

### 13.3 Annexure 3: Composition of committees (as at October/November 2019)

#### 13.3.1 Composition of Senate

|                                | Reference to Statute | Description                                                                      | Category 13(1)(h) | Member / Vacancy          | Term start | Term end |
|--------------------------------|----------------------|----------------------------------------------------------------------------------|-------------------|---------------------------|------------|----------|
| <b>Vice-Chancellor</b>         |                      |                                                                                  |                   |                           |            |          |
| 1                              | 13(1)(a)             | Vice-Chancellor (Chairperson)                                                    |                   | Kgwadi DN Prof            | Standing   |          |
| <b>Vice-Principal</b>          |                      |                                                                                  |                   |                           |            |          |
| 2                              | 13(1)(b)             | Vice-Principal                                                                   |                   | Du Plessis L Prof         | Standing   |          |
| <b>Deputy Vice-Chancellors</b> |                      |                                                                                  |                   |                           |            |          |
| 3                              | 13(1)(c)             | Deputy Vice-Chancellor: Teaching-Learning                                        |                   | Balfour RJ Prof           | Standing   |          |
| 4                              | 13(1)(c)             | Deputy Vice-Chancellor: Research and Innovation                                  |                   | Waanders, F Prof (acting) | Standing   |          |
| 5                              | 13(1)(c)             | Deputy Vice-Chancellor: IT and Campus Operations (Potchefstroom)                 |                   | Balia, D, Prof            | Standing   |          |
| 6                              | 13(1)(c)             | Deputy Vice-Chancellor: Community Engagement and Campus Operations (Mafikeng)    |                   | Setlalo, BMP, Prof        | Standing   |          |
| -                              | 13(1)(c)             | Deputy Vice-Chancellor: Strategic Planning and Campus Operations (Vaal Triangle) |                   | Du Plessis, L, Prof       | Standing   |          |
| <b>Registrar</b>               |                      |                                                                                  |                   |                           |            |          |
| 7                              | 13(1)(d)             | Registrar                                                                        |                   | Verhoef, M, Prof          | Standing   |          |
| <b>Executive Directors</b>     |                      |                                                                                  |                   |                           |            |          |
| 8                              | 13(1)(e)             | Executive Director: Finance and Facilities                                       |                   | De Beer, E, Ms            | Standing   |          |
| 9                              | 13(1)(e)             | Executive Director: Corporate Relations and Marketing                            |                   | Manoko, NC Mr             | Standing   |          |
| 10                             | 13(1)(e)             | Executive Director: People and Culture                                           |                   | Singh, M, Dr              | Standing   |          |
| 11                             | 13(1)(e)             | Executive Director: Student Life                                                 |                   | Chalufu, S, Dr            | Standing   |          |
| <b>Executive Deans</b>         |                      |                                                                                  |                   |                           |            |          |
| 12                             | 13(1)(f)             | Executive Dean: Law                                                              |                   | De la Harpe, S, Prof      | Standing   |          |
| 13                             | 13(1)(f)             | Executive Dean: Natural and Agricultural Sciences                                |                   | Modise, D, Prof           | Standing   |          |
| 14                             | 13(1)(f)             | Executive Dean: Engineering                                                      |                   | Van Dyk, L, Prof          | Standing   |          |
| 15                             | 13(1)(f)             | Executive Dean: Health Sciences                                                  |                   | Kotzé, AF, Prof           | Standing   |          |
| 16                             | 13(1)(f)             | Executive Dean: Theology                                                         |                   | Goede, H, Dr              | Standing   |          |
| 17                             | 13(1)(f)             | Executive Dean: Education                                                        |                   | Conley, L, Prof           | Standing   |          |
| 18                             | 13(1)(f)             | Executive Dean: Humanities                                                       |                   | Maseko, P, Prof           | Standing   |          |
| 19                             | 13(1)(f)             | Executive Dean: Economic and Management Sciences                                 |                   | Swanepoel, S, Prof        | Standing   |          |
| <b>Deputy Deans</b>            |                      |                                                                                  |                   |                           |            |          |
| 20                             | 13(1)(g)             | Deputy Dean: Humanities (Research and Innovation)                                |                   | Nel, M, Prof              | Standing   |          |
| 21                             | 13(1)(g)             | Deputy Dean: Humanities (Teaching and Learning)                                  |                   | Chaka, M, Prof            | Standing   |          |
| 22                             | 13(1)(g)             | Deputy Dean: Humanities (Community Engagement and Stakeholder Relations)         |                   | Tsidzumba, A, Dr          | Standing   |          |
| 23                             | 13(1)(g)             | Deputy Dean: Education (Community Engagement and Stakeholder Relations)          |                   | Kung, E, Dr               | Standing   |          |

| Nr | Reference to Statute | Description                                                                   | Category 13(1)(h) Member   | Term starts | Term ends |
|----|----------------------|-------------------------------------------------------------------------------|----------------------------|-------------|-----------|
| 24 | 13(1)(g)             | Deputy Dean: Education (Teaching-Learning)                                    | Van Vuuren, Prof HJ        | Standing    |           |
| 25 | 13(1)(g)             | Deputy Dean: Education (Research and Innovation)                              | Dudu, W, Prof              | Standing    |           |
| 26 | 13(1)(g)             | Deputy Dean: Natural and Agricultural Sciences (Teaching-Learning)            | Drummond, H, Prof          | Standing    |           |
| 27 | 13(1)(g)             | Deputy Dean: Natural and Agricultural Sciences (Research and Innovation)      | Groenewald G Prof (acting) | Standing    |           |
| 28 | 13(1)(g)             | Deputy Dean: Natural and Agricultural Sciences (Community Engagement)         | Medupe, TR, Prof           | Standing    |           |
| 29 | 13(1)(g)             | Deputy Dean: Law                                                              | Morei, N, Dr               | Standing    |           |
| 30 | 13(1)(g)             | Deputy Dean: Economic and Management Sciences (CE & Stakeholder)              | Moroke, N, Prof            | Standing    |           |
| 31 | 13(1)(g)             | Deputy Dean: Economic and Management Sciences (Teaching-Learning)             | Van der Merwe, HJ, Prof    | Standing    |           |
| 32 | 13(1)(g)             | Deputy Dean: (Research and Innovation) Economic and Management Sciences       | Surujlal, B, Prof          | Standing    |           |
| 33 | 13(1)(g)             | Deputy Dean: Health Sciences (Research and Innovation)                        | Du Plessis, J, Prof        | Standing    |           |
| 34 | 13(1)(g)             | Deputy Dean: Health Sciences (Community Engagement and Stakeholder Relations) | Robinson, ALK, Prof        | Standing    |           |
| 35 | 13(1)(g)             | Deputy Dean: Health Sciences (Teaching and Learning)                          | Hanekom G Prof (acting)    | Standing    |           |

#### Academic staff members elected by academic staff in the faculties

##### Faculty Economic and Management Sciences

|    |          |                                                               |                      |                           |            |            |
|----|----------|---------------------------------------------------------------|----------------------|---------------------------|------------|------------|
| 36 | 13(1)(h) | (1) Academic staff elected by academic staff in the Faculties | Associate Professor  | Janse van Vuuren, H, Prof | 2019/03/10 | 2022/03/10 |
| 37 | 13(1)(h) | (2) Academic staff elected by academic staff in the Faculties | Professor            | Grobler, WCJ, Prof        | 2019/03/10 | 2022/03/10 |
| 38 | 13(1)(h) | (3) Academic staff elected by academic staff in the Faculties | Senior lecturer      | Macintyre J Ms            | 2019/11/18 | 2022/11/18 |
| 39 | 13(1)(h) | (4) Academic staff elected by academic staff in the Faculties | NRF rated researcher | Viviers, W, Prof          | 2018/03/01 | 2021/03/01 |

##### Faculty of Education

|    |          |                                                               |                      |                              |            |            |
|----|----------|---------------------------------------------------------------|----------------------|------------------------------|------------|------------|
| 40 | 13(1)(h) | (1) Academic staff elected by academic staff in the Faculties | Associate Professor  | Van der Westhuizen, CP, Prof | 2018/10/24 | 2021/10/24 |
| 41 | 13(1)(h) | (2) Academic staff elected by academic staff in the Faculties | NRF rated researcher | Mentz, E, Prof               | 2019/03/10 | 2022/03/10 |
| 42 | 13(1)(h) | (3) Academic staff elected by academic staff in the Faculties | Senior Lecturer      | <i>Vacant</i>                |            |            |
| 43 | 13(1)(h) | (4) Academic staff elected by academic staff in the Faculties | Professor            | Mentz, PJ, Prof              | 2018/05/09 | 2021/05/09 |

##### Faculty of Engineering

|    |          |                                                               |           |                    |            |            |
|----|----------|---------------------------------------------------------------|-----------|--------------------|------------|------------|
| 44 | 13(1)(h) | (1) Academic staff elected by academic staff in the Faculties | Professor | Campbell, QP, Prof | 2018/03/01 | 2021/03/01 |
|----|----------|---------------------------------------------------------------|-----------|--------------------|------------|------------|

| Nr                                           | Reference to Statute | Description                                                   | Category 13(1)(h)    | Member / Vacancy       | Term start | Reference to Statute |
|----------------------------------------------|----------------------|---------------------------------------------------------------|----------------------|------------------------|------------|----------------------|
| 45                                           | 13(1)(h)             | (2) Academic staff elected by academic staff in the Faculties | Associate Professor  | Serfontein, DE , Prof  | 2018/03/01 | 2021/03/01           |
| 46                                           | 13(1)(h)             | (3) Academic staff elected by academic staff in the Faculties | Senior Lecturer      | Marais, H, Dr          | 2019/03/14 | 2022/03/14           |
| 47                                           | 13(1)(h)             | (4) Academic staff elected by academic staff in the Faculties | NRF rated researcher | Fosso-Kankeu, E, Prof  | 2018/03/01 | 2021/03/01           |
| Faculty of Health Sciences                   |                      |                                                               |                      |                        |            |                      |
| 48                                           | 13(1)(h)             | (1) Academic staff elected by academic staff in the Faculties | Professor            | De Ridder H Prof       | 2019/10/30 | 2022/10/30           |
| 49                                           | 13(1)(h)             | (2) Academic staff elected by academic staff in the Faculties | NRF rated researcher | Legoabe, L, Prof       | 2018/05/07 | 2021/05/07           |
| 50                                           | 13(1)(h)             | (3) Academic staff elected by academic staff in the Faculties | Associate Professor  | Coetzee, B, Prof       | 2020/03/18 | 2023/03/18           |
| 51                                           | 13(1)(h)             | (4) Academic staff elected by academic staff in the Faculties | Senior Lecturer      | Bisschoff, CA, Dr      | 2020/04/06 | 2023/04/26           |
| Faculty of Humanities                        |                      |                                                               |                      |                        |            |                      |
| 52                                           | 13(1)(h)             | (1) Academic staff elected by academic staff in the Faculties | Associate Professor  | Holtzhausen, L, Prof   | 2020/04/21 | 2023/04/21           |
| 53                                           | 13(1)(h)             | (2) Academic staff elected by academic staff in the Faculties | NRF rated researcher | Van Schalkwyk, P, Prof | 2019/10/01 | 2022/10/01           |
| 54                                           | 13(1)(h)             | (3) Academic staff elected by academic staff in the Faculties | Professor            | Van Eeden, E, Prof     | 2018/03/01 | 2021/03/01           |
| 55                                           | 13(1)(h)             | (4) Academic staff elected by academic staff in the Faculties | Senior Lecturer      | Kotzé, H, Dr           | 2018/03/01 | 2021/03/01           |
| Faculty of Law                               |                      |                                                               |                      |                        |            |                      |
| 56                                           | 13(1)(h)             | (1) Academic staff elected by academic staff in the Faculties | Professor            | Carnelley, M, Prof     | 2018/03/01 | 2021/03/01           |
| 57                                           | 13(1)(h)             | (2) Academic staff elected by academic staff in the Faculties | Associate Professor  | Mmusinyane, BO, Prof   | 2020/04/21 | 2023/04/21           |
| 58                                           | 13(1)(h)             | (3) Academic staff elected by academic staff in the Faculties | Senior Lecturer      | Rossouw, G, Mr         | 2018/03/01 | 2021/03/01           |
| 59                                           | 13(1)(h)             | (4) Academic staff elected by academic staff in the Faculties | NRF rated researcher | Agbor, A, Prof         | 2018/03/01 | 2021/03/01           |
| Faculty of Natural and Agricultural Sciences |                      |                                                               |                      |                        |            |                      |
| 60                                           | 13(1)(h)             | (1) Academic staff elected by academic staff in the Faculties | Senior Lecturer      | Molale-Tom, LG, Dr     | 2019/03/10 | 2022/03/10           |

| Nr                                                                                                                    | Reference to Statute | Description                                                                        | Category 13(1)(h)    | Member / Vacancy       | Term start      | Term ends  |
|-----------------------------------------------------------------------------------------------------------------------|----------------------|------------------------------------------------------------------------------------|----------------------|------------------------|-----------------|------------|
| 61                                                                                                                    | 13(1)(h)             | (2) Academic staff elected by academic staff in the Faculties                      | Professor            | Bezuidenhout, CC, Prof | 2019/03/10      | 2022/03/10 |
| 62                                                                                                                    | 13(1)(h)             | (3) Academic staff elected by academic staff in the Faculties                      | Associate Professor  | Claasens S Prof        | 2019/11/18      | 2022/11/18 |
| 63                                                                                                                    | 13(1)(h)             | (4) Academic staff elected by academic staff in the Faculties                      | NRF rated researcher | Mawire, A, Prof        | 2018/03/01      | 2021/03/01 |
| <b>Faculty of Theology</b>                                                                                            |                      |                                                                                    |                      |                        |                 |            |
| 64                                                                                                                    | 13(1)(h)             | (1) Academic staff elected by academic staff in the Faculties                      | Senior Lecturer      | Yates, H, Dr           | 2019/07/25      | 2022/07/22 |
| 65                                                                                                                    | 13(1)(h)             | (2) Academic staff elected by academic staff in the Faculties                      | Professor            | Viljoen, FP, Prof      | 2018/03/01      | 2021/03/01 |
| 66                                                                                                                    | 13(1)(h)             | (3) Academic staff elected by academic staff in the Faculties                      | Associate Professor  | Stoker, HG, Prof       | 2019/05/10      | 2022/05/10 |
| 67                                                                                                                    | 13(1)(h)             | (4) Academic staff elected by academic staff in the Faculties                      | NRF rated researcher | Hobyane, RS, Prof      | 2018/03/01      | 2021/03/01 |
| <b>Non-academic staff elected by non-academic staff (support staff)</b>                                               |                      |                                                                                    |                      |                        |                 |            |
| 68                                                                                                                    | 13(1)(i)             | (1) Non-academic staff elected by non-academic staff (support staff)               |                      | Le Roux, AA, Dr        | 2018/10/03      | 2021/10/03 |
| 69                                                                                                                    | 12(1)(i)             | (2) Non-academic staff elected by non-academic staff (support staff)               |                      | Du Plessis, GI, Dr     | 2020/07/29      | 2023/07/29 |
| <b>Students designated by the SRC</b>                                                                                 |                      |                                                                                    |                      |                        |                 |            |
| 70                                                                                                                    | 13(1)(j)             | SRC Chairperson                                                                    |                      | Hlope, S, Mr           | Dec-2020        | Dec-2021   |
| 71                                                                                                                    | 13(1)(j)             | SRC Deputy Chair                                                                   |                      | Giorgi, D, Ms          | Dec-2020        | Dec-2021   |
| 72                                                                                                                    | 13(1)(j)             | SRC Secretary General                                                              |                      | Tlale, T, Mr           | Dec-2020        | Dec-2021   |
| 73                                                                                                                    | 13(1)(j)             | SRC Current Affairs                                                                |                      | Ndlovu, P, Mr          | Dec-2020        | Dec-2021   |
| <b>Chairperson of Council or delegate and one other council member</b>                                                |                      |                                                                                    |                      |                        |                 |            |
| 74                                                                                                                    | 13(1)(k)             | Chairperson of Council or delegate and one other Council member elected by Council |                      | <i>Vacant</i>          | Term on Council |            |
| 75                                                                                                                    | 13(1)(k)             | Chairperson of Council or delegate and one other Council member elected by Council |                      | Mr S de Bruyn          | Term on Council |            |
| <b>Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committee (Faculty Board)</b> |                      |                                                                                    |                      |                        |                 |            |
| 76                                                                                                                    | 13(1)(l)             | Economic & Management Sciences                                                     |                      | Lodewyk, R, Ms         | 2018/10/24      | 2021/10/24 |
| 77                                                                                                                    | 13(1)(l)             | Education                                                                          |                      | Naidoo, S, Dr          | 2020/05/19      | 2023/05/19 |
| 78                                                                                                                    | 13(1)(l)             | Engineering                                                                        |                      | Du Plessis, C, Ms      | 2019/02/28      | 2022/02/28 |
| 79                                                                                                                    | 13(1)(l)             | Humanities                                                                         |                      | <i>Vacant</i>          |                 |            |
| 80                                                                                                                    | 13(1)(l)             | Health Sciences                                                                    |                      | Erasmus, M, Ms         | 2018/08/21      | 2021/08/21 |
| 81                                                                                                                    | 13(1)(l)             | Law                                                                                |                      | Schoeman, M, Ms        | 2018/08/21      | 2021/08/21 |
| 82                                                                                                                    | 13(1)(l)             | Natural and Agricultural Sciences                                                  |                      | Ngobeni, D, Dr         | 2019/02/28      | 2022/02/28 |
| 83                                                                                                                    | 13(1)(l)             | Theology                                                                           |                      | <i>Vacant</i>          |                 |            |

| As observers |         |                                                  |                                              |                          |          |
|--------------|---------|--------------------------------------------------|----------------------------------------------|--------------------------|----------|
| 84           | (13)(2) | Person responsible for teaching-learning support | Chief Director: Centre for Teaching-Learning | Van Vollenhoven, W, Prof | Standing |
| 85           | (13)(2) | Person responsible for research                  | Director: Research                           | Kgabi, N, Prof           | Standing |
| 86           | (13)(2) | Person responsible for Library Services          | Chief Director: LIS                          | Moyo, M, Dr              | Standing |
| 87           | (13)(2) | Person responsible for Quality Enhancement       | Director: Research                           | Jacobsz, J, Dr           | Standing |
| 88           | (13)(2) | Person responsible for Global Engagement         | Director: Research                           | Soobramoney, S, Dr       | Standing |
| 89           | (13)(2) | Person responsible for IT Services               | Director: Research                           | Pretorius, CE, Mr        | Standing |

### 13.3.2 Composition of the Finance Committee

As at the October meeting of the Finance Committee:

| Name             | Designation                                           |
|------------------|-------------------------------------------------------|
| Chairperson      |                                                       |
| Mr C Mabe*       | External member of Council                            |
| Standing members |                                                       |
| Mr TV Mokgatla   | External member of Council                            |
| Dr BM Tyobeka    | External member of Council and chairperson of Council |
| Ms T Semane      | External member of Council                            |
| Mr OE Mongale    | External member of Council                            |
| Prof ND Kgwadi   | Vice-Chancellor                                       |
| Prof M Verhoef   | Registrar (ex officio secretary)                      |
| In attendance    |                                                       |
| Ms E de Beer     | Executive Director: Finance and Facilities            |

### 13.3.3 Composition of the Audit, Risk and Compliance Committee

As at the October meeting of the ARCC:

| Name                                 | Designation                                |
|--------------------------------------|--------------------------------------------|
| Chairperson                          |                                            |
| Mr A Redelinghuis CA(SA)*            | External member of Council                 |
| Standing members                     |                                            |
| Mr JDS de Bruyn                      | External member of Council                 |
| Mr A Sorgdrager                      | External member of Council                 |
| Mr MSJ Thabethe                      | External member of Council                 |
| Ms M van Zyl CA(SA)                  | Independent audit specialist               |
| Prof M Verhoef (ex officio)          | Registrar                                  |
| In attendance                        |                                            |
| Prof ND Kgwadi                       | Vice-Chancellor                            |
| Ms E de Beer                         | Executive Director: Finance and Facilities |
| Ms M van der Merwe                   | Director: Internal Audit                   |
| Mr A Dale, Mss F Bootha, Ms S Bootha | External Auditors: PwC                     |
| Mr PB van Zyl                        | Representative: Auditor General            |

### 13.3.4 Composition of the Remuneration Committee

As at the November meeting of the Remuneration Committee:

| Name                    | Designation                                              |
|-------------------------|----------------------------------------------------------|
| <b>Chairperson</b>      |                                                          |
| Mr C Mabe*              | External member and chairperson of the Finance Committee |
| <b>Standing members</b> |                                                          |
| Dr MB Tyobeka           | External member and chairperson of Council               |
| Fr D Dinkebogile        | External member and chairperson of P&CEE                 |
| Mr A Redelinghuis       | External member and chairperson of ARCC                  |
| Mr A Sorgdrager         | External member of Council                               |
| Prof ND Kgwadi          | Vice-Chancellor                                          |
| Prof M Verhoef          | Registrar (ex-officio secretary)                         |
| <b>In attendance</b>    |                                                          |
| Dr M Singh              | Executive Director: People and Culture                   |
| Ms E de Beer            | Executive Director: Finance and Facilities               |

### 13.3.5 Composition of the Tender Committee

***Note:** The Reporting Regulations for Public Higher Education Institutions stipulate that the Tender Committee adjudicated on significant tenders during the year under review, details of the Tender Committee's terms of reference, activities and membership must be disclosed.*

As at the October meeting of the Tender Committee:

| Name                    | Designation                                |
|-------------------------|--------------------------------------------|
| <b>Chairperson</b>      |                                            |
| Mr OE Mongale*          | External member of Council                 |
| <b>Standing members</b> |                                            |
| Mr S de Bruyn           | External member of Council                 |
| MS R Kenosi             | External expert                            |
| Prof ND Kgwadi          | Vice-Chancellor                            |
| Prof M Verhoef          | Registrar (ex officio secretary)           |
| <b>In Attendance</b>    |                                            |
| Ms E de Beer            | Executive Director: Finance and Facilities |

### 13.3.6 Composition of the Technology and Information Governance Committee

As at the October meeting of the TI Governance Committee:

| Name                  | Designation                                     |
|-----------------------|-------------------------------------------------|
| Chairperson           |                                                 |
| Mr MSJ Thabethe *     | External Council member                         |
| Standing members      |                                                 |
| Mr C Mulder           | External Council member                         |
| Ms T Semane           | External Council member                         |
| Prof HJ van der Merwe | Internal Council member                         |
| Mr XV Hadebe          | Independent external IT expert                  |
| Ms E Stander          | Independent external information expert         |
| Prof ND Kgwadi        | Vice-Chancellor                                 |
| Prof M Verhoef        | Registrar (ex officio secretary)                |
| In attendance         |                                                 |
| Prof F Waanders       | Deputy Vice-Chancellor: Research and Innovation |
| Mr CE Pretorius       | Chief Director: Information Technology          |

\* All council committees are chaired by external independent members, with required skills and expertise.

### 13.3.7 Council committee reports

#### 13.3.7.1 Audit, Risk and Compliance Committee (ARCC)

The overall purpose of the ARCC is to provide independent oversight in assisting Council in fulfilling its oversight responsibilities in determining the effectiveness of the university's assurance functions and services.

There is a particular focus on combined assurance arrangements (including external assurance service providers, Internal Audit and the finance function). Other key focuses are the integrity of the annual financial statements, the financial reporting process, the system of internal control, the risk management process, the internal and external audit processes, as well as the university's process of monitoring compliance with laws and regulations and codes of conduct.

The ARCC has scrutinised the financial activities at the NWU as reported in this integrated report as well as in the audited consolidated financial statements prepared in accordance with the IFRS and independently audited by our external auditors, PricewaterhouseCoopers.

As a result, the ARCC can declare that it is satisfied with the following:

- the expertise, resources, experience of the institutional finance function
- the independence of the external auditor, the financial statements and the accounting practices;
- the effectiveness of the internal controls and the internal audit function

#### Reports to Council

For the period under review, the ARCC continued to report to Council on its statutory duties, on activities performed and on major findings of the internal audit functions and the external auditors.

The committee also continued to report on its communication and engagement with the external auditors, the risks that Council had to be made aware of and the importance of certain compliance matters.

The ARCC streamlined its activities to allow for reporting on specific topics at each meeting throughout the year. March: General update – brief overview of matters, June: Annual Report and Financial statements as well as progress made by Internal Audit against the Audit plan, August: Focus on Risk and Compliance. Brief

update by Internal Audit and October: Detailed planning of Internal Audit, performance or self-evaluations and brief mention of the other matters (risk and compliance); External audit planning

Par 13.2 and 13.3.3 include the composition and meeting attendance information.

### **Key decisions and discussions in 2020**

| Key decisions: Recommendations to Council for approval                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <ul style="list-style-type: none"> <li>Recommended the Integrated Annual Report 2019 to Council for approval.</li> <li>Recommended the annual NWU financial statements to Council for approval.</li> <li>Recommend the appointment of Ms M van Zyl as External Audit specialist on the Audit, Risk and Compliance Committee to the NWU Executive Committee of Council.</li> <li>Recommended the consolidated financial statements for the year ended 31 December 2019 to the NWU Council for approval.</li> <li>Recommended the re-appointment of PricewaterhouseCoopers for a subsequent year as external auditors of the NWU via a round-robin process finalised on 1 August 2020.</li> <li>Recommended an amended terms of reference to Council for approval in October 2020.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Key decisions: Approvals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <ul style="list-style-type: none"> <li>Approved the "Report on internal/administrative controls" for inclusion in the Integrated Annual Report.</li> <li>Approved the Internal Audit Plan for 2020 to 2021.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Key decisions: Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <ul style="list-style-type: none"> <li>Resolved to add the Covid-19 financial impact to the NWU Risk Register</li> <li>Resolved that Internal Audit had to provide additional scrutiny towards the monitoring of the Taxation office as required.</li> <li>Resolved that a checklist on the financial controls be included as an annexure within the financial statements to be tabled within the 2021 June ARCC meeting.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Key discussions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>Risk management status report in March 2020 with the addition of a cyber security risk.</li> <li>Compliance status report in March 2020, and that the following areas of focus existed for 2020: Management of Conflict of Interest, Occupational Health and Safety, Copyright management. Policy review process, Promotion of access to information, Eviction of students, Verification of qualifications at the NWU, Anti-corruption and fraud and Protection of Personal Information.</li> <li>The NWU had an internal process in place which dealt with plagiarism and publications in predatory journals which the doctoral review process had further sharpened. The NWU was in the process of extending the Research Ethics office to include matters of integrity as well.</li> <li>Internal Audit report in March 2020 which highlighted audit progress and continuous monitoring.</li> <li>The key areas of focus for the external audit were: Management override of controls; Revenue, Receivables, which focussed on student debt receivables, Procurement, Salaries and payroll, Related party transactions, Property, Plant and Equipment (PPE), Investment property, Equity, Employee benefit assets and obligations, Creditors, Investments, Deferred income, Contingent liabilities and Predetermined objectives. An additional area of focus was the assumption of the running of the University as a going concern. Materiality for the audit was set at R84 million following additional benchmarking and minor adjustments to additional grant receivables from the Department of Higher Education, Science and Innovation. The ARCC also noted detailed findings, corrected and uncorrected misstatements and Auditor General reporting requirements.</li> <li>Revised Policy and Rules on Conflict of Interest and on Declarations of Interest and of Gifts.</li> <li>The matter of Related Entities was receiving the attention of the University Management Committee and was an ongoing point of attention within the Deputy Vice-Chancellor: Research and Innovation's environment. It was resolved that a list be provided to the Audit, Risk and Compliance Committee which detailed the NWU's contractual exposure to related entities, the governance of the entities and the entities' compliance with relevant regulatory requirements.</li> <li>Reports on business continuity planning amongst Covid-19.</li> <li>The detailed IT and that the matter related to the effective housekeeping of the NWU's IT systems and that sufficient controls existed to mitigate the risk posed with the findings.</li> <li>Suggested risk appetite values and requested management to engage in internal and external consultations towards finalisation of the risk appetite.</li> <li>Satisfactory progress concerning risk management and the implementation of the COSO framework, focussing on the strengthening of the internal control environment.</li> <li>A cyber-attack experienced and that a security and risk management project was underway, alongside the revision of the NWU's strategies and plans for cyber security.</li> <li>Fair progress had been made in regard to combined assurance matters.</li> <li>Progress made with the policy review process.</li> <li>Comprehensive Conflict of Interest report and that management had approved a zero-tolerance approach to non-declarations.</li> </ul> |

- Reports on the external evaluation of council.
- Report on applications for section 34(5) approvals and that the matter was merely an initial step towards addressing the matter as, subsequent to the approval of the new conflict of interest policy, annual reports would need to be submitted to allow for the continuation of existing approvals.
- The Vice-Chancellor Pulse Survey (external auditors report regarding the Covid-19 pandemic that focussed on digital agility, financial sustainability and crisis management) and resolved that the report be tabled as part of the ARCC report to Council.
- Oracle had alleged non-compliance by the NWU uncovered during the Oracle Audit. In consultation with Gartner and external legal service providers, the NWU was addressing the matter and formulating an approach.

### 13.3.7.2 Finance Committee

The purpose of the Finance Committee and its subcommittees (Assets Committee, Tender Committee and Investment Committee) is in general to advise Council on financial and investment matters and on long-term development of university infrastructure.

It reinforces the governance function of the Council with regard to sound, responsible and effective financial planning, financial administration, financial governance and financial reporting.

*Par 13.2 and 13.3.2 include the composition and meeting attendance information.*

### Reports to Council

The Finance Committee continued to report to Council on its statutory duties, the budget process and activities performed.

### Key decisions and discussions in 2020

| Key decisions: Recommendations to Council for approval                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| <ul style="list-style-type: none"> <li>• Recommended to the NWU council approval of the following tenders: <ul style="list-style-type: none"> <li>o Tender TR050-2019VTC - Additional Lecture Spaces on the Vaal Triangle Campus</li> <li>o Tender TR173-2019MC – New Psychosocial Building</li> <li>o TR168/2019 Security services</li> <li>o TR180/2019 New student housing construction</li> <li>o TR181/2019 New student housing electrical</li> <li>o TR196/2019 Relocation of HPI construction</li> </ul> </li> <li>• Recommended the 2019 financial overview to the NWU council for approval.</li> <li>• Recommended the list of donations made for 2019 to the NWU Council for noting.</li> <li>• Recommended the revised 2021 budget timeline to the NWU Finance Committee of Council for noting.</li> <li>• Recommended the variance report to the NWU council for noting.</li> <li>• Recommended the student finances report to the NWU council for noting.</li> <li>• Recommended the quarterly report on residence finances to the NWU Council for noting</li> <li>• Recommended the approval of the financial impact model to the NWU Council, emphasising flexibility within the mitigation plan, with adequate responsiveness to be updated as information became available. The mitigation plan would form the baseline from which decision making would be guided.</li> <li>• Recommended the financial policy (including schedule of financial and contractual authorisation levels) and the preferential procurement strategy to the NWU Council for approval.</li> <li>• Recommended the 2021-2023 rolling budget (as part of the Annual Performance Plan to be submitted to the Department of Higher Education, Science and Technology) to the NWU Council for approval</li> <li>• Recommended the financial performance of the six months ending 30 June 2020 as part of the mid-year report to the NWU Council to be submitted to DHET.</li> <li>• Recommended the revised 2021 budget timeline to the NWU Finance Committee of Council for approval.</li> <li>• Recommended the following to the NWU Council for approval: i) The granting of credit for residence fees for 2020 due to COVID-19 based on a set of principles and a model that are affordable, fair and demonstrates the NWU's ethic of care value. ii) Before implementation, that the principle is also consulted on with DHET.</li> </ul> |
| Key decisions: Approvals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"> <li>• Approved and recommended the 2019 financial overview to the NWU Council for approval.</li> <li>• Approved the revised investment limits as detailed within the report, following the appointment of Taquanta.</li> <li>• Approved the amendments to the Investment Policy Statement.</li> <li>• Resolved to host a special combined Investment and Finance Committee to consider the asset allocation of the NWU's Investment portfolio.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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| <ul style="list-style-type: none"> <li>• Approved the reappointment of the Investment Consultant Novare for a three-year period renewable annually and resolved that a document detailing the equity distribution of Novare be submitted to the Finance Committee.</li> <li>• Approved the exercising of the option that the NWU has in the existing contract with Amorispan for Moahi to lease 288 beds on the same conditions as contained in the existing contract for a period of 3 years from 1 January 2021 to 31 December 2023. The total value of the new contract was reported to amount to R8 479 827.96 for 1 year, R17 553 241.84 for 2 years or R27 261 808.80 for 3 years including escalation.</li> <li>• Approved the exercising of the option that the NWU has in the existing contract with Ciaratouch for Bohlale to lease 326 beds on the same conditions as contained in the existing contract for a period of 3 years from 1 January 2021 to 31 December 2023. The total value of the new contract would amount to R11 022 464.89 for 1 year, R22 816 518.97 for 2 years or R35 436 147.84 for 3 years including VAT and escalation.</li> </ul> |
| Key discussions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"> <li>• Abridged financial statements and management financial statements of the year-ending 31 December 2019.</li> <li>• De-risking of the disability fund project.</li> <li>• Reports on the external evaluation of Council and the Finance Committee's functioning.</li> <li>• NWU management statements as at 30 September 2020.</li> <li>• risk, compliance and business continuity amongst Covid-19 reports.</li> <li>• reports from the Tender, Assets and Investments Committee.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

- The **Tender Committee** is a subcommittee of the Finance Committee with a mandate to:
  - o Approve tender procedures and recommend tender policies to the Finance Committee for approval by Council.
  - o Ensure that the tender procedures in terms of the Broad-Based Black Economic Empowerment Act 2003 (Act No. 53 of 2003) are adhered to.
  - o Confirm that tender policies are adhered to.
  - o Evaluate and approve tenders received, for specific contracts within their mandates.
- During 2020, the Tender Committee considered various tenders in regard of which the relevant particulars are available in the approved minutes of the meetings.

### 13.3.7.3 Remuneration Committee (RemCom)

The mandate of the Remuneration Committee is to assist Council in carrying out its responsibilities towards the conceptualisation and implementation of a fair and responsible remuneration philosophy that is evident in remuneration policies and strategies.

#### Reports to Council

For the period under review, the committee continued to report to Council on its statutory duties.

*Par 13.2 and 13.3.4 include the composition and meeting attendance information.*

#### Key decisions and discussions in 2020

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| Key decisions: Approvals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <ul style="list-style-type: none"> <li>• Approved the payment of retention bonuses to Prof ND Kgwadi and Prof L du Plessis of 12% of annual package at the time their contracts end.</li> <li>• Approved the COLA for Executives (P1-P4) comprising of 1,5% as a permanent carry over component and 0,5% as a cash component backdated from 1 August 2020, instead of 1 April 2020.</li> <li>• Approved that performance and management bonuses be paid to qualifying staff for 2020.</li> <li>• Approved the revised process applicable to the Performance Management of UMC Members and the Standard Operating Procedure for Management Bonuses</li> <li>• Approved the contents of the Proforma Performance Agreement which included the KPAs of transformation and employment equity, as well as risk, compliance and OHS management.</li> <li>• Approved the 80%/20% split between central and decentralised apportionment of performance bonus budget, the revised performance bonus percentages, the revised management bonus percentages and the payment of performance and management bonuses which was within budget.</li> <li>• Approved the further refinement of the consistency process for 2021, i.e. (i) an overarching consistency process within the larger faculties and divisions, after the consistency process in their respective schools and directorates; (ii) an overarching consistency process for the support divisions, as was already the model implemented by the academia and (iii) Calling in the line manager to provide information required by the Moderation Committee.</li> </ul> |

| Key decisions: Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <ul style="list-style-type: none"> <li>Resolved to support the following approaches to address the salaries of academic staff as requested by Council in September 2019 and to recommend these approached to council for noting for implementation: <ul style="list-style-type: none"> <li>Differentiated COLA to be phased-in over a period and managed within the affordability and sustainability principles.</li> <li>Greater allocation of the Individual Remuneration Review (IRR) budget to faculties.</li> <li>Scarce skills allowances allocated to scarce academic staff.</li> </ul> </li> <li>Resolved to make the bonus payments to UMC members upon approval of the financial statements, and that the performance scores and bonus amounts would subsequently be provided to the RemCom for final approval.</li> <li>Resolved hat the RemCom had to be privy to the performance agreements of the UMC members before they were signed off by the Vice-Chancellor in order to ensure that the RemCom had the context from the performance agreements when resolving on bonuses. Also, to ensure that the performance agreements</li> <li>were commensurate with the broader aims of council and the highest KPA weights were attached to burning issues.</li> <li>Resolved that the Vice-Chancellor and the Executive Director: People and Culture would take into account the resolution as indicated above and institute a process to have the matter addressed.</li> <li>Resolved that, should a bonus not be awarded to a UMC member, the reason for this had to be disclosed in the footnotes of the report provided to RemCom.</li> <li>Resolved that the Executive Director: People and Culture was tasked with consulting with Legal Services on a way to avail the required information regarding performance ratings and salaries to RemCom in order for the committee to fulfil its oversight role and mandate properly, without exposing the RemCom to legal risks in terms of POPIA.</li> <li>Resolved that the Executive Director: People and Culture would formulate a document providing for moderation powers to the RemCom in terms of performance evaluations and ratings of UMC members, whereby the RemCom would become a moderation committee in this regard, in the same manner a moderation committee existed for the moderation of performance scores of lower level staff members.</li> <li>Resolved that all Remuneration Committee members agreed to voice the stance on council autonomy at all appropriate forums and to mandate the Vice-Chancellor and the Executive Directors to voice the Remuneration Committee's stance against centralised bargaining</li> </ul> |
| Key discussions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <ul style="list-style-type: none"> <li>Reports on the external evaluation of Council and the evaluation of RemCom.</li> <li>Comprehensive feedback reports on the referral of disputes regarding accrued leave by SAPTU and Solidarity to the CCMA.</li> <li>Progress reports on the performance management process for 2020</li> <li>Succession planning for UMC members and resolved that the matter be a standing item on the RemCom agenda.</li> <li>Changes to executive remuneration and remuneration of the Internal Auditor after cost-of-living (COLA) adjustments.</li> <li>Ex gratia/ex lege payments.</li> <li>Honorarium payments to Council members.</li> <li>COLA negotiation process for 2020.</li> <li>Benchmarking of NWU salaries for both academic and support staff.</li> <li>USAf remuneration report</li> <li>NWU participation in the CHE remuneration survey.</li> <li>Vice-Chancellor had concluded performance agreements with all University Management members.</li> <li>Bonus payments to be made to the UMC after the approval of the financial statement on 5 June 2020.</li> <li>Bonus payments to executives with contracts ending in December and made some changes which was effected.</li> <li>Risk report on risks related to remuneration matters.</li> <li>Reviewed staff cost mitigation plan in response to COVID-19 financial impact.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

#### 13.3.7.4 Technology and Information (TI) Governance Committee

The TI Governance Committee is responsible for information technology governance and ensuring that Council fulfils its role as the overall governing body for information technology. Its mandate is to:

- Oversee the implementation of an TI governance framework that sets he direction for technology and information at the NWU.
- Recommend policy to Council that articulates and gives effect to the direction set.
- Hold university management accountable for the implementation and execution of effective technology and information management.
- Exercise ongoing oversight of technology and information management, including IT risk management, prevention of cyber-attacks and ensuring legal compliance.

## Reports to Council

For the period under review, the committee continued to report to Council on its statutory duties.

*Par 13.2 and 13.3.6 include the composition and meeting attendance information For the Council Statement on IT, see par 9.1.15*

### **Key decisions and discussions in 2020**

| Key decisions: Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <ul style="list-style-type: none"><li>Recommended the amended terms of reference of the TIGovCom to Council Exco and Council for approval with minor changes.</li><li>Recommended the Policy and Rules for Business Continuity to Council for approval.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Key decisions: Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"><li>Resolved that the university would make use of the services of OpenCollab, winding it down to implement the new Student Information System on 11 March 2020.</li><li>Agreed that the Digital Business Strategy presentation would be presented to Council.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Key discussions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"><li>Reports on the external evaluation of Council and the evaluation of the TI Governance Committee.</li><li>IT strategy would be revisited after the Digital Business Strategy has been finalised by June/July of 2020.</li><li>IT Product Portfolio.</li><li>IT Project Portfolio.</li><li>IT Committee structures.</li><li>IT model and change management.</li><li>IT Transformation Plan.</li><li>DHET Infrastructure Grant.</li><li>IT policy was being reviewed.</li><li>Information Governance Framework was in its final development stages.</li><li>Status reports on information management.</li><li>Reports on business continuity amongst Covid-19.</li><li>Risk and compliance reports on information technology and information management matters.</li><li>Draft Policy and Rules on Business Continuity Planning.</li><li>Report on third party providers</li><li>The responsible disposal of obsolete technology and information and resolved that the inclusiveness of the report, with specific reference to the environmental report of the university, would be investigated. The conceptual framework for the data and information classification framework would include notions relevant for the governance and management of redundant, obsolete and trivial data and information.</li><li>Cyber security and a risk assessment had been done, providing amongst other, the Gartner Score Overview, Overall Maturity and a Roadmap for the way forward, based on the responsibilities and functional areas of the university to enable business decisions.</li><li>An Information Management Committee had been established in terms of the Council approved Information Governance Framework. A report from the IMC was noted, that specifically eluded to the compliance to POPIA.</li><li>e-Assessments and the next steps that would entail to evaluate and recommend proctoring software, develop a policy and procedure for e-Assessment and to develop pedagogically sound and custom made e-Assessment empowerment workshops.</li><li>The Code of Conduct for the implementation of POPIA. Objectives and deliverables were discussed and the TI Governance Committee noted the five-phase approach by means of which the project would be rolled out.</li><li>The development of various policies to give effect to the Information Governance Framework, especially the Personal Information Privacy Policy.</li><li>An implementation plan for business continuity management at the NWU and the preliminary progress made with BCM at the NWU and the BIA criteria and weighting factors to be utilised for purpose of the Business Impact Analysis.</li></ul> |

#### **13.3.7.5 Council Membership Committee**

The NWU Council resolved in 2015 to add to the mandate of the Council Executive Committee that of Council Membership Committee.

In this regard, Exco considers nominations for vacancies related to Council and its committees, oversees the nomination and election processes, deals with all other membership matters, and delegates authority to

subcommittees when necessary. Exco also oversees the attendance of Council members and the self-evaluation of Council.

During 2020 Exco, at each ordinary meeting, noted and considered the vacancies on Council and the processes for filling and scrutinising these vacancies.

Exco also received a list of all vacancies in Council committees, and made recommendations for the filling of these vacancies to Council for approval.