted on 9 April, 2021, before taking part in the FNB Varsity Shield Competition. The team competed very well in the last season. Unfortunately, the team was beaten in the finals by CPUT with a score of 30-26.

A benchmarking exercise was conducted at Fort Hare, Rhodes University, University of the Western Cape, Cape Peninsula University of Technology, and the University of Pretoria to improve services offered by the sports unit, policies, facilities, and financial resources allocated for sports. The benchmarking exercise was followed up by a Sports Indaba from 5-6 November, 2021 at Mpekweni Resort. Objectives of the Sports Indaba included, amongst others, Re-imagining Sports at WSU to keep up with the changing nature of sports in South Africa, Africa and internationally and aligning sporting activities to the WSU 2030 Strategy.



## HEALTH AND WELLNESS

To promote student holistic well-being at various campuses, health services focused on, amongst others, 'First-things-First' campaigns at the beginning of the year, targeting first-year students, male medical circumcision, candlelight memorial, cancer awareness, COVID-19 vaccination drives, substance abuse prevention, gender-based violence dialogues, financial literacy workshops for first years at Mthatha and Butterworth campuses, student philanthropy projects at Butterworth, Komani and Mthatha campuses, the appointment of Emergency Medical Services, First Aid Training and THE commemoration of the World Aids Day at the end of the year. Employment and training of peer educators assisted with implementing health and wellness programmes. Initiatives to raise awareness and address the scourge of GBV on campuses from an academic perspective included, amongst others, Ngasebuhlanti Men Indaba held on September 03, 2021. Mthatha campus facilitated GBV, Drug and Substance abuse and Illicit Trafficking roundtable conversations from 12-13 October, 2021 at Mthatha Campus. To promote diversity and inclusivity, Butterworth Campus facilitated an online WSU Rainbow Sensitisation Workshop on September 22, 2021, focusing on bisexuality, obstacles faced by the bisexual community, biphobia, and a session for discussions and questions.

To promote student philanthropy, a food gardening project was launched in 2021 to alleviate hunger amongst disadvantaged students at Butterworth Campus. Furthermore, BCC, Komani and Mthatha campuses implemented projects assisting the needy and struggling students with clothes, toiletries and food. Consistent with recommendations of the Audit Report regarding waste management and a need for emergency medical services at Komani Campus, Averda Medical Waste Company was contracted on 22 July, 2021 to assist with the collection of waste from the campus clinic. Participants included students and staff members. The establishment of strategic partnerships and collaborations with the academic and administrative divisions, First National Bank, Higher Health, Department of Health, Department of Social Development, Liquor Board, local municipalities, National Prosecuting Authority, and South African Police Services contributed to the successful implementation of health and wellness programmes.



**WALTER SISULU UNIVERSITY  
MTHATHA CAMPUS**

**COVID-19 VACCINE**

The Department of Student Affairs Division and Health Services Unit, in collaboration with the Department of Health & Right to Care, invites all registered people especially Staff members and students in Mthatha Campus, for the Covid-19 vaccine. For 1st time and 2nd time vaccinations.

**When:** Tuesday, 19 October 2021 at ZamaKulungisa site  
**Where:** Wednesday, 20 October 2021 at Nelson Mandela Drive site  
**Time:** 09H00 - 13H00

**Bring with your original ID**

Walk-ins advised for 18+ group. Self-registration for the covid vaccine is still open to all please register before visiting the WSO Clinic. <https://www.wsu.ac.za/health-services/>

For more information contact: Ms K. Sponweni on 047 - 502 2390

WSU Walter Sisulu University

**WALTER SISULU UNIVERSITY  
BUTTERWORTH CAMPUS**

**Health Services in collaboration with Sport**

**CANCER AWARENESS AND ACTIVE LIFESTYLE PROMOTION**

**Tuesday, 2 November 2021**

10km fun run/walk @ 08:00am  
Turn Tanga Junction back to WSU main gate

**Aerobics @09:30**  
Warm down after run for 15 minutes  
Functional/girl for 20 minutes  
N.B. People who have their own step must please bring

Dance demonstration from the couple that'll be representing WSU in Ruffian 2022

**Body Building Demonstration**

Cervical Cancer screening  
Men's health Advocacy

To register for the race: Visit the clinic or sports office OR you can send a DM on Facebook to the "Isibini Yezwele Educators" page.

WSU Walter Sisulu University

**WALTER SISULU UNIVERSITY  
STUDENT DEVELOPMENT & SUPPORT SERVICES  
MTHATHA CAMPUS**

**GENDER BASED VIOLENCE WEBINAR**

**STOP VIOLENCE AGAINST HUMANITY**

**THEME: "Women's social justice for non-violent & non-sexist WSU: Convergence of religion, Culture and Ubuntu"**

**FRIDAY 10 SEPTEMBER 2021  
12H00 - 14H30  
MICROSOFT TEAMS**

WSU Walter Sisulu University

**WALTER SISULU UNIVERSITY**

**GBV event hosted by Komani Campus Residence Unit**

**All YOUNG MEN in residences! Have a voice against GBV and take a stand.**

**Theme: Defying GBV - Not in my name (A pledge)**

**STOP VIOLENCE AGAINST WOMEN**

**30 October 2021**

**7am - 11am**

Event: 10km hike up Twizwa Mountain followed by a talkshow  
Venue: Twizwa Mountain  
Dress Code: ALL BLACK  
SPORTS WEAR

WSU Walter Sisulu University

## STUDENT DEATHS

Student Affairs noted with sadness the passing on of thirty-one students on campuses due to natural and unnatural causes. This was a slight increase of 0.8 % as compared to 2020. Health and Counselling Units provided debriefing sessions for students and bereaved families. Memorial services were conducted on all campuses, and arrangements were made for representatives of students and staff members to attend the funerals of our students.

## RESIDENCE MANAGEMENT

Efforts were made to allocate all students enrolled for the same qualifications in the same residence at all campuses. Programmes aimed at creating a conducive living and learning environment and advancing academic excellence were implemented in residences, collaborating with the Department of Learning and Teaching (DLT). They included virtual and contact orientation sessions for first-year students, THEREBY assisting them in adjusting to university life. Through the Residence Mentorship Project (Thusanang), academic support was provided to first-year students and other junior students. Senior students were appointed and trained to serve as mentors for first-year and other junior students. DLT recruited and trained residence Writing Centre assistants to assist other students with writing assignments, preparation of presentations, study groups, etc. Basic computer skills training was also conducted for first-year students at the DLT laboratory. Other programmes implemented through Thusanang Mentorship Programme included an exam preparation prayer and academic advisory session, which was convened on 10 November, 2021 to prepare students for exams and address challenges they face during the examination period. Joint Residence Committees (JRC) were established in June 2021. Student Affairs facilitated the training of JRCs with a specific focus on leadership and GBV.

## PART D: SUSTAINABILITY

### ACADEMIC ADMINISTRATION

A significant move from full-time office staff presence to a rotating staff presence or everyone working from home was a barrier that turned into an opportunity to discharge all administration support online. This created a new work environment with new skill sets necessary. The Registrar's Division successfully conducted the student application, admission, and registration processes for the 2021 academic year, which began in February. As a result of the late start, the University had to change its calendar and hold the 2020 exams in January and February 2021. Two back-to-back key activities (prior year's final exams and new academic year admissions and registration)



of each academic year have proven to be a tremendous task that the Registrar's Division managed with care and success. This was made more difficult by the COVID-19 norms and circumstances, and which these two 'high-attention-to-detail' tasks always require, as well as the rigid line work overflow of the two with no six-month gap, as is customary.

Nonetheless, 2020 examinations were postponed until January and February of the following academic year and 2021 admissions. Registration for the following academic year was provided and completed successfully at the same time (January and February 2021). Both students and faculties made extensive use of technology which contributed to the outstanding outcomes. This inspired the University to continue investing in technology harvesting activities to aid in the operation of the University's business and for both academic administration support and learning and teaching systems.

## **FINANCIAL SUSTAINABILITY**

The University's financial position has improved over the last three years due to improved financial management and this enabled the University to build a modest working capital reserve, which the University did not have for many years. However, the University's financial sustainability is under threat due to the funding pressures in the higher education sector following the reprioritisation of government funding to fight the COVID-19 pandemic. There was no increase in the block grant subsidy during the 2021 academic year, and the demand for NSFAS funding exceeded the Higher Education and Training funding available.

The Department now regulates tuition fee increases in terms of fees compact with the sector and increases for the last few years have been in line with CPI. With sector inflation exceeding CPI and given that there was no increase in the block grant funding in the 2021 year, the University is now faced with an operating budget deficit which is projected to increase if there is no change to the funding model. On the other hand, the University is faced with increased student debt due to more students not qualifying for NSFAS funding due to funding policy changes. The University was forced to make financial concessions in the 2021 academic year so that such students would not be financially excluded.

The WSU's 2030 vision is to be 'an impactful, technology-infused African University', with one of the goals that of being financially sustainable. Two big projects are being implemented toward the achievement of the 2030 vision:

- The rationalisation and consolidation project
- The PQM viability exercise

The projects will address several structural issues in the operating model and improve efficiencies thereby improving our financial sustainability. Some of the structural issues include:


- Duplication of modules and programmes and modules with very few student numbers in some modules which cannot be sustained financially.
- Lack of proper staff capacitation for the basics of teaching and learning due to lack of HRM in some instances.
- Lack of response to regional and national needs because we are busy balancing programmes across campuses.
- The proliferation of programme creation from campuses without a coordinated response to programme necessity, design, delivery and staffing needs.
- Current enrolment trends indicate a move towards STEM qualifications. Still, WSU cannot increase or improve the programmes or the student numbers because it is expending resources to under-enrolled qualifications at various campuses that lack currency and relevance.
- The small PG population is hard to fix because we do not have vertical articulation offerings and cannot bring these on board. We are busy servicing 180 + qualifications for a student population of 33 000.
- Graduation rates for similar faculties across campuses vary, and this may indicate an issue of quality of offering or difference in staffing and which cannot be tolerated.
- Blended and online learning (supported by 4IR) allows equality of teaching and offering without specific campus allocation.
- Staff qualifications across campuses vary greatly - problems with the quality of delivery and equality of offerings, and there is no coordination in some cases.

## **MARKETING AND COMMUNICATION 2021**

The Marketing, Communication and Advancement (MCA) division continued to work diligently to support the University through its operational and strategic work. Despite capacity constraints, the team still managed to deliver, albeit not optimally. The division is proud of the continuing efforts of the Call Centre, which once again proved invaluable in supporting the 2021 registration period despite COVID-19 challenges. Also priceless were








## CONGRATULATIONS

to Professor Rushiella Nolundi Songca on her Inauguration as the Vice-Chancellor and Principal of Walter Sisulu University. The WSU Community will support you as you take the University to new heights.



the efforts of the Marketing & Communication Officers, who had to develop innovative ways to recruit students when school visits and mass gatherings at career expos were not allowed. Through the efforts of these two units within MCA, WSU succeeded in its student recruitment and enrolment efforts.

One of the core functions of MCA is the management of communication. The Communication unit managed to generate over 120 articles with positive sentiments. These articles range from research done by the University to infrastructure development to sporting success of our students. WSU also enlisted the services of an external public relations agency, Meropa, to drive media uptake of positive WSU stories.

One of the 2021 highlights is the introduction of the new WSU slogan, 'In pursuit of excellence', onto all marketing and branding material. In support of Vision 2030, MCA also sought to link WSU's vision and goals to university-generated articles, further cementing the new strategic direction of WSU.

Another highlight for WSU was the 2021 Inauguration and Investiture of the first female Vice-Chancellor & Principal, Professor Songca. The event was festive, colourful and celebrated the incoming vice-chancellor. The event also saw the introduction of the new academic regalia designed by WSU students and staff members from the Fashion Department on the Buffalo City campus and embraced the University's new vision.

## HUMAN RESOURCES REPORT

The University continued to manage within the constraints of the COVID -19 pandemic. Most of the support staff were working from their offices while observing COVID-19 regulations and academic staff continued to offer blended learning. The University recorded thirty-one cases of COVID-19 infections amongst staff, of which four resulted in fatalities. The University staff complement remains steady at 2021 (940 academic staff and 1087 support staff). The ratio of academic staff to support staff was approximately 1:1,2 suggesting fewer support staff than there should be. The current Employee Turnover Rate is below 5% and, therefore, no cause for concern.

Several new executive and senior managers were appointed and assumed their responsibilities in 2021. These included Prof R.N. Songca, who assumed her new role as Vice-Chancellor and Principal on 1 April, 2021. Other executives who assumed office in 2021 included Dr L Ntonzima as Registrar, Prof M.S. Binza as Deputy-Vice-Chancellor: Academic Affairs and Research, and Dr I Mohasoa, appointed as Executive Director: Student Affairs. The Executive Director of Operations and ICT, Mr S Mpambane's appointment was renewed for five years. Senior

Management was strengthened with Prof Karels' appointments, Academic Advisor to the Vice-Chancellor and Principal, and Mr N Ngqulu, Director: Special Projects.

The profile of the University's academic staff continues to improve, albeit slightly. By 2021, the number of staff with doctoral degrees has improved slightly to approximately 23%, while those with master's degrees had also slightly improved to approximately 41%. This meant that the number of academic staff with qualifications below a master's degree has reduced to approximately 36%. The following academic staff recorded the attainment of doctoral qualifications, Dr AK Masha, Dr Nguza-Mduba and Dr Abejide.

The match and place process of staff to the Institutional Organogram was finally completed, with almost all staff placed against the new organogram. The exceptions were mainly in the Engineering departments where the Staff Complement remains above the Staff Establishment. 2021 also saw the approval of several Human Resource policies, which included the following; Employee Disciplinary Code, Policy on Recruitment, Selection and Placement; Policy on Recognition of Higher Qualifications; Policy on Staff Study Subsidy; and Policy on Acting Appointments. The University appointed ICAS Employee and Organization Enhancement Services Southern Africa (PTY) LTD on a two-year contract to ensure an improved response to staff wellness challenges.

The employment equity outlook of the University remains a concern, mainly at the top and senior management categories, with only 33.33% female representation at the Top Management level. For the first time in its history, the University has a female Vice-Chancellor & Principal. Although the female ratio at the top and senior management is still lagging, this appointment is a critical step in the right direction.

Personnel expenditure measured against the total unrestricted income increased above the norm of 58%-63% as set by the Department of Higher Education and Training and therefore must be monitored closely. On the other hand, the cost ratio of academic staff to support staff remained constant at 60:40.

Finally, the relations between management and labour were stable, with no strike incident reported. The new Vice-Chancellor & Principal ensured that she engages labour at least twice a year to ensure that the University's strategic direction is understood. Labour cases and CCMA matters are kept in check.

## STAFF DEMOGRAPHICS 2021

FEMALES						MALES						Grand Total	
OCCUPATIONAL LEVEL	BLACK	COL	FOREIGN NATIONAL	INDIAN	WHITE	TOTAL FEMALE	BLACK	COL	FOREIGN NATIONAL	INDIAN	WHITE	Total MALE	
Top Management	4					4	6		3			9	13
Senior Management	15	1	1			17	22	1			1	24	41
Prof Qualified Exp Specialist	370	9	34	10	17	440	393	3	105	21	23	545	985
Skilled Tech - Academic Qualified	222	2	4	3	2	233	181	1	4		3	189	422
Semi-Skilled - Decision Making	179	1	1		2	183	154	1	2			157	340
Unskilled - Defined Action	45					45	29	1				30	75
Grand Total	834	13	41	13	21	922	785	7	114	21	27	954	1876

Date:31-Dec-2021	2021			2020		
Personnel category	Permanent	Temporal	TotalHC	Permanent	Temporal	TotalHC
Academics	908	53	961	849	50	899
Non-Academics	1118	86	1204	1048	59	1107
<b>GrandTotal</b>	<b>2026</b>	<b>139</b>	<b>2165</b>	<b>1897</b>	<b>109</b>	<b>2006</b>

Date:31-Dec-2021	2021			2020		
Personnel category	Permanent	Temporal	TotalHC	Permanent	Temporal	TotalHC
African	1881	125	2006	1764	78	1842
Coloured	23	3	26	23	3	26
Indian	48	3	51	48	2	50
White	77	5	82	83	5	88
GrandTotal	2029	136	2165	1918	88	2006
Female	993	61	1054	939	38	977
Male	1036	75	1111	979	50	1029
<b>GrandTotal</b>	<b>2029</b>	<b>136</b>	<b>2165</b>	<b>1918</b>	<b>88</b>	<b>2006</b>

Date:31-Dec-2021	2021			2020		
Personnel category	Permanent	Temporal	TotalHC	Permanent	Temporal	TotalHC
African	92,71%	91,91%	92,66%	91,97%	88,64%	91,82%
Coloured	1,13%	2,21%	1,20%	1,20%	3,41%	1,30%
Indian	2,37%	2,21%	2,36%	2,50%	2,27%	2,49%
White	3,79%	3,68%	3,79%	4,33%	5,68%	4,39%
GrandTotal	100,00%	100,00%	100,00%	100,00%	100,00%	100,00%
Female	48,94%	44,85%	48,68%	48,96%	43,18%	48,70%
Male	51,06%	55,15%	51,32%	51,04%	56,82%	51,30%
<b>GrandTotal</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>	<b>100,00%</b>

## INFRASTRUCTURE PLANNING AND DEVELOPMENT

This progress report covers the period to 25 February, 2022. This infrastructure cycle has seen the consolidation of projects within previous funding cycles. Most grant-funded projects are now in the construction phase. This is all whilst construction has been completed at Potsdam Student Residence and Iphulo Student residence in NMD. Student Village Refurbishment, funded via Council controlled funds, was also completed in July 2021.

All Projects for compliance with academic programmes accreditation are under construction, with a few student residences for the Faculty of Health Sciences completed at the various hospitals where students are practising.

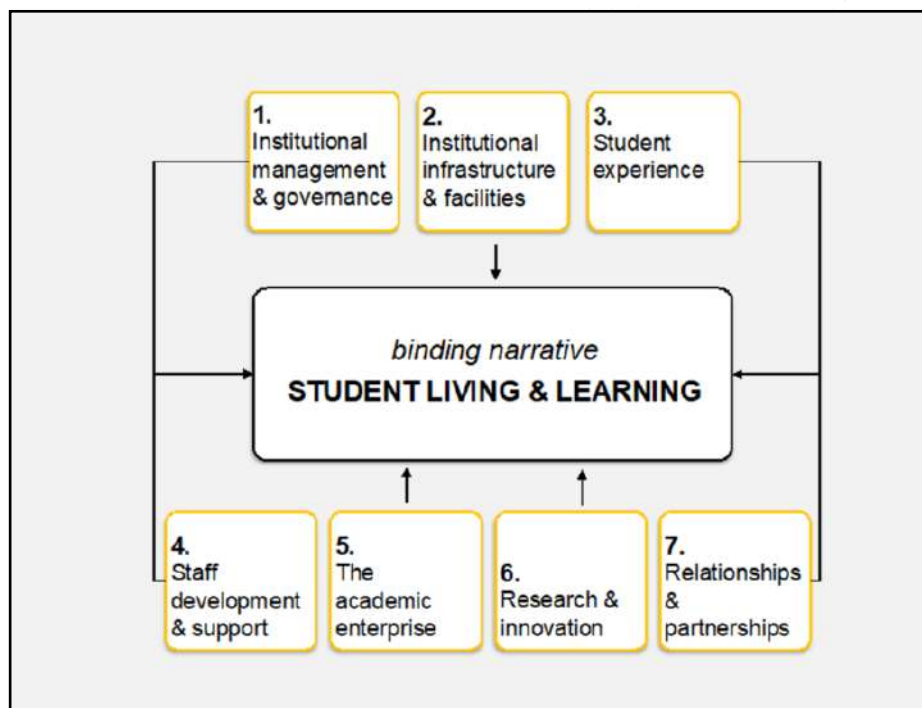
In Zamukulungisa, the Computer Lab Project and the first phase of the Small Enterprise Development Centre for Agricultural Businesses are under construction. An MOU had been signed between the East London Industrial Development Zone (ELIDZ) and WSU, and Site Development Plans and a concept document detailing the construction of the Faculty of Science, Engineering and Technology (FSET) at the IDZ had been finalised; only awaiting endorsement by the WSU Council and ELIDZ Board of Directors. However, it has become clear that possible student protests in the precinct is too much of an operational and strategic risk to the ELIDZ.

The relationship is being reconsidered to cover only the applied research and innovation component, whilst the establishment of the FSET is reconsidered for placement at the Potsdam Delivery site. Council and DHET approval

will have to be sought to develop the FSET at the Potsdam campus using Grant money approved, starting with the Construction of the Engineering Faculty Building.

The University awaits DHET grant funding approvals from DHET. In July 2021, the final submission for the 6th IEG application totalling R236m versus the original request of R 1 065 million was made at the request of DHET for a modest and prioritised application. In November 2021, a comprehensive SBDG application covered the fund's seven strategic priorities, as outlined in figure 1 below.

**FIGURE 1: SBDG 7 STRATEGIC PRIORITIES**



SBDG Infrastructure applications were directed at the Institutional infrastructure and Facilities and Student Experience priorities in the following approach:

- Student centres focused on incorporating shared workspaces with integrated Wi-Fi, student union clubs, recreational facilities and retail facilities into a single programme. The total cost of the three facilities in NMD Delivery Site (Mthatha), Butterworth and Potsdam (BCC) is R170m.
- IT hubs focus on key exchange, academic enterprise, research and innovation, relationships and partnerships. The total value of the three facilities in NMD Delivery Site (Mthatha), Butterworth and Potsdam (BCC) is R83m.
- Sports facilities allow students a safe space to engage in sports activities, promoting a well-balanced and healthy lifestyle. The BCC (Potsdam) Sports Stadium applied for will cost R55m.

The Total SBDG Infrastructure application over the five years of the fund is R308m. If all Infrastructure funding applications are approved as requested, the University could receive an infrastructure injection of just over R544m, excluding the Student Housing Infrastructure Programme (SHIP).

The impact of the Consolidation of Campuses and Rationalisation of Faculties Project on all existing Infrastructure and current Projects is in the planning phase in parallel with an extensive consultation process, both with internal and external stakeholders.



## CONSTRUCTION AND REFURBISHMENT OF FACILITIES

Refurbishment of facilities is a laborious process, but there are signs that our efforts are beginning to bear fruit, in the Zamukulungisa Teaching Complex, while the Ibika Water Supply Project was completed in March, 2021.

### Clinical Skills Lab

#### Before and After Pictures



The following projects have been completed:

- Centre for Entrepreneurship Rapid Incubator (CFERI)
- NMD In-service Road
- Construction of a Health Sciences Clinical Skills lab for MBCHB, Nursing and Clinical Associates at NMD has also been completed.
- Ibika Sewer Reticulation system upgrade.

The following infrastructure projects are under construction. Most to be completed by the end of 2022:

- Ibika Faculty of Education Building
- Zamukulungisa Computer Laboratory
- Mthatha Science Block
- Marine Biology Laboratory Upgrade
- Mthatha Campus Faculty Consolidation Project
- Mthatha NMD Bulk Infrastructure: Water Storage, Internal water reticulation and sewer systems, and internal road upgrade
- Small Enterprise Development Centre for Agricultural Businesses
- East Teaching Mall Refurbishment

## REFURBISHMENT OF RESIDENCES

Ibika Student Village refurbishment (a Council funded project) and the Potsdam Old Residence have been completed.

The Refurbishment of four Zamukulungisa student residences, Ibika Student Residence and KGB & KTC student residence in NMD (a turnkey solution) is underway, with the Ibika residence closest to completion.

## ZAMUKULUNGISA COMPUTER LAB (ZMK COMPUTER HUB)

Concept images



Construction Progress Pictures



## ICT PROJECTS

Despite the unrelenting existence of the COVID-19 pandemic in 2021, the Directorate: ICT continued to deliver many of the projects it had begun.

The following projects were duly completed between 1 June, 2021 and the end of December 2021:

### 1) **Migration to Microsoft Office 365 (O365)**

This was a major project which was being continued from 2020, the main goal of which was to provide O365 as the underlying platform for unified communications. The email, telephone and the videoconference systems have now been seamlessly integrated into a comprehensive communication system which provides the following features:

- Enhanced collaboration
- Improved efficiency and flexibility with multiple communication modes such as video, text, email, and voice
- Enhanced document storage and sharing using Microsoft OneDrive. This allows users to access their documents 'on the go'
- Cloud-based email may be accessed from any internet connection, both within and outside the WSU network

### 2) **Video Conferencing Integration with Microsoft Teams**

Flowing from the migration to O365, WSU adopted Microsoft Teams (MS Teams) from within the O365 suite as its videoconferencing facility. Today, WSU staff may be seamlessly connected via MS Teams in boardrooms, offices, and transit for their videoconferencing needs.

### 3) **Fixed-line Telephony Integration with Microsoft Teams**

This integration provides flexible and increased reach for the fixed-line telephone system. It introduced to WSU's telephony system the following features:

- Ability to receive landline calls on mobile devices that have MS Teams installed
- Ability to receive 'missed call' messages on the email system
- Ability to receive voicemails from the fixed-line telephone system on the email system

### 4) **Firewall Upgrade**

Cybersecurity is one of the major challenges of any digitised enterprise. With this upgrade, WSU is getting the latest state-of-the-art cybersecurity functionality from one of the world's best-rated firewall systems.

Whereas WSU previously used a single firewall to cater to the entire Institution, the current implementation uses two firewall systems to create a more robust and failproof security architecture.

### 5) **ITS Upgrade**

2021 also saw WSU finally upgrading its Enterprise Resource Planning (ERP) system - Integrated Tertiary Software (ITS). This is the backbone operational system for the Institution, supporting the automation of many day-to-day operations. As the support and maintenance of ITS Integrator 3 was being discontinued by the vendor of this software, WSU needed to upgrade to the new ITS Integrator 4. This latest version brings the following features:

- An enhanced technical specification of the ITS system in line with the latest technologies
- An improved and modern user interface

Importantly, WSU will continue to benefit from the support and maintenance of the system's vendor.

### 6) **Intranet Upgrade**

This project provides the following benefits to WSU:

- Enhanced information sharing and collaboration across the Institution
- Enhanced information sharing and collaboration internally within divisions and departments of WSU
- Easy access to critical documents such as policies and standards using advanced search facilities





## NEWLY UPGRADED WSU INTRANET SITE

is now available. Let's all take advantage of the effective and efficient internal WSU communication

### EXPLORE THE FOLLOWING NEW FEATURES

- View and interact with HR services
- View and interact with Finances services
- Get information and messages from the office of the VC
- Get information and messages from MCA

To access the intranet, go to: <https://sharepoint.wsu.ac.za/sites/Portal/Pages/Home.aspx>.  
Log in using your normal user credentials.



The following projects are in the 2022 project portfolio:

### 1) Wi-Fi Phase II project

Indoor Wi-Fi rolled out at the following NMD residences

- Atlanta
- Chumani
- Silimela
- Ntinga

Also, a Design Blueprint to be used as a basis for the future rollout of a comprehensive WSU-wide Wi-Fi coverage will be developed.

### 2) Wi-Fi Phase III project

Indoor Wi-Fi rolled out at the following NMD residences:

- Nelson Mandela Drive (NMD) in Mthatha Campus – Kuwait and Bagdad residences
- Butterworth Campus – Student Village and Main Residence
- Potsdam in Buffalo City Campus – Old Residence

### 3) Fibre Optic Connectivity Rollout

Fibre optic connectivity will create a backbone on which various devices, including Wi-Fi devices, Security Systems, etc., may be effectively networked at WSU sites. The following sites will be covered:

- Zamukulungisa
- NMD
- Postdam
- Ibika
- Komani and Whittlesea

### 4) Datacentre Infrastructure

This project will refurbish all the WSU datacentres located across various WSU sites. It will provide robust data centres that comply with best practices and improve physical security in data centres.

### 5) Electronic Security System Installation (CCTV)

WSU's physical infrastructure requires a sophisticated electronic security system. When completed, this project will roll out CCTV cameras and related infrastructure at NMD.



## 6) Backup Power Refurbishment

For stable backup during power outages to ensure better protection for the computerised equipment from power surges, a longer-lasting uninterrupted power supply (UPS) will be provided.

## OCCUPATIONAL HEALTH AND SAFETY (OHS)

Occupational Health and Safety is taking shape at WSU with the appointment of an Intuitional OHS manager (still on contract) and Campus Health and Safety officers. The external consultant's risk assessments/audits have been done, and implementation of the finding is in progress. The Occupational Health and Safety policy, Injury on Duty Procedure has been reviewed and approved. The university managers have been trained on the latest OHS Regulations. Occupational Health and Safety committees have been established at the campus level. Training of Safety Representatives, firefighters and in First Aid has been offered.

Legal appointments: sections 16.1 and 16.2 of the OHS ACT No 85 of 1993 of the university management are in place. On campuses, sections 8,17,19 are appointed in terms of the OHS ACT no 85 of 1993. Under general safety regulations, 2 and 3, firefighters and first aiders are appointed.

WSU has a basic instinct for a hazard-free working environment and for employees to develop safe working strategies that help them avoid harm. Safety is one of these strategies. Workplace health and safety are important for several reasons. We consider the negative impacts of accidents and laws to protect employees addressed in the OHS policy.

We follow three incident prevention considerations:

1. Financial: Injuries, diseases and damage to property have financial impacts, many of which are 'hidden' and not covered by insurance.
2. Social: It is important to prevent injuries and disease because of the negative impact these have on society.
3. Moral: It is morally right to protect employees and other persons in the workplace from any form of harmful environment.

## PART E: GOVERNANCE & MANAGEMENT

For the academic year 2021, Council continued to accomplish outstanding success in all its legislative governance tasks. This includes successfully holding three scheduled Council meetings and the highly satisfactory performance by Council sub-committees in carrying out their responsibilities. The year began with two major events; the Council Governance Workshop and the Induction Workshop, both of which were held on 29 January, 2021, with the involvement of the Institutional Management Committee. The session was held online because the country was still dealing with COVID-19 issues. On 29-30 March, 2021, the Council conducted a walk-around of the Mthatha and Butterworth campuses to assess the state of learning and teaching infrastructure and university-owned student homes. The Institutional Management Committee was present during the walk-around explaining the details of activities to Council members. Following the walk-around, the first Council meeting praised University Management for the excellent work produced and urged for quick improvements where there were shortcomings.

Mr X. Bomela (Ministerial Appointee) and Ms N. Bam (Council Appointee) resigned during the second semester. Council Chairperson, Advocate Ngcukaitobi, expressed his gratitude on behalf of the Council for the contribution they had made during their membership. Mr. X. Bomela was the Council Deputy Chairperson and PICC Chairperson, while Ms. Bam was the ARC Chairperson. Both were members of the Executive Committee of the Council. Following the departure of Mr X. Bam, Council appointed Ms F. Lamola as Council Deputy Chairperson and Mr S. Puti as PICC Chairperson. Key decisions made by the Council in 2021 included:

- Approved the WSU Strategic Plan 2020-2030, commonly called: Vision 2030.
- Approved and supported Campus Consolidation and Faculty Rationalisation Project Initiation.
- Appointed the University Registrar and Deputy Vice-Chancellor: Academic Affairs and Research.

The Institutional Forum (IF) met regularly and was dedicated to its mission. To further improve its position, IF hosted a Strategic Planning Workshop for the year, at the start of the year, focusing on major goals to pursue as part of its legislative mandate. Consistent advice given to Council allowed it to make balanced decisions. Council wrote a special thank you letter to IF, recognising its focused advice to Council, particularly in resolving the student

demands standoff at the start of the year.

## PART F: CONCLUDING REMARKS

WSU remains steadfast in its future-focused vision. Despite challenges, we remain committed to delivering quality core business outputs while ensuring sustainable growth inputs and development. 2021 was an extraordinary year and it can be said, without fear, that WSU met the task and survived the onslaught of global, national and regional challenges.

Next year will no doubt be a difficult one. Still, the Institution can be confident that it can pull through if we emphasise the welfare of our staff and students while ensuring the future sustainability of the Institution.



Professor RN Songca  
VICE-CHANCELLOR & PRINCIPAL

# THE REPORT OF THE CHAIRPERSON OF THE FINANCE COMMITTEE

## INTRODUCTION

We are pleased to report the financial performance of the University for the year ended 31 December 2021.

The University's finances have remained stable in a very tough economic environment following the devastating impact of Covid-19. The reprioritisation of government funding to fight the Covid-19 pandemic resulted in budget cuts in some government departments and we were fortunate that the University block grant allocations were not reduced, with our funding in 2021 remaining at the same levels as the previous year. The regulation of tuition fee increases since the **#feesmustfall** protests and the lack of increase in the block grant funding is putting immense pressure on the University finances.

The University is faced with increasing levels of student debt due to funding policy changes for example the PGCE qualification is no longer funded from the 2021 academic year. We have also seen a significant increase in the demand for NSFAS funding and many of our students failing to access NSFAS funding for various reasons including not applying for funding on time or not meeting the funding conditions. Like other universities, we had to make more financial concessions during the 2021 registration in order not to leave students behind. However, there is a huge cost in doing this and this has resulted in a substantial increase in student debt and the related expected credit loss provision, as financial results will show.

WSU's new vision is to be an "impactful, technologically-infused African University" with Goal number 6 of the 2030 strategic plan being financial sustainability with the following sub-goals:

- Efficient management of resources
- An integrated long-term financial framework to ensure the sustainability of the institution
- Financial Management
- Diversified income streams

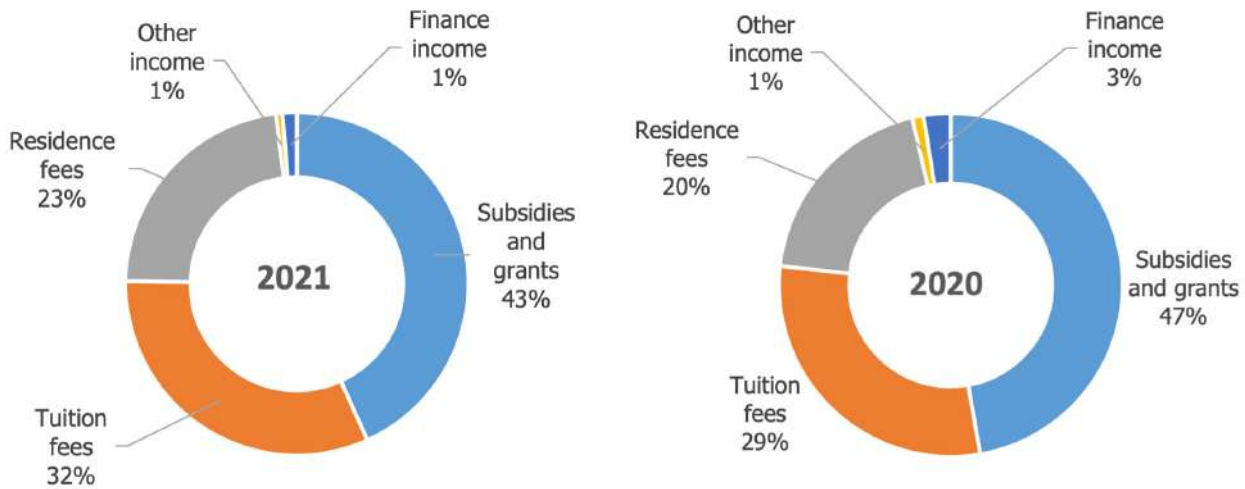
We continue to work hard towards the achievement of our financial objectives and to support the achievement of Vision 2030.

## FINANCIAL HIGHLIGHTS

- Total revenue increased by R504m (19.8%) to R3.045bn from R2.541bn last year
- Total expenditure increased by 23.4% to R2.948bn, from R2.400bn last year
- The operating surplus decreased by R44m (31.4%) to R96m from a surplus of R140m last year. The operating surplus is comprised of:
  - ◊ A surplus of R128m on Council Controlled activities decreased by R16m (11%) from a surplus of R144m in the prior year.
  - ◊ A surplus of R46m on Specifically Funded activities, an increase of R43m from the prior year's surplus of R3.4m.
  - ◊ A deficit of R78m on Residences. The deficit increased by R71m from the prior year deficit of R7.8m.
- The provision for doubtful debts expense was R196m and increased by R32m (19.5%) from the prior year provision of R164m.
- Total assets increased by R230m (6.4%) to R3.841bn from R3.611bn in the prior year.
- Cash balances increased by R222m (12%) to R2.150bn from R1.927bn in the prior year.

## REVENUE

Total revenue increased by R504m (19 %) to R3.045bn from the prior year's revenue of R2.514bn, while total recurrent revenue increased by R54m (2.7%) to R2,097 billion from R2.043 billion in the prior year. The composition of total revenue is depicted below:



The table below compares the 2021 revenue to 2020.

Description	2021 R'million	Movement %	2020 R'million
Subsidies and grants	1 304	8.6%	1 201
Tuition fees	987	31.6%	750
Residence fees	685	37.6%	498
Other income	28	3.7%	27
<b>Subtotal</b>	<b>3 004</b>	<b>21.3%</b>	<b>2 476</b>
Finance income	41	(36.6%)	65
<b>Total</b>	<b>3 045</b>	<b>19.8%</b>	<b>2 541</b>
Adjustments to revenue - *	(948)	90.4%	(498)
<b>Recurrent revenue</b>	<b>2 097</b>	<b>2.7%</b>	<b>2 043</b>

\* - Revenue from residences and revenue that is non-recurring is excluded from the calculation of recurrent revenue.

**Subsidies and grants** account for 43% of revenue (2020: 47 %). Revenue from grants and subsidies increased by 8% from the prior year due to an increase in the teaching input and output credits, as well as an increase in research output. There was no CPI increase in the block grant allocation in the 2021 academic year.

**Tuition fee** revenue accounts for 32% (2020: 29%) of revenue and increased by 31.6% from the prior year, which is above the CPI. As a result of the extension of the academic year, tuition fee revenue of R125m from the prior year was accounted for in the 2021 financial year and resulted in a significant increase in revenue from the prior year.

**Residence fees** revenue accounts for 22% of revenue (2020: 20%) and increased by 37.6% from the prior year. As a result of the extension of the academic year, residence fee revenue of R88m from the prior year was accounted for in the 2021 financial year and resulted in a significant increase in revenue from the prior year. The increase was due to higher occupancy in 2021 compared to the previous year, where lockdowns negatively impacted occupancy.

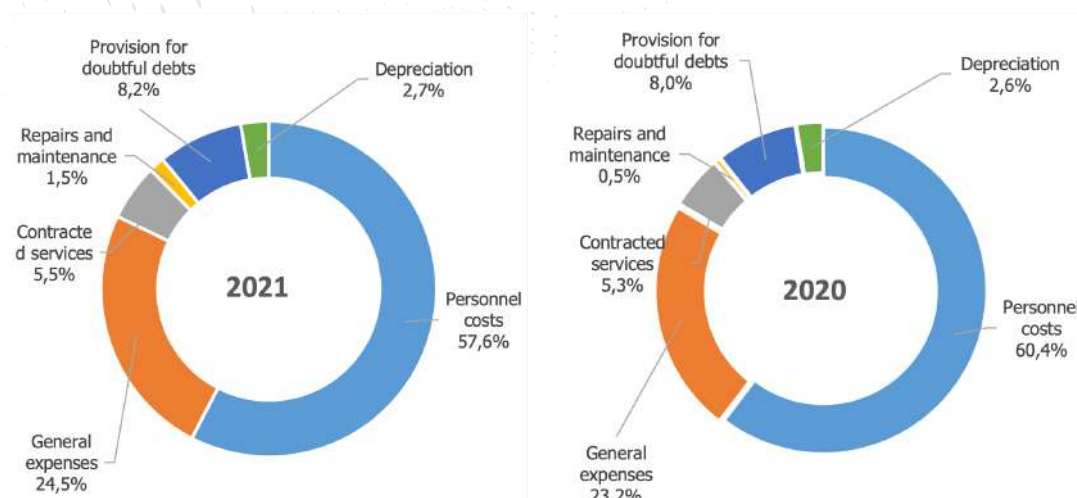
Improved University cashflows in the current year did not translate into improved finance income due to the reduced repo rate.



**Other income (third-stream income)** contribution to total revenue is insignificant compared to total revenue. Various initiatives are underway to improve the third-stream income contribution to the University, which is key to its financial viability.

## EXPENDITURE

Total expenditure increased by 23.4% to R2.948bn, from R2.400bn in the prior year. The major expenditure line items can be analysed as follows:



As the University has an agency relationship with funders and students, the Hire: Student residences expenditure has been excluded from the analysis of expenditure.

The table below analyses the movement for the major expenditure line items from the prior year:

Description	2021 R'million	Movement %	2020 R'million
Personnel costs	1 372	11,0%	1 236
General expenses	585	23,4%	474
Contracted services	130	20,4%	108
Repairs and maintenance	36	227,3%	11
Provision for doubtful debts	196	19,5%	164
Depreciation	64	19,9%	53
<b>Subtotal</b>	<b>2 383</b>	<b>16,4%</b>	<b>2 046</b>
Hire: Student residences	565	60,1%	353
<b>Total</b>	<b>2 948</b>	<b>22,9%</b>	<b>2 399</b>

**Personnel costs** accounted for 57.7% (2020: 60.4%) of expenditure and increased by 11.0% from the prior year. The increase in personnel costs was due to the annual salary increase and senior academic appointments made during the year. This resulted in personnel costs as a percentage of recurrent income increasing to 66.6% from 60.4% in the prior year, which exceeds the sector benchmark of 58% to 62%.

**General expenses** account for 24.5% (2020: 23.2%) of expenditure and increased by 23.4% to R585m from R474m in the prior year. Expenses were lower in the prior due to the impact of lockdown and the return to normal operations in 2021 resulted in significant increase in general expenses.

The **provision for doubtful debts** increased by 19.5% from the prior year. The increase was due to financial concessions made during the registration period as well as more students failing to access NSFAS funding. Collections from former students have also not performed very well.

## FINANCIAL POSITION

Total assets increased by R230m (6%) to R3.841bn from R3.611bn in the prior year. Cash and cash equivalents

increased by R222m from the prior year. Additions to property, plant and equipment were R135m, which shows the significant investments made by the University in infrastructure. While gross debtors increased by R136m, the net decrease in student debtors was only R59m due to a significant increase in expected credit losses. The significant increase in expected credit losses reflects the deteriorating economic environment and a decline in the number of students funded by NSFAS.

There was no significant movement in current liabilities from the prior year. However, due to new funding received, non-current liabilities (deferred income) increased by R128m from the prior year.

## RESTRICTED FUNDS AND GRANTS

Grants and subsidies for specific purposes are ring-fenced and invested in separate bank and call accounts. At year-end, the unspent restricted funds amounted to R1.071m (2020: R964m). A substantial portion of the restricted funds are from the DHET and specifically earmarked for defined purposes relating to either capital projects or operational costs outside the University's normal operating expenditures.

The University classifies grants as:

- Asset-based – grants for the purchase or construction of assets
- Income-based – grants to fund operational expenditure.

The significant receipts for asset-based grants in 2021 were received for the DHET IEG grant "R301M" project, which amounted to R 159.8m, while significant receipts for the Income-based grants were for the Clinical Training Grant – R26.7m, the University Capacity Development Grant R 36.1m, Nelson Mandela Fidel Castro Collaboration grant – R 10,8m and the NGAP Foundation grant – R15.5m.

## GOING CONCERN

The financial statements reflect that the University is both liquid and solvent as its current assets exceed its current liabilities with a current ratio of 1.6:1 (2020: 1.5:1), while total assets exceeded total liabilities by R542m (2020: R446m). The University has sufficient working capital reserves to meet its obligations as they fall due. Like all public higher education institutions, the University's ability to continue as a going concern is dependent on continued funding from the DHET through subsidies and NSFAS support.

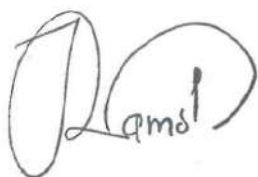
With gross impairment of R864m and an increase in impairment of R196m from 2020, student debt is a significant financial risk facing the University. The University is between a rock and a hard place as most of our students come from poor and disadvantaged backgrounds and therefore cannot pay amounts due to the University as per payment agreements. On the other hand, enforcing minimum amounts payable would have an undesirable effect on meeting enrolment targets and, consequently, block grant funding.

## AUDIT OUTCOME

We are pleased to report a positive audit outcome for the 2021 financial year, a third time in a row. We continue to make strides in the automation of manual processes, optimising the use of the ERP platform, and addressing internal control weaknesses. This has enabled us to make significant improvements in financial processes including registration procedures, payment of allowances, payment of suppliers and cost control.

## CONCLUSION

It has taken a lot of sacrifices, compromises and negotiations to improve our finances and financial processes in the last few years. We sincerely appreciate all our stakeholders' support and collaboration in making this possible. We must continue to build a University that we will be proud of and make those financial decisions that will make us better tomorrow.



Ms Fanisa Lamola CA(SA)  
Chairperson  
Finance Committee of Council  
Date: 30 June 2022



Mr M Nhiwatiwa CA(SA)  
Chief Financial Officer

Date: 30 June 2022

# STATEMENT OF RESPONSIBILITY FOR THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

The Council is responsible for the preparation and fair presentation of the consolidated Annual Financial Statements for Walter Sisulu University, comprising of the consolidated statement of financial position at 31 December 2020, the consolidated statements of comprehensive income, consolidated statement of changes in funds and consolidated statement of cash flows for the year then ended and the notes to the consolidated annual financial statements which include a summary of significant accounting policies and other explanatory notes in accordance with International Financial Reporting Standards and in the manner required by the Minister of Education in terms of Section 41 of the Higher Education Act, 1997 (Act No 101 of 1997), as amended. In addition, the Council is also responsible for the preparation of the Report of the Chairperson of Council, Council's Statement on Governance, Report on Risk Exposure Assessment and the Management thereof, Statement of Transformation, Statement of Internal Administrative/Operational Structure and Controls, Senate Report, Report of the Vice-Chancellor and Principal and the Financial Review, and for which Council is responsible for its accuracy and consistency with the consolidated Annual Financial Statements.

The Council is also responsible for such internal control as the Council determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for maintaining adequate accounting records and an effective system of risk management.

The Council is responsible for the controls over, and the security of the website and, where applicable, for establishing and controlling the process for electronically distributing annual reports and other financial information to stakeholders.

The Council has made an assessment on the ability of the University to continue as a going concern and believes that the University will be a going concern in the year ahead.

The auditors are responsible for reporting on whether the consolidated annual financial statements are fairly presented in accordance with the applicable financial reporting framework.

## APPROVAL OF THE FINANCIAL STATEMENTS

The consolidated annual financial statements, as identified in the first paragraph, were approved by the Council on 30 June 2022 and are signed on its behalf by:



Advocate T Ngcukaitobi  
CHAIRPERSON OF COUNCIL



Professor RN Songca  
VICE-CHANCELLOR & PRINCIPAL



## **Independent auditor's report to the Council and the Minister of Higher Education, Science and Innovation on Walter Sisulu University**

### **Report on the audit of the consolidated financial statements**

#### **Opinion**

We have audited the consolidated financial statements of the Walter Sisulu University and its subsidiaries (the group) set out on pages 95 to 140, which comprise the consolidated statement of financial position as at 31 December 2021, the consolidated statements of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, as well as notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Walter Sisulu University as at 31 December 2021, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act and the Regulations for reporting by Public Higher Education Institutions, 2014, issued in terms of the Higher Education Act of South Africa, 1997.

#### **Basis for opinion**

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.

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

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

#### **Responsibilities of the Council for the consolidated financial statements**

The Council is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 and the Regulations for reporting by Public Higher Education Institutions, 2014, issued in terms of the Higher Education Act of South Africa, 1997, and for such internal control as the Council determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

PricewaterhouseCoopers Inc., Acacia House, Palm Square Office Park, Bonza Bay Road, Beacon Bay, 5241  
P O Box 13069, Vincent, 5217  
T: +27 (0) 43 707 9600, F: +27 (0) 43 707 9700, [www.pwc.co.za](http://www.pwc.co.za)

Chief Executive Officer: L S Machaba  
The Company's principal place of business is at 4 Lisbon Lane, Waterfall City, Jukskei View, where a list of directors' names is available for inspection.  
Reg. no. 1998/012055/21, VAT reg.no. 4950174682



## Auditor's responsibilities for the audit of the consolidated financial statements

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.

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

## Report on the audit of the annual performance report

### Introduction and scope

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected key performance areas presented in the annual performance report. We performed procedures to identify material findings but not to gather evidence to express assurance.

Our procedures address the usefulness and reliability of the reported performance information, which must be based on the University's approved performance planning documents. We have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. Our procedures do not examine whether the actions taken by the University enabled service delivery. Our procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected key performance areas presented in the University's annual performance report for the year ended 31 December 2021:

Key performance area	Pages in the annual performance report
Key performance area: Access	63 – 64
Key performance area: Success	64 – 65

We performed procedures to determine whether the reported performance information was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not identify any material findings on the usefulness and reliability of the reported performance information for these Key performance areas:

- Key performance area: Access
- Key performance area: Success

## **Other matters**

We draw attention to the matters below.

### *Achievement of planned targets*

Refer to the annual performance report on pages 63 to 66 for information on the achievement of planned targets for the year and management's explanations provided for the under/over achievement of targets.

## **Report on the audit of compliance with legislation**

### **Introduction and scope**

In accordance with the PAA and the general notice issued in terms thereof, we have a responsibility to report material findings on the University's compliance with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

The material findings on compliance with specific matters in key legislations are as follows:

#### *Strategic Planning*

The annual performance plan was not prepared as required by section 5(1) of the regulations for reporting by public higher institutions.

The annual performance plan was not consistent and aligned with the strategic goals and objectives in the strategic plan as required by section 5(2)a) of the regulations for reporting by public higher institutions.

Procedures for mid-year reporting and assessment were not established to facilitate effective performance monitoring, evaluation and corrective action, as required by section 6(3) of the regulations for reporting by public higher institutions.

#### *Procurement and contract management*

A member of staff or employee did not in writing:

(a) before he or she was appointed or assumed office, declare any business that may raise a conflict or a possible conflict of interest with the public higher education institution concerned; and/or

(b) notify the public higher education institution concerned of any conflict or possible conflict of interest before such public higher education institution procured any goods or services from such member of staff or an organisation within which such member or employee held an interest, in contravention of section 34(4)(a)-(b) of the Higher Education Act.

### **Other information**

The Council is responsible for the other information. The other information comprises the information included in the "*Walter Sisulu University 2021 Annual Report*". The other information does not include the consolidated financial statements, the auditor's report and those selected key performance areas presented in the annual performance report that have been specifically reported in this auditor's report.

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

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 key performance areas presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Internal control deficiencies

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

- Performance management systems did not incorporate adequate mechanisms to enforce and enable oversight and monitoring of performance information in line with applicable legislation.
- Corrective and preventative actions were not developed and implemented to appropriately prevent and detect non-compliance with legislation.

### Other reports

We draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the University's consolidated financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the consolidated financial statements or our findings on the reported performance information or compliance with legislation.

### Investigations

The following forensic investigations have been performed during the 2021 financial year:

Description	Matter investigated	Period covered
Unauthorised changes to banking details	An instruction for the change of banking details was received by the institution and the service provider later came back to claim that he has not received payment and that the change was not requested by him,	21/08/2021
Eligibility of students to Graduate	Two students graduated although they did not attain the required Total Credit Value for the Psychology qualification.	23/09/2021

### Audit-related services and special audits

Agreed-upon procedures on certificates were performed for grants, other funding and similar items. Below is the list of Agreed-upon procedures engagements performed or are in the process of being performed in relation to 2021. These services were rendered by other service providers and not the external auditors.

Project Name	Financial year end	Description	Completion date
New Generation of Academics (NGAP)	31/03/2021	Agreed Upon Procedures	27/08/2021
Institute of Advanced Tooling (IAT)	31/03/2021	Agreed Upon Procedures	28/06/2021
National Research Foundation (NRF)	31/12/2021	Agreed Upon Procedures	14/03/2022
Foundation Extended Programmes Grant	31/03/2021	Agreed Upon Procedures	31/05/2021
E-Skills Grant	31/03/2021	Agreed Upon Procedures	28/06/2021
Clinical Training Grant (CTG)	31/03/2021	Agreed Upon Procedures	31/05/2021
Clinical Training Enrolments Grant	31/12/2021	Agreed Upon Procedures	Not started
Department of Environmental Affairs Grant (DEA)	31/03/2021	Agreed Upon Procedures	10/06/2021
Office of Technology Transfer for Capacity Building Grant (OTT)	31/03/2021	Agreed Upon Procedures	31/05/2021
Student, Staff and Academic Programme Data (HEMIS)	31/12/2021	Agreed Upon Procedures	Not started
University Capacity Development Grant (UCDG)	31/03/2021	Agreed Upon Procedures	31/05/2021
WSU Clinical Training Grant for SA medical students returning from Cuba	31/03/2021	Agreed Upon Procedures	20/05/2021
SA Medical Research Council Grants	31/03/2021	Agreed Upon Procedures	Not started
Research Output	31/12/2021	Agreed Upon Procedures	13/05/2022
COVID-19 Responsiveness Grant	31/03/2021	Agreed Upon Procedures	11/07/2021
University Staff Doctoral Programme (USDP)	31/03/2021	Agreed Upon Procedures	09/09/2021



Project Name	Financial year end	Description	Completion date
DHET Infrastructure Grants (R24.5M, R182M, R202M, R301.95M, R404M & R441M)	31/03/2021	Agreed Upon Procedures	30/07/2021
Historically Disadvantaged Institutions Grant (HDI-DG)	31/03/2021	Agreed Upon Procedures	30/06/2021
Research Output	31/12/2020	Agreed Upon Procedures	12 March 2021

*PricewaterhouseCoopers Inc.*

PricewaterhouseCoopers Inc.

Director: JFD Labuschagne

Registered Auditor

East London, South Africa

30 June 2022

*\*The examination of controls over the maintenance and integrity of the Group website is beyond the scope of the audit of the financial statements. Accordingly, we accept no responsibility for any changes that may have occurred to the financial statements and/or the performance assessment on core business since they were initially presented on the website.*

## **Annexure – Auditor's responsibility for the audit**

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

### **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 University's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
- conclude on the appropriateness of the Council's 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 Walter Sisulu University and its subsidiaries 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 the University 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
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

### **Communication with those charged with governance**

We communicate with the 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.

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# **CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021**

Figures in R `000

	Notes	2021	2020
<b>Assets</b>			
<b>Non-current assets</b>			
Property, plant and equipment	5	1,053,911	975,509
Right-of-use assets	6.2	4,635	6,667
Unlisted investments	7	18,583	15,118
<b>Total non-current assets</b>		<b>1,077,129</b>	<b>997,294</b>
<b>Current assets</b>			
Trade and other receivables	8	614,215	686,533
Cash and cash equivalents	9	2,149,584	1,927,462
<b>Total current assets</b>		<b>2,763,799</b>	<b>2,613,995</b>
<b>Total assets</b>		<b>3,840,928</b>	<b>3,611,289</b>
<b>Reserves and liabilities</b>			
<b>Reserves</b>			
Capital Reserves		380,255	380,255
Accumulated surplus		162,414	66,051
<b>Total reserves</b>		<b>542,669</b>	<b>446,306</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Lease obligation	6.2	4,359	4,359
Deferred income	11	1,545,827	1,418,286
<b>Total non-current liabilities</b>		<b>1,550,186</b>	<b>1,422,645</b>
<b>Current liabilities</b>			
Accrual for employment obligations	12	252,685	236,181
Trade and other payables	13	920,256	876,196
DHET unspent funds	14	143,972	138,520
Lease obligation	6.2	705	3,510
Deferred income	11	430,455	487,931
<b>Total current liabilities</b>		<b>1,748,073</b>	<b>1,742,338</b>
<b>Total liabilities</b>		<b>3,298,259</b>	<b>3,164,983</b>
<b>Total equity and liabilities</b>		<b>3,840,928</b>	<b>3,611,289</b>



# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2021

Figures in R `000	Notes	Council controlled unrestricted	Specifically funded activities restricted	Residences and accommodation	Total
<b>Subsidies and Grants</b>		1,043,573	260,240	-	1,303,813
State appropriations	15.2	1,043,573	140,795	-	1,184,368
Covid Relief Grant	15.2	-	52,025	-	52,025
Institutional grants	15.2	-	67,420	-	67,420
Tuition and residence fee revenue	15.1	987,037	-	684,985	1,672,022
Sundry Income	15.2	28,128	-	-	28,128
		2,058,738	260,240	684,985	3,003,963
<b>Operating expenditure</b>					
<b>Personnel costs</b>	16	(1,268,136)	(61,685)	(42,112)	(1,371,933)
Academic		(774,976)	(26,079)	-	(801,055)
Other personnel		(493,160)	(35,606)	(42,112)	(570,878)
Other operating costs	17	(541,664)	(133,381)	(640,669)	(1,315,714)
Doubtful debt provision	8	(115,579)	-	(80,210)	(195,789)
Depreciation and impairment	18	(45,275)	(19,196)	-	(64,471)
<b>Total operating expenditure</b>		(1,970,654)	(214,262)	(762,991)	(2,947,907)
Finance income	19	40,755	459	-	41,214
Finance cost	6.3	(907)	-	-	(907)
<b>Sub total</b>		(1,930,806)	(213,803)	(762,991)	(2,907,600)
<b>Surplus/(Deficit)</b>	19	127,932	46,437	(78,006)	96,363
<b>Other comprehensive income</b>		-	-	-	-
<b>Total comprehensive income / (net deficit)</b>		127,932	46,437	(78,006)	96,363

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2020

Figures in R `000	Notes	Council controlled unrestricted	Specifically funded activities restricted	Residences and accommodation	Total
<b>Subsidies and Grants</b>		983,987	217,214	-	1,201,201
State appropriations	15.2	983,987	88,883	-	1,072,870
Covid Relief Grant	15.2	-	77,666	-	77,666
Institutional grants	15.2	-	50,665	-	50,665
Tuition and residence fee revenue	15.1	750,193	-	497,656	1,247,849
Sundry Income	15.4	27,362	-	-	27,362
		1,761,542	217,214	497,656	2,476,412
<b>Operating expenditure</b>					
<b>Personnel costs</b>	16	(1,144,148)	(61,685)	(30,656)	(1,236,489)
Academic		(647,590)	(26,079)	-	(673,669)
Other personnel		(496,558)	(35,606)	(30,656)	(562,820)
Other operating costs	18	(403,013)	(133,381)	(409,310)	(945,704)
Doubtful debt provision	8	(98,737)	-	(65,499)	(164,236)
Depreciation and impairment	18	(34,240)	(19,196)	-	(53,436)
<b>Total operating expenditure</b>		(1,680,138)	(214,262)	(505,465)	(2,399,865)
Finance income	19	64,134	459	-	64,593
Finance cost	6.3	(1,118)	-	-	(1,118)
<b>Sub total</b>		(1,617,122)	(213,803)	(505,465)	(2,336,390)
<b>Surplus/(Deficit)</b>	19	144,420	3,411	(7,809)	140,022
<b>Other comprehensive income</b>		-	-	-	-
<b>Total comprehensive income / (net deficit)</b>		144,420	3,411	(7,809)	140,022

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Figures in R `000

	Capital Reserves	Accumulated surplus	Total
<b>Balance at 1 January 2020</b>	380,255	(73,971)	306,284
Surplus for the year	-	140,022	140,022
Other comprehensive income	-	-	-
Total comprehensive income	-	140,022	140,022
<b>Balance at 31 December 2020</b>	<b>380,255</b>	<b>66,051</b>	<b>446,306</b>
Surplus for the year	-	96,363	96,363
Other comprehensive income	-	-	-
Total comprehensive income	-	96,363	96,363
<b>Balance at 31 December 2021</b>	<b>380,255</b>	<b>162,414</b>	<b>542,669</b>

## CONSOLIDATED STATEMENT OF CASH FLOWS

Figures in R `000

	Notes	2021	2020
<b>Cash flows from operating activities</b>			
<b>Surplus for the year</b>		<b>96,363</b>	<b>140,022</b>
<b>Adjusted for:</b>			
Depreciation and amortisation expense	18	64,471	53,436
Gain on recognition of assets	5	(12,400)	-
Fair value (gains)/loss on financial assets		(3,464)	762
Finance income	19	(41,214)	(64,593)
Finance costs	6.3	907	1,118
<b>Changes in:</b>			
Adjustments for increase in trade receivables		(135,846)	(253,833)
Adjustments for increase in other operating payables		44,060	474,174
Adjustments for increase in DHET unspent funds		5,452	8,079
Adjustments for increase in accrual for employment obligations		16,504	34,524
Adjustments for (decrease)/increase in deferred income - Income Based		(57,476)	81,049
Adjustments for decrease/(increase) in other operating receivables		12,858	(31,036)
Adjustments for increases in impairment losses		195,789	164,236
<b>Cash flows from operating activities</b>		<b>186,004</b>	<b>607,938</b>
Interest received		16,887	38,494
<b>Net cash flows from operating activities</b>		<b>202,891</b>	<b>646,432</b>
<b>Cash flows from / (used in) investing activities</b>			
Purchase of property, plant and equipment	5	(135,339)	(129,548)
Interest received	11	24,327	26,099
Adjustments for increase in deferred income - Asset Based		127,541	17,143
<b>Net cash flows from / (used in) investing activities</b>		<b>16,529</b>	<b>(86,306)</b>
<b>Cash flows from / (used in) financing activities</b>			
Interest paid	6.3	(907)	(1,118)
Movements on lease liabilities	6.4	3,712	(605)
<b>Cash flows from / (used in) financing activities</b>		<b>2,805</b>	<b>(1,723)</b>
<b>Net increase in cash and cash equivalents</b>		<b>222,225</b>	<b>558,403</b>
Cash and cash equivalents at the beginning of year		1,927,462	1,369,059
<b>Total cash and cash equivalents at end of year</b>	9	<b>2,149,687</b>	<b>1,927,462</b>



## ACCOUNTING POLICIES

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### 1. General information

Walter Sisulu University ("WSU") 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 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 University's consolidated annual financial statements are prepared in accordance with International Financial Reporting Standards ("IFRS") and the requirements of the Higher Education Act of South Africa. These consolidated annual financial statements have been prepared under the historical cost convention, except for investments measured at fair value through profit and loss.

The preparation of consolidated annual financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the University's accounting policies. 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 2020/21 and 2021/22.

Walter Sisulu University generated a net surplus of R96 million during the year ended 31 December 2021 (2020: R140m) and, as of that date the University's net assets were R542million (2020: R446m). The University's is implementing a financial recovery plan which includes cost control, debtors management, improving the administration of NSFAS claims and reviewing the viability of programmes with the aim of improving the working capital and the balance sheet. The cash flow position of the University has continued to show a steady improvement in the last few years. 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 R936 million as of June 2022. 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 Consolidation

##### Subsidiaries

Subsidiaries are all entities (including structured entities) over which the university has control. The university controls an entity when the university is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the university. They are deconsolidated from the date that control ceases.

The University applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the university. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The university recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

## ACCOUNTING POLICIES

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### *Basis of preparation and summary of significant accounting policies continued...*

The details of structured entities of the University are disclosed in Note 25.

#### **2.3 Joint arrangements**

Under IFRS 11 investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement.

The University has assessed the nature of its joint arrangements and has determined them to be joint operations.

The University recognises its direct right to the assets, liabilities, revenues and expenses of joint operations and its share of any jointly held or incurred assets, liabilities, revenues and expenses. These have been incorporated in the consolidated annual financial statements under the appropriate headings. Details of the joint operation are set out in note 10.

#### **2.4 Property, plant and equipment**

##### **Definition**

Property, plant and equipment are tangible items that:

- are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes; and
- are expected to be used during more than one period.

##### **Recognition**

Property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits associated with the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

##### **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.

##### **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.

## ACCOUNTING POLICIES

### *Basis of preparation and summary of significant accounting policies continued...*

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
Buildings	Cost	Buildings only up 50 years	Straight Line
Leasehold improvements	Cost	Lease period	Straight Line
Motor vehicles	Cost	5-10 years	Straight Line
Fixtures and fittings	Cost	3 to 10 years	Straight Line
Computer equipment	Cost	5 years	Straight Line
Construction in progress	Cost	Not depreciated until transferred to respective asset class and items brought into use	
Land	Cost	Not depreciated	

### **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.

### **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.

## ACCOUNTING POLICIES

---

### *Basis of preparation and summary of significant accounting policies continued...*

#### **2.5 Borrowing costs**

Borrowing costs are interest and other costs that an entity incurs in connection with the borrowing of funds.

A qualifying asset is an asset that necessarily takes a substantial period of time to get ready for its intended use or sale.

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset. Other borrowing costs are recognised as an expense in the period in which it occurred.

Where funds are borrowed specifically for the purpose of obtaining a qualifying asset, the amount of borrowing costs eligible for capitalisation is the actual borrowing costs incurred on that borrowing during the period less any investment income on the temporary investment of those borrowings.

Where funds are borrowed generally and the entity uses the funds for the purpose of obtaining a qualifying asset, the amount of borrowing costs eligible for capitalisation will be calculated by applying a capitalisation rate to the costs incurred on the qualifying asset. The capitalisation rate is based on the weighted average of the borrowing rate applicable to all borrowings outstanding during the period, apart from borrowings made specifically for the purpose of obtaining a qualifying asset.

Capitalised borrowing costs are limited to actual borrowing costs incurred during any period.

The capitalising of borrowing costs as part of the cost of a qualifying asset will begin on the commencement date. The commencement date for capitalisation is the date when all of the following conditions are met:

- expenditures for the asset are incurred;
- borrowing costs are incurred; and
- activities that are necessary to prepare the asset for its intended use or sale have commenced.

Capitalisation of borrowing costs is suspended during extended periods in which active development of a qualifying asset is suspended.

Capitalising borrowing costs is ceased when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

When construction of a qualifying asset is completed in parts and each part is capable of being used while construction continues on other parts, capitalising borrowing costs ceases when all the activities necessary to prepare that part for its intended use or sale has been substantially completed.

#### **2.6 Lease liabilities**

##### **Definition**

A lease is a contract, or part of a contract, that conveys the right to use an asset for a period of time in exchange for consideration.

##### **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 determine if the contract is still a lease or now contains a lease.



## ACCOUNTING POLICIES

### *Basis of preparation and summary of significant accounting policies continued...*

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. These liabilities were measured at the present value of the remaining lease payments, discounted using the lessee's incremental borrowing rate as of 1 January 2019.

### **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, at cost less accumulated depreciation and impairment.

The measurement base, useful life or depreciation rate as well as the depreciation method for all major right of use assets are as follows:

Asset class	Measurement base	Useful life / depreciation rate	Depreciation method
Buildings	Cost	Lower of lease term or 50 years (as per assets accounted for under IAS 16)	Straight Line
Vehicles	Cost	Lower of lease term or 10 years (as per assets accounted for under IAS 16)	Straight Line

## ACCOUNTING POLICIES

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### *Basis of preparation and summary of significant accounting policies continued...*

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.

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.

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.

Low value and short-term leases are not capitalised. Payments in respect of these leases are expensed in profit and loss.

## 2.7 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

A financial asset is any asset that is:

- cash;
- an equity instrument of another entity;
- a contractual right to receive cash or another financial asset from another entity or to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.
- a contract that will or may be settled in the entity's own equity instruments and is a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or

A financial liability is any liability that is:

- a contractual obligation to deliver cash or another financial asset to another entity to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity.

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

## ACCOUNTING POLICIES

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### *Basis of preparation and summary of significant accounting policies continued...*

#### **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.

##### *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.

## ACCOUNTING POLICIES

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### *Basis of preparation and summary of significant accounting policies continued...*

#### **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.

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.



## ACCOUNTING POLICIES

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### *Basis of preparation and summary of significant accounting policies continued...*

#### **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.

## **2.8 Provisions and contingencies**

A provision is a liability of uncertain timing or amount. A liability is a present obligation of the entity arising from past events, the settlement of which is expected to result in an outflow from the entity of resources embodying economic benefits.

## ACCOUNTING POLICIES

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### ***Basis of preparation and summary of significant accounting policies continued...***

A contingent liability is:

- a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

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.

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.

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.

## ACCOUNTING POLICIES

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### *Basis of preparation and summary of significant accounting policies continued...*

#### **2.9 Revenue from contracts with customers (Tuition fees)**

Tuition, registration and residence fee revenue are recognised in 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.

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.

## ACCOUNTING POLICIES

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### *Basis of preparation and summary of significant accounting policies continued...*

#### **Rental Income**

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.

#### **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.

#### **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.

#### **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.

### **2.10 Employee benefits**

Employee benefits are all forms of consideration given by an entity in exchange for services rendered by employees or for the termination of employment.

Short-term employee benefits are employee benefits (other than termination benefits) that are expected to be settled wholly before twelve months after the end of the annual reporting period in which the employees render the related service.

Post-employment benefits are employee benefits (other than termination benefits and short-term employee benefits) that are payable after the completion of employment.

Other long-term employee benefits are all employee benefits other than short-term employee benefits, post-employment benefits and termination 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.



## ACCOUNTING POLICIES

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### *Basis of preparation and summary of significant accounting policies continued...*

#### **2.11 Government grants**

Government grants are assistance by government in the form of transfers of resources to an entity in return for past or future compliance with certain conditions relating to the operating activities of the university. They exclude those forms of government assistance which cannot reasonably have a value placed upon them and transactions with government which cannot be distinguished from the normal trading transactions of the university.

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 or by deducting the grant in arriving at the carrying amount of the asset.

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. Research grants are accounted over the term of the research period.

#### **2.12 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.

#### **2.13 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.

### **3. Critical accounting estimates and judgements**

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.

## ACCOUNTING POLICIES

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### ***Critical accounting estimates and judgements continued...***

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 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 Accounts payable (rental provision)**

The University has accrued for rental payable on certain leases where the lease agreement has not been signed. In the absence of signed lease agreement between the parties, the University has not capitalised any right of use assets and the related liabilities. Refer to Note 13.2 for further details.

#### **3.3 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). Managements assessments in the absence of contracts in relation to property leases are disclosed in Note 13.

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.

#### **3.4 Extension of the academic year**

##### *Revenue*

The 2020 academic year was completed in February 2021, whereas the academic year is normally completed in December of each financial year. Management assessed that performance obligations in respect of the tuition and residence and residence fees accrued in the 2020 financial year were only completed by February 2021. Accordingly, a portion of tuition and residence fees charged in the 2020 financial year was recognised in the 2021 financial year as per IFRS 15 (refer Note 15.1).

##### *Expenditure*

The University negotiated for reduced rentals for leased residences during the hard lock down period (May 2020 to September 2020). The University recognised the expenditure at the reduced amounts following negotiations with service providers to spread the University's obligations over the extended academic year.

#### **3.5 Covid-19 relief funding**

Like other Universities, the University received special funding (the Covid-Relief Grant) to purchase digital devices for students and lecturers, purchase data, transition to multi-modal learning and for campus readiness. Grant revenue was recognised to the extent to which performance obligations relating to the funding were met, where the funding was not repayable. Devices issued to students were charged to student accounts at cost and the corresponding amounts recognised in revenue.

#### **3.6 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.

## ACCOUNTING POLICIES

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### *Critical accounting estimates and judgements continued...*

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 the financial year is presented as non-current liabilities on the Statement of Financial Position less. The movement in Asset-Based deferred income is presented as investing activities on the cash flow statement.

## 4. New standards and interpretations

### **New standards and interpretations not yet adopted**

The university has not applied the following new, revised or amended pronouncements that have been issued by the IASB as they are not yet effective for the annual financial year beginning 1 January 2021 (the list does not include information about new requirements that affect interim financial reporting or first-time adopters of IFRS since they are not relevant to the university). The member of council anticipates that the new standards, amendments and interpretations will be adopted in the university's financial statements when they become effective. The university has assessed, where practicable, the potential impact of all these new standards, amendments and interpretations that will be effective in future periods.

### **Reference to the Conceptual Framework (Amendments to IFRS 3)**

The amendments update an outdated reference to the Conceptual Framework in IFRS 3 without significantly changing the requirements in the standard.

#### *Anticipated impact*

The implementation of the amendment will not have an impact on the consolidated annual financial statements of the University.

The mandatory implementation required by the standard is for years beginning on or after 1 January 2022. This change in accounting policy will be implemented for the first time for the financial year ending 31 December 2022.

### **Annual Improvements to IFRS Standards 2018–2020**

Makes amendments to the following standards:

- IFRS 1 – The amendment permits a subsidiary that applies paragraph D16(a) of IFRS 1 to measure cumulative translation differences using the amounts reported by its parent, based on the parent's date of transition to IFRSs.
- IFRS 9 – The amendment clarifies which fees an entity includes when it applies the '10 per cent' test in paragraph B3.3.6 of IFRS 9 in assessing whether to derecognise a financial liability. An entity includes only fees paid or received between the entity (the borrower) and the lender, including fees paid or received by either the entity or the lender on the other's behalf.
- IFRS 16 – The amendment to Illustrative Example 13 accompanying IFRS 16 removes from the example the illustration of the reimbursement of leasehold improvements by the lessor in order to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives are illustrated in that example.
- IAS 41 – The amendment removes the requirement in paragraph 22 of IAS 41 for entities to exclude taxation cash flows when measuring the fair value of a biological asset using a present value technique.

#### *Anticipated impact*

The implementation of the amendment will not have a significant impact on the consolidated annual financial statements of the University.

The mandatory implementation required by the standard is for years beginning on or after 1 January 2022. This change in accounting policy will be implemented for the first time for the financial year ending 31 December 2022.

## ACCOUNTING POLICIES

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### *New standards and interpretations continued...*

#### **Property, Plant and Equipment — Proceeds before Intended Use (Amendments to IAS 16)**

The amendments prohibit deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the cost of producing those items, in profit or loss.

#### *Anticipated impact*

The implementation of the amendment will not have a significant impact on the consolidated annual financial statements of the University.

The mandatory implementation required by the standard is for years beginning on or after 1 January 2022. This change in accounting policy will be implemented for the first time for the financial year ending 31 December 2022.

#### **Onerous Contracts — Cost of Fulfilling a Contract (Amendments to IAS 37)**

The amendments specify that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'. Costs that relate directly to a contract can either be incremental costs of fulfilling that contract (examples would be direct labour, materials) or an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract).

#### *Anticipated impact*

The implementation of the amendment will not have a significant impact on the consolidated annual financial statements of the University.

The mandatory implementation required by the standard is for years beginning on or after 1 January 2022. This change in accounting policy will be implemented for the first time for the financial year ending 31 December 2022.

#### **Classification of Liabilities as Current or Non-Current (Amendments to IAS 1)**

The amendments aim to promote consistency in applying the requirements by helping companies determine whether, in the statement of financial position, debt and other liabilities with an uncertain settlement date should be classified as current (due or potentially due to be settled within one year) or non-current.

#### *Anticipated impact*

The implementation of the amendment will not have a significant impact on the consolidated annual financial statements of the University.

The mandatory implementation required by the standard is for years beginning on or after 1 January 2023. This change in accounting policy will be implemented for the first time for the financial year ending 31 December 2023.



## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

Figures in R '000

### 5. Property, plant and equipment

#### Balances at year end and movements for the year ended 31 December 2021

	Land and buildings	Leasehold improvements	Motor vehicles	Fixtures and fittings	Computer equipment	Construction in progress	Total
<b>Balance at 1 January 2021</b>							
At cost	925,874	45,864	29,772	118,912	98,883	82,234	1,301,539
Accumulated depreciation and impairment	(191,403)	(4,032)	(19,170)	(82,110)	(29,315)	-	(326,030)
<b>Net book value</b>	<b>734,471</b>	<b>41,832</b>	<b>10,602</b>	<b>36,802</b>	<b>69,568</b>	<b>82,234</b>	<b>975,509</b>
<b>Movements for the year ended 31 December 2021</b>							
Additions	-	-	3,116	21,214	16,142	100,044	140,516
Transfers/reclassification	5,130	-	589	14,407	(20,126)	-	-
Cost	5,287	-	(1,197)	1,486	(8,960)	-	(3,384)
Accumulated depreciation	(157)	-	1,786	12,921	(11,166)	-	3,384
Depreciation	(19,851)	(1,144)	(2,696)	(7,513)	(30,910)	-	(62,114)
Increase (decrease) through transfers from construction in progress	59,590	-	-	-	-	(59,590)	-
<b>Closing balance at 31 December 2021</b>	<b>779,340</b>	<b>40,688</b>	<b>11,611</b>	<b>64,910</b>	<b>34,674</b>	<b>122,688</b>	<b>1,053,911</b>
At cost	990,364	46,093	30,352	135,344	100,004	122,688	1,424,845
Accumulated depreciation and impairment	(211,024)	(5,405)	(18,741)	(70,434)	(65,330)	-	(370,934)
<b>Net book value</b>	<b>779,340</b>	<b>40,688</b>	<b>11,611</b>	<b>64,910</b>	<b>34,674</b>	<b>122,688</b>	<b>1,053,911</b>

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.

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### *Property, plant and equipment continued...*

#### **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.

<b>Name of former institution</b>	<b>Number</b>	<b>Carrying value</b>
Border Technikon	2	5,869
Transkei Trust (TT Trust)	2	3,958
University of Transkei	29	873
	<b>33</b>	<b>10,700</b>

#### **Leasehold improvements**

As disclosed in note 10 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.

*Property, plant and equipment continued...***Reconciliation for the year ended 31 December 2020****Balance at 1 January 2020**

<b>At cost</b>	890,243	45,864	28,900	116,448	59,881	56,456	<b>1,197,792</b>
<b>Accumulated depreciation and impairment</b>	(181,445)	(2,888)	(18,067)	(78,183)	(27,356)	-	<b>(307,939)</b>

**Net book value**

	<b>708,798</b>	<b>42,976</b>	<b>10,833</b>	<b>38,265</b>	<b>32,525</b>	<b>56,456</b>	<b>889,853</b>
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**Movements for the year ended 31 December 2020**

Additions	8,452	-	3,622	18,557	24,766	74,151	<b>129,548</b>
Reclassification	(9,723)	-	-	-	9,723	-	-
Cost	(21,194)	-	-	-	21,194	-	-
Accumulated depreciation	11,471	-	-	-	(11,471)	-	-
Write-offs	-	-	(2,750)	(6,747)	(946)	-	<b>(10,443)</b>
Cost	-	-	(2,750)	(16,093)	(6,958)	-	(25,801)
Accumulated depreciation	-	-	-	9,346	6,012	-	15,358
Depreciation	(21,429)	(1,144)	(1,103)	(13,273)	(12,676)	-	<b>(49,625)</b>
Reversal of impairment loss recognised in surplus or deficit	-	-	-	-	16,176	-	<b>16,176</b>
Increase (decrease) through transfers from construction in progress	48,373	-	-	-	-	(48,373)	-

**Closing balance at 31 December 2020**

<b>At cost</b>	925,874	45,864	29,772	118,912	98,883	82,234	<b>1,301,539</b>
<b>Accumulated depreciation and impairment</b>	(191,403)	(4,032)	(19,170)	(82,110)	(29,315)	-	<b>(326,030)</b>
<b>Net book value</b>	<b>734,471</b>	<b>41,832</b>	<b>10,602</b>	<b>36,802</b>	<b>69,568</b>	<b>82,234</b>	<b>975,509</b>

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***Property, plant and equipment continued...***

**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.

<b>Name of former institution</b>	<b>Number</b>	<b>Carrying value</b>
Border Technikon	2	5,842
Transkei Trust (TT Trust)	2	3,958
University of Transkei	29	900
	<b>33</b>	<b>10,700</b>

**Leasehold improvements**

As disclosed in note 10 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

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### 6. Lease liabilities

#### 6.1 Lease liabilities are analysed as follows:

Buildings	4,444	7,249
Vehicles	620	620
	<b>5,064</b>	<b>7,869</b>

#### 6.2 Amounts recognised in the consolidated statement of financial position

##### Right-of-use assets

Buildings	4,035	6,137
Motor vehicles	600	530
<b>Total</b>	<b>4,635</b>	<b>6,667</b>

##### Reconciliation of cost and accumulated depreciation

##### Buildings - Cost

At the beginning of the year	13,670	10,410
Additions	255	3,260
At the end of the year	<b>13,925</b>	<b>13,670</b>

##### Buildings - Accum. depreciation

At the beginning of the year	(7,533)	(4,783)
Depreciation	(2,357)	(2,750)
At the end of the year	<b>(9,890)</b>	<b>(7,533)</b>

##### Carrying amount at the beginning of the year

<b>6,137</b>	<b>5,627</b>
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##### Carrying amount at the end of the year

<b>4,035</b>	<b>6,137</b>
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##### Vehicles - Cost

At the beginning of the year	3,183	3,183
Additions	-	-
At the end of the year	<b>3,183</b>	<b>3,183</b>

##### Vehicles - Accum. depreciation

At the beginning of the year	(2,653)	(1,592)
Depreciation	70	(1,061)
At the end of the year	<b>(2,583)</b>	<b>(2,653)</b>

##### Carrying amount at the beginning of the year

<b>530</b>	<b>1,591</b>
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##### Carrying amount at the end of the year

<b>600</b>	<b>530</b>
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##### Lease liabilities

Current portion	(705)	(3,510)
Non-current portion	(4,359)	(4,359)
	<b>(5,064)</b>	<b>(7,869)</b>

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### *Lease liabilities continued...*

#### 6.3 Amounts recognised in the statement of surplus or deficit and other comprehensive income

##### **Depreciation**

Buildings	2,357	2,750
Motor vehicles	-	1,061
<b>Total</b>	<b>2,357</b>	<b>3,811</b>

##### **Other expenses**

Interest expense	907	1,118
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#### 6.4 Amounts recognised in the consolidated statement of cash flows

Total cash outflow for leases	3,712	(605)
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#### 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.

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 assets comprise IT-equipment and small items of office furniture.

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### *Lease liabilities continued...*

#### **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 2021 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 2021 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.

Student Residences	565,474	352,571
Administration Buildings	7,826	8,815
Printers	9,089	7,971
	<u>582,389</u>	<u>369,357</u>

## **7. Unlisted investments**

### **Unlisted investments comprise of the following balances**

Guard Risk Insurance	412	412
Sanlam Multi Investment (Listed unit trusts)	18,171	14,706
	<u>18,583</u>	<u>15,118</u>

## **8. Trade and other receivables**

### **8.1 Trade and other receivables comprise:**

Trade receivables	1,421,154	1,285,308
Trade receivables impairment	(864,419)	(669,113)
Trade receivables - net	<u>556,735</u>	<u>616,195</u>
Sundry debtors	6,348	2,899
Eastern Cape Department of Health receivable	39,530	55,563
Prepaid expenses	6,003	5,781
Value added tax	5,599	6,095
Total current receivables	<u>614,215</u>	<u>686,533</u>

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### Trade and other receivables continued...

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 R139.8m (2020: R144.7m) were set off against the outstanding receivables at year end.

### 8.2 Trade and other receivables classification

Prepaid expenses	6,003	5,781
Value added tax	5,599	6,095
Total non-financial instruments included in trade and other receivables	11,602	11,876
Total trade and other receivables excluding non-financial assets included in trade and other receivables	602,613	674,657
<b>Total trade and other receivables</b>	<b>614,215</b>	<b>686,533</b>

### 8.3 Movements in impairment of trade and other receivables are as follows:

<b>At start of year</b>	669,045	504,877
Impairment provision raised	195,789	164,236
Written off during the year	(415)	-
<b>At end of year</b>	<b>864,419</b>	<b>669,113</b>

As at 31 December 2021, student debtors of R1.421 billion (2020: R1.285 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 R864 million (2020: R669 million) were provided for. The amount that best represents the maximum exposure to credit risk at the end of the reporting period was R1.421 billion (2020: R1.285 billion).

The University prepared an ageing of its trade receivables and calculated lifetime Expected Credit Losses as follows:

#### 31 December 2021

Ageing / Category	Balance outstanding	Expected loss rate	Expected period of collection Years	Discount rate	ECL Allowance
Registered students - NSFAS	86,290	5%	1	1.35%	5,295
NSFAS prior year debt	320,333	5%	2	3.56%	36,589
Registered students - self and partly funded	219,491	55%	5	3.49%	142,970
Unregistered students - handover over	582,932	81-84%	2-9.5	3.39%-4.21%	505,763
Unregistered students - not handed over	212,108	68-86%	2-9.5	3.49%-4.21%	173,802
<b>Total</b>	<b>1,421,154</b>		<b>8</b>		<b>864,419</b>



# NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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## Trade and other receivables continued...

### 31 December 2020

Ageing / Category	Balance outstanding	Expected loss rate	Cash shortfall	Discount factor	ECL Allowance
Registered students - NSFAS	319,332	11%	34,852	21.43%	42,321
Registered students - Other funders	36,917	10%	3,691	5.15%	3,881
Registered students - self and partly funded	373,967	27%	100,324	7.61%	107,957
Unregistered students	651,100	66%	429,726	19.83%	514,954
Total	1,381,316		568,593		669,113

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 a debt collection firm. Expected credit losses from unregistered students have been calculated from the success rates in securing repayment arrangements from unregistered students.

Due to the impact of Covid-19 and its impact economic activity and unemployment rates, expected credit losses are expected to increase going forward. This has resulted in an significant increase in the provision for doubtful debts.

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.

## 9. Cash and cash equivalents

### Cash and cash equivalents comprise:

Cash	2021	2020
Short term investments	522,590	407,711
Balances with banks	1,626,994	1,519,751
<b>Total bank balances</b>	<b>2,149,584</b>	<b>1,927,462</b>
<b>Total cash and bank balances</b>	<b>2,149,584</b>	<b>1,927,462</b>

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### *Cash and cash equivalents continued...*

#### **Details of balances with banks**

Council controlled	1,078,637	963,431
Restricted	1,070,947	964,031
<b>Total bank balances</b>	<b>2,149,584</b>	<b>1,927,462</b>

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.

As disclosed in Note 14 to the financial statements, there were DHET Unspent Funds amounting to R143.9 million (2020: R138.5 million) at the end of the year. The University had not yet made transfers from Council Controlled funds to restricted funds in respect of the unspent funds.

Cash and cash equivalents have been assessed for impairment in terms of IFRS 9 and expected credit losses are considered to be immaterial.

#### **Cash held on behalf of third parties**

As at year end R101 259 (2020: R101 259) in respect of Group Life pay-outs were included in Cash and cash equivalents.

Cash at bank earns interest at floating rates based on daily bank deposit rates.

#### **Bank overdrafts**

Total undrawn facilities at year end	<b>30,000</b>	<b>30,000</b>
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Overdraft facilities are available with First National Bank to the value of R30 000 000 (2020: R 30 000 000). 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.

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### 10. Investments in joint operations

#### Interests in joint operations

Details of the University's material joint operations at the end of the reporting period are as follows:

Name of joint operation	Nature of the relationship	Place of incorporation and business
Health Resource Platform	Joint Operation	Eastern Cape
Cooperative Joint Library	Joint Operation	East London

#### Health resource Platform

The Eastern Cape Department of Health (ECDOH) and the University presently cooperate in providing a Public Health Service Platform in respect of rendering health services, teaching, clinical teaching, training, research, community engagement and associated administration services. Joint control is evidence through the need of unanimous consent of both the parties sharing control for all relevant activities and decisions, as well as the sharing of the costs between both parties.

In terms of the agreement between the ECDOH and the University, the ECDOH refunds WSU for the following expenses which are incurred by WSU:

- 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

The University recognises its 40% portion of the salary expenses incurred on the joint staff establishment (HPTD JSE) as well as the amount receivable from ECDOH at year end. The above has been incorporated in the consolidated annual financial statements under the appropriate headings:

The parties jointly manage and fund operations: proportional ownership is not applicable.

	2021	2020
<b>Statement of comprehensive income</b>		
Personnel costs	16,048	16,685
<b>Statement of financial position</b>		
Trade and other receivables - Note 8	39,530	55,563

#### 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)

The library was constructed on immovable 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.

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### *Investments in joint operations continued...*

The above has been incorporated in the consolidated annual financial statements under the appropriate headings:

#### **Statement of comprehensive income**

General expenses	1,980	726
Depreciation	800	800

WSU contributes 10% of the running costs of the library

#### **Statement of financial position**

Property, plant and equipment (Leasehold improvements)	36,800	38,800
Amounts include in Trade and other payables	(1,922)	(1,401)
Deferred income	(18,600)	(19,400)

### **11. Deferred income**

Deferred income is analysed as follows:

<b>Balance at the beginning of the year</b>	1,906,217	1,808,025
<b>Add</b> Grant received	297,323	278,380
Interest received	32,187	34,825
	2,235,727	2,121,230
<b>Less</b> Expenditure	(259,445)	(215,013)
<b>Balance at the end of the year</b>	<b>1,976,282</b>	<b>1,906,217</b>
<b>Made up as follows:</b>		
Cash at bank	1,070,947	963,431
Net book value of assets	752,179	700,920
Utilised in operations	153,156	241,866
	<b>1,976,282</b>	<b>1,906,217</b>

The balance can be analysed as follows:

Asset Based Deferred Income	1,545,827	1,418,286
Income Based Deferred Income	430,455	487,931
	<b>1,976,282</b>	<b>1,906,217</b>
Non-current liabilities	1,545,827	1,418,286
Current liabilities	430,455	487,931
	<b>1,976,282</b>	<b>1,906,217</b>

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### 12. Accrual for employment obligations

Leave pay accrual	225,209	209,525
13th cheque accrual	27,476	26,656
	<b>252,685</b>	<b>236,181</b>

#### 12.1 Movement in the employee benefit obligations were as follows:

	Leave pay accrual	13th cheque accrual	Total
<b>Balance at 1 January 2021</b>	<b>209,956</b>	<b>26,756</b>	<b>236,712</b>
Increase in current year	15,253	720	15,973
<b>Balance at 31 December 2021</b>	<b>225,209</b>	<b>27,476</b>	<b>252,685</b>
<b>Balance at 1 January 2020</b>	177,732	24,456	202,188
Increase in current year	32,224	2,300	34,524
<b>Balance at 31 December 2020</b>	<b>209,956</b>	<b>26,756</b>	<b>236,712</b>

#### 12.2 Details of employee obligations

##### 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.



## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### 13. Trade and other payables

#### 13.1 Trade and other payables are made up as follows:

Payables and accruals	117,715	92,638
Other payables	9,025	12,367
IFRS 15 Adjustment (Refer to Note 15.1)	-	213,623
Debtors with credit balances	118,016	106,123
NSFAS payable	670,595	450,687
Payroll liabilities	4,905	758
<b>Total trade and other payables</b>	<b>920,256</b>	<b>876,196</b>

The amount due to DHET will be settled by the University's contribution to DHET approved capital projects.

The carrying amount of payables approximates fair value.

#### 13.2 Rental provision included in Payables and Accruals

The University has accrued for the rental payable of R46m in respect the use the former Masibulele College (Whittlesea) since 2009 and Nkhululekweni Ministerial Complex in Mthatha for the period 2011 to 2019. In the absence of a signed rental agreements for the properties, the University has not capitalised any right of use asset and related liability for these two contracts as per IFRS 16. The University believes, however, there is an obligation to the other parties as the use of the properties was not a donation to the University.

### 14. DHET unspent funds

#### DHET unspent funds are analysed as follows:

Missing Middle Grant	32,724	27,272
Funds used for operation purposes	111,248	111,248
	<b>143,972</b>	<b>138,520</b>
Non-current portion of DHET unspent funds	-	-
Current portion of DHET unspent funds	143,972	138,520
	<b>143,972</b>	<b>138,520</b>

#### Missing middle grant

The University receives an allocation from the DHET each year to subsidise fee increases for a qualifying group of students. The liability represents the unspent funds accumulated from the 2018 financial year.

#### Ear-marked funds utilised for operational expenses

The amount represents funding received for Infrastructure projects that were used for salaries and creditors in 2009/10 and 2011/12. This spending was approved by the Minister of Higher Education and Training on 1 December 2011 with the instruction that the earmarked funds must be repaid to ensure that the infrastructure projects approved will be realised.

The funds required to finance these Infrastructure projects still forms part of council controlled cash and cash equivalents as disclosed in Note 9. Funding for these projects have

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### 15. Revenue

#### 15.1 Tuition and other fee revenue

Tuition fees	969,058	736,411
Student levies and other charges	17,979	13,782
<b>Subtotal</b>	<b>987,037</b>	<b>750,193</b>
Residence fees	684,985	497,656
<b>Total</b>	<b>1,672,022</b>	<b>1,247,849</b>

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.

#### IFRS 15 adjustment

Due to the extension of the 2020 academic year to February 2021, a portion of the fees charged in 2020 financial year were accounted for in the 2021 year as follows:

Tuition fees	117,186	(117,186)
Residence fees	88,347	(88,347)
Student levies and other charges	8,088	(8,088)
<b>Total</b>	<b>213,621</b>	<b>(213,621)</b>

The above figures are already included in the gross revenues disclosed in Note 15.1.

#### 15.2 Subsidies and government grants

Subsidies and grants	1,043,573	983,987
Specifically funded Institutional Based	140,795	88,883
State approved	67,420	50,665
Covid Relief Grant (refer to 15.3 below)	52,025	77,666
<b>Total subsidies and grants</b>	<b>1,303,813</b>	<b>1,201,201</b>

#### 15.3 Covid Relief Grant

Balance brought forward	<b>69,193</b>	-
Funding received from DHET	-	53,295
Ear-marked funding reprioritised	-	93,564
	<b>69,193</b>	<b>146,859</b>
Amount repayable included in Asset-Based deferred income (Note 11)	(17,168)	(17,168)
	<b>52,025</b>	<b>129,691</b>
Amount recognised in revenue for performance obligations met	(52,025)	(77,666)
Deferred revenue included in Income-Based deferred revenue (Note 11)	-	<b>52,025</b>

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### Revenue continued...

#### 15.4 Other income is analysed as follows:

Donations and other receipts	13,492	3,856
Management fees received	11,460	5,165
Other income - Donations	-	-
Long outstanding credit balances written back to income	-	17,188
Rent received	1,293	1,153
Profit on disposal of assets	1,883	-
<b>Total other income</b>	<b>28,128</b>	<b>27,362</b>

#### 15.5 Sources of revenue

Contracts with customers (Tuition and other fee revenue)	1,672,022	1,247,849
Non-monetary exchanges between entities (Government Grants)	1,303,813	1,201,201
Other non-contract revenue (Other income)	28,128	27,362
	<b>3,003,963</b>	<b>2,476,412</b>

#### 16. Personnel costs

Salaries and wages	1,270,070	1,145,285
Defined contribution plans	101,863	91,204
	<b>1,371,933</b>	<b>1,236,489</b>

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.

#### 17. Other operating expenses

<b>Short term and low value leases expenses</b>	<b>582,389</b>	<b>369,357</b>
Building rentals	7,826	8,815
Equipment rentals	9,089	7,971
Hire: Leased residences	565,474	352,571
Contracted services	130,327	108,211
Data and communication costs	65,353	30,956
Insurance expenses	6,798	6,229
Licenses	58,915	50,953
Property related expenses	2,545	-
Rates, water and electricity	85,020	64,875
Repairs and maintenance	35,570	11,057
Student development expenses	28,838	16,147
Travel and accommodation expenses	34,201	21,233

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### 18. Surplus from operating activities

Surplus from operating activities includes the following separately disclosable items

#### Other operating expenses

Property plant and equipment

- depreciation - Property Plant and Equipment

62,114

49,625

- depreciation - right of use assets

2,357

3,811

64,471

53,436

#### Audit fees

Auditor's remuneration

3,206

3,189

Internal and other audit fees

1,522

1,659

4,728

4,848

### 19. Finance income

Interest received - cash and short term investments

41,214

64,593

### 20. Commitments

#### Capital Expenditure

For the acquisition of Property, Plant and Equipment

Approved but not contracted for

471,384

558,341

Approved and contracted for at reporting period but not recognised

457,222

542,925

928,606

1,101,266

The capital expenditure is to be financed by means of Infrastructure Grants from DHET.

# NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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## 21. Financial Instruments by Category

	Note	Fair value through profit and loss	
<b>Financial Assets at fair value (designated)</b>			
Investments	7	18,583	15,118
		<b>18,583</b>	<b>15,118</b>
		<b>Amortised cost</b>	
<b>Financial Assets at amortised cost (designated)</b>			
Trade and other receivables	8	556,735	616,195
Sundry debtors	8	45,878	58,462
Cash and cash equivalents (unrestricted)	9	1,078,637	963,431
Cash and cash equivalents (restricted)		1,070,947	964,031
		<b>2,752,197</b>	<b>2,602,119</b>
		<b>Amortised cost</b>	
<b>Financial Liabilities at amortised cost (designated)</b>			
Trade payables and other payables	13	920,256	876,196
Lease liabilities	6.1	5,064	7,869
		<b>925,320</b>	<b>884,065</b>
<b>Fair value hierarchy</b>			
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).			
<b>Level 2: At fair value through profit and loss</b>		<b>18,583</b>	<b>15,118</b>

The prices are obtained from a reported published by the financial institution.



## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### 22. Financial Assets and Liabilities Maturity Analysis

	Total	Receivables / Payable within 30 days	Receivables / Payable within 90 days	Receivables / Payable after more than 90 days
<b>31 December 2021</b>				
<b>Financial assets</b>				
<b>Financial assets at fair value</b>				
Investments	18,583	-	-	18,583
<b>Financial assets at amortised cost</b>				
Sundry debtors	45,878	45,878	-	-
Student receivables net of impairment	556,735	556,735	-	-
Cash and cash equivalents (unrestricted)	1,078,637	1,078,637	-	-
Cash and cash equivalents (restricted)	1,070,947	1,070,947	-	-
<b>Total</b>	<b>2,770,780</b>	<b>2,752,197</b>	<b>-</b>	<b>18,583</b>
<b>Financial liabilities at amortised cost</b>				
Lease liabilities	5,064	-	-	5,064
Trade and other payables	915,351	915,351	-	-
<b>Total</b>	<b>920,415</b>	<b>915,351</b>	<b>-</b>	<b>5,064</b>
<b>Net liquidity</b>	<b>1,850,365</b>	<b>1,836,846</b>	<b>-</b>	<b>13,519</b>
<b>31 December 2020</b>				
<b>Financial assets</b>				
<b>Financial assets at fair value</b>				
Investments	15,118	-	-	15,118
<b>Financial assets at amortised cost</b>				
Sundry debtors	58,462	58,462	-	-
Student receivables net of impairment	616,195	616,195	-	-
Cash and cash equivalents (unrestricted)	963,431	963,431	-	-
Cash and cash equivalents (restricted)	964,031	964,031	-	-
<b>Total</b>	<b>2,617,237</b>	<b>2,602,119</b>	<b>-</b>	<b>15,118</b>
<b>Financial Liabilities at amortised cost (designated)</b>				
Lease liabilities	7,869	-	-	7,869
Trade and other payables	875,438	875,438	-	-
<b>Total</b>	<b>883,307</b>	<b>875,438</b>	<b>-</b>	<b>7,869</b>
<b>Net liquidity</b>	<b>1,733,930</b>	<b>1,726,681</b>	<b>-</b>	<b>7,249</b>

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### 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.

#### 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.

	2021	2020
	<b>Impact on surplus or deficit</b>	
Interest rates – increase by 200 basis points	21,573	19,269
Interest rates – Decrease by 200 basis points	(21,573)	(19,269)
* Holding all other variables constant		

###### Financial assets exposed to interest risk

Council controlled - cash and short term investments	1,078,637	963,431
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#### 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.

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.

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***Financial risk management continued...***

**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 R1.078 billion (2020: R963m) that are available for managing liquidity risk. Management monitors rolling forecasts of the University's cash and cash equivalents (note 9.1) on the basis of expected cash flows.

The University faces a liquidity risk which is minimised by the annual grant it receives from DHET.

**24. 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 R10.7 million from former institutions were never transferred into the respective trusts and the land is still registered in the names of the former institutions.

**25. Related parties**

**25.1 Group entities**

There are no other transactions or balances between the University and the trusts, except for the land buildings as disclosed in note 26 above.

**25.2 Other related parties**

During the 2018 year, the University in partnership with a community based company (Aluzabyte Pty Ltd), established and registered a company called Cangobrite (Pty) Ltd which is then responsible for driving an e-Waste project that is located at Potsdam Site.

There are no transactions or balances between the University and Cangobrite (Pty) Ltd.

Sisulu foundation for African Pandemic Disease Response NPC. This entity is responsible for providing key management personnel service to the reporting entity or to the parent of the reporting entity.

There are no transactions or balances between the University and Sisulu foundation for African Pandemic Disease Response NPC.

**25.3 Department of Higher Education and Training**

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:

## NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

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### *Related parties continued...*

State Subsidies and Grants

1,303,813

1,123,535

Balances with the Department of Higher Education and Training were as follows:

DHET payable

-

-

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 11 on deferred income. Capital commitments relating to the infrastructure grant are disclosed in note 21.

### 25.4 Compensation paid to key management personnel

Short-term employee benefits

39,476

34,427

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**  
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***Related parties continued...***

**25.5 Compensation paid to members of council and prescribed officers**

Amounts related to services rendered as a member of council of the University

<b>Name</b>	<b>Fees paid</b>	<b>Reimbursement of expenses</b>	<b>2021 Total</b>	<b>2020 Total</b>
<b>Chair of Council</b>				
Adv. T Ngcukaitobi (from 1 December 2020)	11	-	11	10
Mr T S Zakuza (up to 30 November 2020)	-	-	-	62
<b>Chair of Committees</b>				
Ms F Lamola (from 1 June 2020)	38	2	40	49
Mrs C C Mulder (up to 31 May 2020)			-	19
Mr X Bomela (from 19 June 2020)	29	1	30	46
Ms N Y Tyamzashe	29	1	30	33
Judge N Dambuza (up to 16 Mar 2020)			-	15
Ms N Bam	33	1	34	60
<b>Members of Council</b>				
Mr L Holbrook	27	1	28	38
Mr TA Klaas	39	6	45	73
Mr GTM Matyobeni	45	2	47	48
Mr S Puti	59	4	63	35
† Mr LN Capa	-	-	-	-
† Judge SM Mbenenge	-		-	-
MR V Jarana	15	1	16	-
			-	-
<b>Members of Committees</b>				
Mr S Ngqwala	12	1	13	9
Mr R Gilfan	6	-	6	6
† Mrs T Cumming		-	-	-
Mr B Hlongwe	-	1	1	30
† Mr P Yeko	-	-	-	30
MR MN DE BEER	9	1	10	30
† 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				
<b>Total</b>	<b>352</b>	<b>22</b>	<b>374</b>	<b>533</b>



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## Related parties continued...

Name	Salaries and related payments	Other remuneration	2021 Total remuneration	2020 Total remuneration
<b>Executive members of staff</b>				
Prof R Songca:	3,540	88	3,629	2,342
• VC and Principal - from Apr/21	3,355	83	3,439	-
• DVC: AAR - up to Mar/21	185	5	190	2,342
Prof JR Midgley: VC and Principal - up to Mar/21	1,123	-	1,123	3,349
Prof M.S. Binza: DVC AAR - from Sep/21	845	-	845	-
Dr PS Jaca: DVC: Institutional Support	2,404	111	2,515	2,375
Prof M Davhana-Maselesele: Mthatha Campus Rector	2,635	25	2,660	1,623
Prof T Chisanga: Act. Rect. Mthatha Campus - up to Apr/20	-	-	-	457
Dr B Nguza-Mduba: A/Rect. B/worth Camp. - from Jul/21	1,003	-	1,003	-
Prof VSB Mtetwa: Rector: B/worth Camp. - up to Jul/21	1,357	7	1,364	1,966
Dr CS Novukela: A/Rect.: Buffalo City Campus - from Jul/21	1,728	3	1,730	731
Prof N Feza: BCC Rector - up to Jun/21	1,097	1	1,098	987
Dr PT Mpiti Act. Rect. Komani Campus - from Feb/21	1,455	-	1,455	-
Prof M Speckman: Rector: Queenstown Campus	1,499	40	1,539	1,641
• Komani Campus Rector - up to Jan/21	134	10	144	1,641
• Act. DVC:AAR - Feb/21 - Aug/21	1,365	30	1,395	-
Dr L Ntonzima:	1,719	1	1,720	1,258
• Registrar - from Feb/21	1,719	1	1,720	-
• SD: Mthatha Campus - from Jun/20	-	-	-	846
• Act. Rect. Mthatha Campus - up to May/20	-	-	-	412
Mr HK Maphinda: Registrar - up to Feb/21	709	-	709	1,748
Mr M Nhiwatiwa: Chief Financial Officer	2,153	12	2,165	2,037
Mr S Mpambane: Executive Director: Ops. & ICT	2,156	110	2,265	2,087
Mr SA Mnyaiza: Executive Director: Human Resources	1,717	94	1,812	1,663
Dr IP Mohasoa: Executive Director: SDSS - Dec/21	198	-	198	-
Mr MTP Dabula: Executive Director: SDSS - from Mar/21	1,225	-	1,225	-
Ms Z Dotwana: Executive Director: SDSS - up to Mar/21	777	-	777	1,634
Prof W Akpan: Senior Director: Research & Innovation	1,883	119	2,002	1,893
Prof C Ndebele: Senior Director: LTD	2,027	-	2,027	1,937
Ms YG Tukwayo: Senior Director: MCA	1,714	2	1,715	1,529
Mrs Q N C Ndzinganil: Acting ED LIS - from Oct/21	541	50	590	-
Ms PP Ntshuntshe-Matshaya: Sen. Dir.: LIS - up to Sep/21	1,379	-	1,379	1,525
PROF MG Karels : Act. Senior Director IRP	241	-	241	-
Mr A Magwentshu: Senior Director: IRP	1,689	-	1,689	1,645
	<b>38,813</b>	<b>663</b>	<b>39,476</b>	<b>34,427</b>

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### Contingent liabilities

#### Legal Matters

At year end there were 23 legal cases pending, where a final outcome had not been determined. The total claims against the University amount to R87 million (2020: R142 million). Based on legal advice:

- in five (5) of the cases the applicants have limited chances of success, therefore no contingent liability recognised.
- in 18 cases with claims amounting to R87 million the applicants' chances of success were not probable.