



OUR JOURNEY **CONTINUED**

INTEGRATED ANNUAL REPORT **2024**

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INTEGRATED ANNUAL REPORT 2024

1 About this report

1.1 Our continued journey towards excellence and impact

A journey is much more than the passage of time or movement from one point to another – it is a process of change, of adapting, of evolving and of making a difference as you move along the path you have set out for yourself. This is something that the North-West University (NWU) knows well. Since embarking on a new and exciting journey from the merger in 2004 to the present, the NWU has experienced continued growth and transformed into a leading higher education institution that not only has impact locally, but also in Africa and the rest of the world.

Over the past two decades, our university has walked a path defined by the pursuit of greatness and excellence. We have constantly explored new frontiers in teaching-learning and research and innovation, devoted ourselves to meaningful community engagement (CE) and fine-tuned our offerings to custom fit the needs of our students and stakeholders. We have forged a strong identity, renewed our brand, embraced change and positioned ourselves as a respected player in South Africa's higher education landscape.

Through it all, our commitment to knowledge, social justice and transformation has been the driving force as we take bold steps on the path ahead.

Our journey has been significantly accelerated by the Fourth Industrial Revolution (4IR) that opened new opportunities and shifted benchmarks as the NWU integrated cutting-edge technologies such as artificial intelligence, the internet and the social media revolution into our education and research.

Just like any traveller who embarks on a journey into the unknown, the NWU too has encountered unexpected challenges such as the Covid-19 epidemic, sharp economic shifts and significant societal changes. The resilience of our staff, students and other stakeholders in times of difficulty has empowered us to push forward and forge the university as a strong institution.

Our journey is also a testament to the impact our work has in our communities. The NWU's researchers are constantly looking at ways to better the lives of our stakeholders. Our influence extends beyond borders and crosses boundaries as we reach across the African continent and into the global arena.

Although two decades have now passed, our journey is far from over. It is a journey with no end in sight. The road ahead stretches out with opportunity and we continue in the same spirit that has carried us thus far – the spirit of innovation, resilience and unwavering commitment to making a difference.

As our journey continues, so does our impact as we continue to evolve, adapt and make a difference.



*The image on the front page symbolises our theme,
Our continued journey towards excellence and impact*

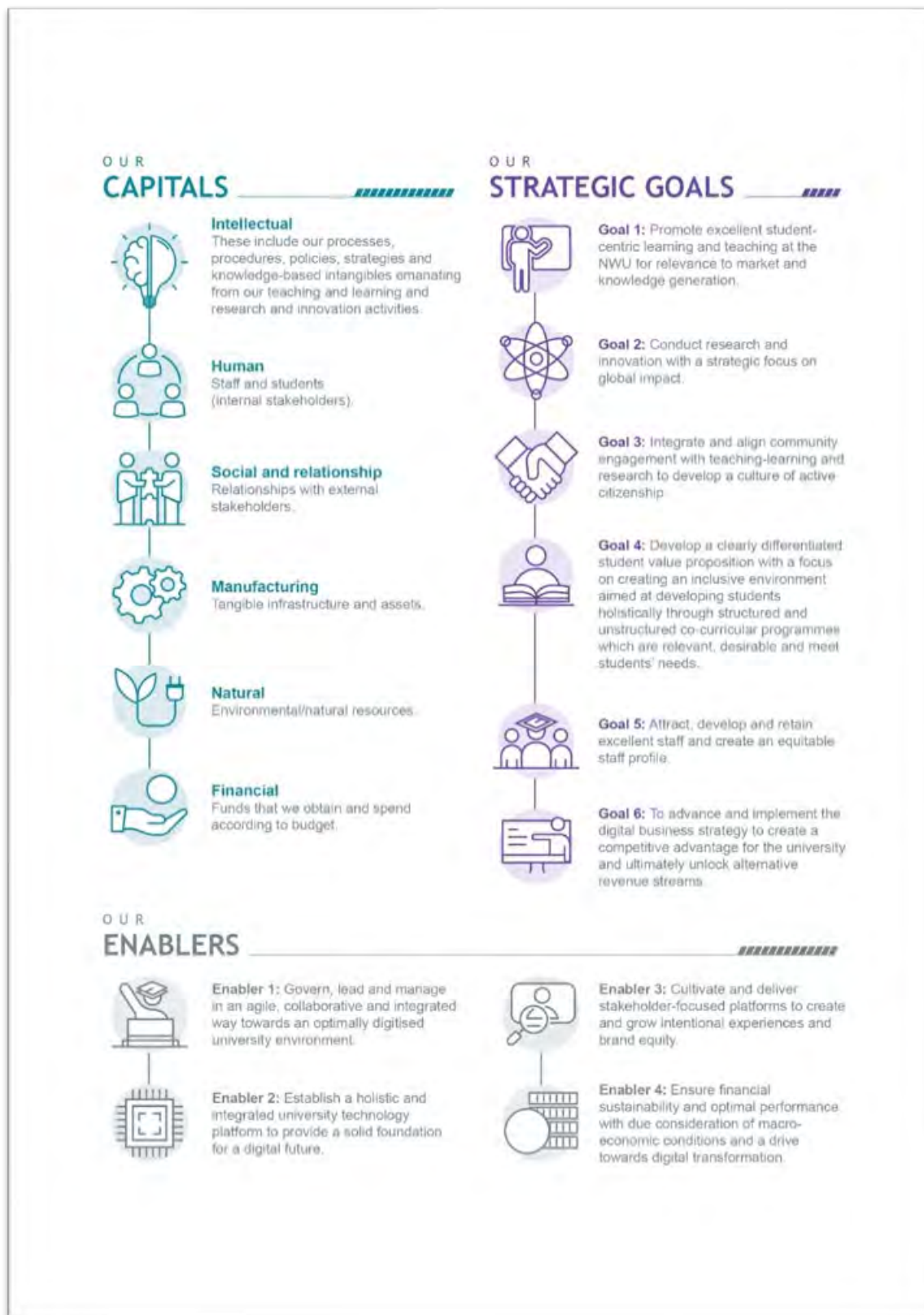
1.2 How we tell our story

At the beginning of our story, we give an [overview](#) of the NWU and explain how we interacted with our operating environment.

You will find a graphic image of our [business model](#), followed by the [risks and opportunities](#) that affect us, and how we are dealing with these. The section on [our strategy](#) aims to inform you about where we want to go to and how we intend to get there, while the section on [how we performed against our capitals](#) describes what we did to achieve our strategic objectives.

1.3 How to navigate our story

We use different icons to show the connections between the various sections in our integrated report and enhance your journey of discovery.



1.4 Materiality of the report content

The University Management Committee (UMC) members, together with their directors, provide the content that appears in the integrated report, while considering the principle of materiality.

As set out in the International Integrated Reporting Council's (IIRC) Integrated Reporting Framework, material matters are those issues that substantively affect our university's ability to create value for itself and its stakeholders.

Our integrated reporting task team also contributes towards identifying matters with the biggest impact on our ability to create value. This team is led by the NWU's registrar and includes the deputy vice-chancellor for planning and the chief strategy officer in the office of the vice-chancellor.

1.5 Reporting frameworks and documents guiding us

Our integrated reporting is guided by the principles and requirements of the Integrated Reporting Framework, King IV and the DHET's reporting regulations.

We also consider documents such as the NWU's Annual Performance Plan (APP) that puts the strategic plan into action, as well as the institution's risk register. Both these documents are compiled with various role players across the university providing input.

In addition, materiality was informed by the matters our stakeholders raise during their interaction with the university. These are described in the section on how we [engage with our stakeholders](#), in the table labelled: *Issues raised*.



- The goals, enablers and strategic assumptions, as included in the APP, resulted from the process the University Management Committee members used to identify material matters to include when developing or revising the APP.
- Our key risks and opportunities are the result of an institution-wide risk analysis process.

1.6 Reporting period scope, and suite of reports

Our integrated report reflects the performance of the NWU across our three campuses for the period 1 January to 31 December 2024.

Information about our performance is both [financial](#) and non-financial. This includes facts about our non-financial performance, risks and opportunities and the internal and external factors that substantially influence our business. Where material, we discuss the real and potential impact of these matters on our ability to create value.



Reporting Cycle

Annually in December



Contact point for questions

marlene.verhoef@nwu.ac.za



Suite of reports

Our integrated report is the primary vehicle for reporting to our stakeholders. It is supplemented by the following:

- » annual financial statements for the year ending 31 December 2024, which can be found on the NWU website at:
<https://www.nwu.ac.za/content/nwu-annual-reports>
- » documents for various stakeholders, which can be accessed on our website at:
<https://www.nwu.ac.za/content/nwu-our-publications>



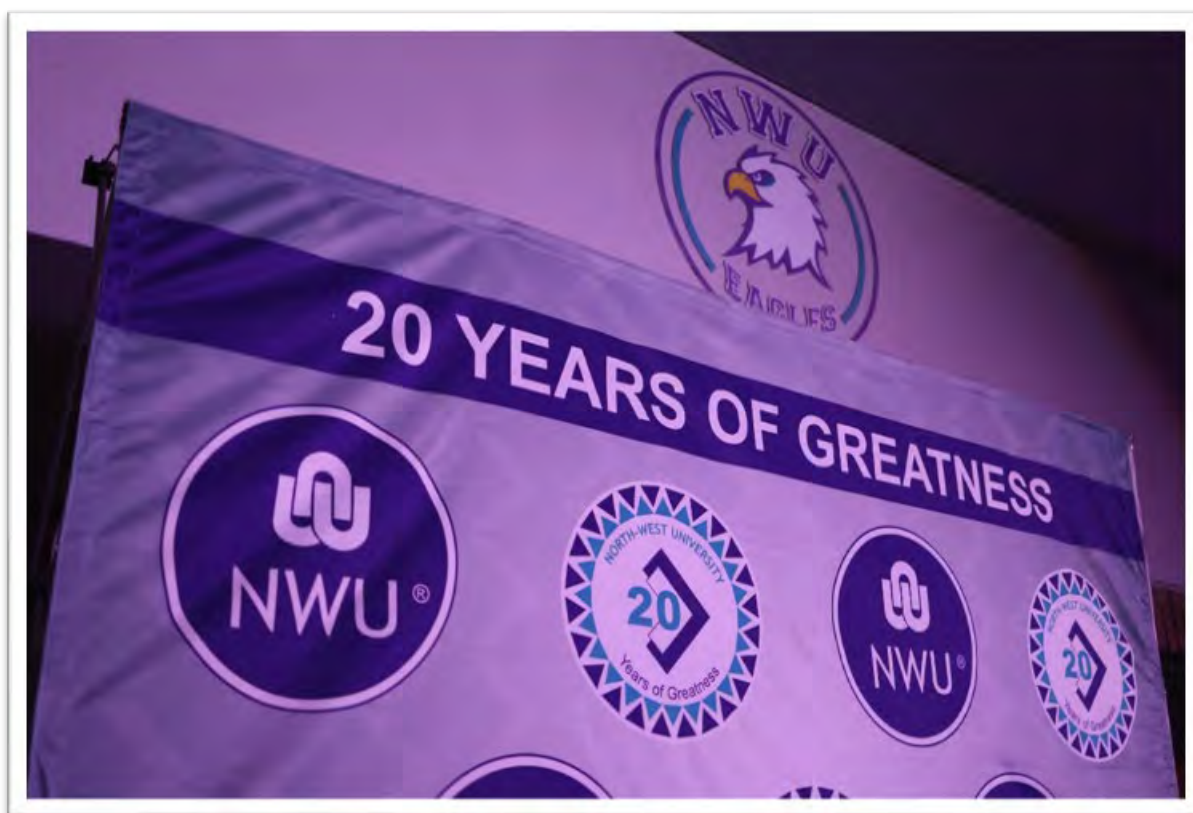
Our reporting framework

This integrated report has been prepared in accordance with the IIRC's International Integrated Reporting Framework and the DHET's Regulations for Annual Reporting by Higher Education Institutions (published in June 2014 and incorporating principles from the King IV Report).

1.7 How we ensure the integrity of the report

Various measures are in place to ensure the integrity of both our financial and non-financial information reported in the Integrated Annual Report. These measures include a combination of monitoring and oversight by our management and governance structures, as well as the use of internal audit and external assurance providers.

- We obtain reliable student and staff data from our Institutional Planning and Strategic Intelligence Department, which is also responsible for submitting NWU data to the Higher Education Information Management System (HEMIS) for approval.
- Internal assurance providers give us assurance about the effectiveness of the internal controls at the NWU. Their input is incorporated into our report.
- The summarised, audited consolidated financial statements in our report are extracted from the audited consolidated financial statements, prepared in accordance with the IFRS and independently audited by our external auditors, Nexia SAB&T.
- Our auditors independently audited the information in our [performance assessment report](#).
- The financial statements, including the auditors' report, are in [Annexure 6](#).
- More information about combined assurance can be found in the [risk section](#) of this report.
- To further ensure the accuracy of our content, we submit our integrated report to various NWU structures for their consideration and approval. These structures include the University Management Committee, the Audit, Risk and Compliance Committee (among other Council committees), and finally the NWU Council.



1.8 Council approval

Upon advice from its Audit Risk and Compliance Committee, Council believes that the integrated report addresses all material matters and offers a balanced view of the NWU 's strategy and the organisation's ability to create value.

The NWU Council confirms that it has:

- reviewed the contents of the report and applied its collective mind to the preparation and presentation of this document,
- appropriately considered the accuracy and completeness of the material matters, as well as the reliability of the information presented in the report, and
- sufficiently considered and materially presented these matters in accordance with the Integrated Reporting Framework of the IIRC.



**The Executive Committee of Council approved the
2024 Integrated Annual Report on 26 June 2025
(as mandated by the NWU Council on
19 June 2025).**

**MR BERT SORGDRAGER
CHAIRPERSON OF COUNCIL**

**MS RENE KENOSI
CHAIRPERSON OF THE AUDIT, RISK AND COMPLIANCE COMMITTEE**

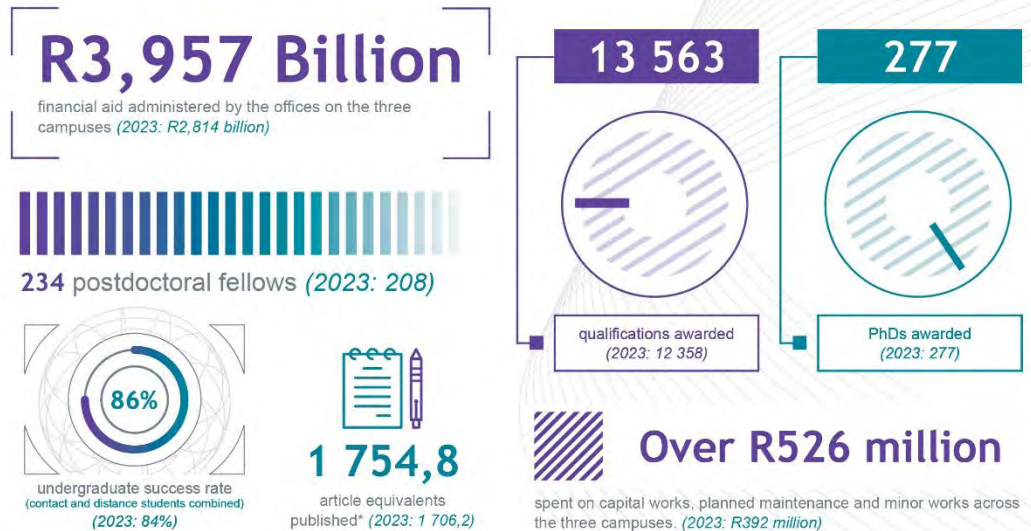
2 Overview of the NWU – performance highlights

In 2024 we continued to create value for the NWU and for our stakeholders.

The following achievements – and in many instances also improvements – are noteworthy:

Overview of the NWU - performance highlights

In 2024 we continued to create value for the NWU and for our stakeholders. The following achievements in 2024 – and in many instances also improvements – are noteworthy:



In the top 4,2% of the world's best universities

The Global 200 list of the Center of World University Rankings (CWUR) placed the NWU among the top 4,2% of the world's best universities for their 2024 edition.

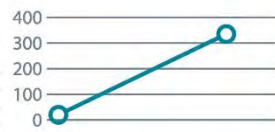
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Research entities

Consisting of:

- 8 Research Chairs,
- 8 hosted research entities, including a Centre of Competence,
- 5 Centres of Excellence,
- 11 Research Units,
- 17 Research Focus Areas,
- 10 Research Niche Areas and,
- 1 Commercial research entity

(2023:60)



327*

NRF-rated researchers
(2023: 322)



9 065

distance students enrolled (2023: 8 510)

2 688

active collaboration agreements
(2023: 2 646)

More than

916

academic programmes
offered at the NWU

1500

International students
from 54 countries
(2023: 1 311 from over 58 countries)

172

International
postdoctoral fellows
from 31 countries

*Please note that the 2023 research figures are approved.
There is a two-year lag with regard to the research output.

2.1 Who we are

The North-West University is one of the 26 public higher education institutions in South Africa. We have three campuses: two in the North West province and another in Gauteng.

We have a single set of policies, systems and standards, and are driven by a set of constitutionally based values, a core value being ethics in all our endeavours.

We wish to foster engaged and caring staff and students, ensuring a suitable environment in which to reach our purpose and realise our dream.



To discover new frontiers and opportunities that benefit society, advancing our relevance and impact.



To benefit society through the provision of knowledge, excelling in innovative teaching, cutting-edge research and focused engagement with the community.

2.2 What we do

Our core business is teaching-learning and research, with community engagement and innovation intertwined in these activities.

Ultimately, our core business is about creating value in the form of outputs and outcomes, while pursuing an ethic of care.

2.3 Where we operate

We operate in South Africa but collaborate extensively with institutions and people all over the world. In 2024, the NWU had approximately 2 688 (2023: 2 646) active collaboration agreements.

2.4 What sets us apart



2.5 Our external environment

Many factors beyond the NWU's immediate control shape our strategic priorities, impact our mission delivery and affect the effectiveness of our value-creation efforts. These external dynamics, which we strive to manage through good strategic planning and execution, are discussed below and we also indicate how the factors in our external environment are linked to our strategic goals, how they impact our value-creation ability, and how we responded to these challenges in 2024.

2.5.1 Responding to a transforming society

Some significant changes in the student environment have taken place, with a conscious focus on student access and success; reasonable accommodation for students with disabilities; multilingualism and development of African languages; transformation in the student governance environment, emphasising sustainable diversity, social cohesion and inclusivity; gender rights, identity, sexual orientation awareness and activism; among others.

Increasingly, our students are voicing support for social movements advocating for the eradication of all forms of prejudice and discriminatory practices, particularly racism, cultural intolerance and gender-based violence and femicide. Our students are contributing to the reconceptualisation of gender roles and norms, improved engagement and service delivery, sustainable transformation and reforms to societal norms and practices.

Influenced by the changing student profile on our campuses, our understanding of multiculturalism and integration continues to grow as previously marginalised groups and minorities find their voice within the larger university community. This signals our university's maturity in unpacking and developing multiculturalism at a granular level.

While the journey toward equity, inclusion, and diversity continues, the NWU community – rich in socio-economic, cultural, religious, racial, and other forms of diversity – remains committed to driving sustainable transformation. We are now shifting focus towards a more nuanced approach at both campus and institutional levels, enabling us to respond more effectively to the challenges and opportunities this transformation brings.

Further informing our approaches to equality, equity, social justice and redress, are the social inequalities that are mirrored in the student community. Understanding the true impact of inequality on student access and success, remains an ongoing objective requiring multifaceted support.

Strategic matter affected: development of a clearly differentiated student value proposition (Goal 4)

Capitals affected: human, social and relationship, financial

Effect on value creation

Inevitably, instances of inequality and inequity spill over from the external environment. The most effective way to deal with this is to recognise these phenomena early on, address them proactively and manage them constructively. Not doing so, creates risk as inaction can be seen as further excluding and marginalising affected students.

We strive to satisfy the diverse interests and abilities of a broader student community, based on a student value proposition that centres on social cohesion, inclusivity and belonging. Failure to take timely and appropriate action against the risk of students feeling excluded and marginalised could erode the relevance of the student value proposition. This risk is observed at an institutional level and, in a more nuanced way, at campus level particularly in the context of each campus's student profile and campus community.

Our strategic response

Within the student community, we proactively develop and implement measures that seek to build social capital, awareness and partnership. A challenge is that the university is frequently expected to account for societal inequalities and imbalances; we respond to these expectations by continuing to identify and support initiatives and programmes that enable access and success.

All members of society, and within it, the university community, are collectively responsible for social change. The NWU plays its part by integrating interventions and platforms for facilitating social change into existing curricular and co-curricular programmes. Further, we embed collective responsibility into university functions and structures, continuously refining our governance model and policy directives on social change.

Purpose-driven engagement and effective multifaceted communication channels inform our decision-making and policy development processes.

In maintaining a relevant and valuable student experience, we strive to engage and respond proactively and with agility to projected changes. This engagement is framed by our focus on creating a sustainable co-curricular programme that is agile, financially sustainable and delivers impactful student support.

2.5.2 Funding constraints

A decade after #FeesMustFall, structural barriers to higher education persist, with 337 000 matriculants competing for only 202 000 university spots amid budget cuts and rising tuition fees. At the NWU we received more than 200 000 applications for 12 000 first-year places. The Government's planned R5,6 billion reduction in funding for post-school education between 2024 and 2025 further exacerbates challenges related to university placements, accommodation and living expenses.

Strategic matter affected: development of a clearly differentiated student value proposition (goal 4)

Capitals affected: human, social and relationship, financial

Effect on value creation

Diminishing resources militate against an effective balancing of supply and demand in higher education. This imbalance, coupled with the rising cost of university life, potentially exposes institutions to heightened levels of dissatisfaction on campuses and among stakeholders in surrounding communities.

Our strategic response

The university has put merit bursaries in place, as well as a special fund for postgraduate students. There is ongoing liaison with private accredited accommodation owners to ensure a safe and conducive environment for students.

2.5.3 National call for curriculum changes and transformation

The NWU is committed to enhancing the quality and relevance of its academic offerings to address the evolving needs of students, society, workplaces and the workforce. The NWU's vision for its curricula emphasises relevance, responsiveness to technological advancements, global interconnectedness and sustainability. By embedding key competencies such as critical and creative thinking, digital literacy and collaboration into its offerings and methodologies, the NWU's qualifications remain relevant, responsive and competitive.

Strategic matter affected: teaching and learning (goal no 1)

Capitals affected: intellectual, human, social and relationship, manufactured, financial

Effect on value creation

When students and graduates can make sense of different contexts by drawing on various thought paradigms and explanatory systems, they are better equipped to adapt to workplace, professional and societal shifts. Curricula must therefore provide an orientation to diverse perspectives and world views, including indigenous knowledge systems.

This lends a sense of urgency to the decolonisation of the curriculum, without which we would not be able to equip graduates to address the contextualised challenges of 21st century society.

Our strategic response

As part of curriculum transformation, we commenced a Programme Qualification Mix (PQM) review in 2024 with a view to providing logic and consistency and enabling compliance in the design of our 360-credit bachelor's degrees at NQF Level 7. Furthermore, we recognise the need to ensure that we align degree structures with national qualification frameworks, such as the Higher Education Quality Sub-Framework (HEQSF), to ensure compliance with national and international standards. We also need to promote institutional and campus alignment by standardising bachelor's 360-credit degree structures, ensuring coherence and consistency while respecting disciplinary diversity. Finally future-focused competencies, particularly those aligned with the 4IR, must be embedded in all curricula.

2.5.4 The emergence of generative artificial intelligence

While generative artificial intelligence (AI) has been around for a long time, the emergence of user-friendly AI tools such as ChatGPT have only recently catapulted it into prominence, more so within the higher education sector. AI has been a disruptor across all industries, with many still figuring out how best to factor its impact into their strategies going forward.

The impact of AI in higher education has been varied, ushering in efficiencies in core functions such as teaching and learning, as well as support functions, while at the same time presenting major challenges, especially for governance and technology adoption.

Institutions are being forced to review their governance structures and policies to protect academic integrity while battling to keep up with rapidly evolving technologies. Issues of academic integrity and dishonesty are proving to be a challenge to clearly adjudicate due to the sophistication embedded in the latest AI tools.

The disruptiveness of AI requires changes in teaching methods, administrative processes and the educational environment, as well as in addressing the fears staff, students and graduates may have about the impact of AI-enabled automation on the job market.

University ICT departments are having to review their operating models and acquire new skillsets to effectively manage, support and partner with staff and students in a new and complex relationship that is informed by AI tools and heavily influenced by social media.

The NWU continues to drive digitalisation through its Digital Business Strategy (DBS), ensuring that it remains competitive and attractive to the best of students and staff. Taking into consideration the intense competition for talent, it is imperative for the NWU to attract and develop the scarce ICT innovation skills needed to enhance teaching practices, learning experiences and student support services and, at the same time, defend against ever-increasing cyber threats.

Strategic matter affected: all goals and enablers

Capitals affected: all capitals

Effect on value creation

Adoption of AI technologies offers the NWU a transformative opportunity to enhance our value proposition through innovation, accessibility and sustainable development. By integrating AI technologies, combined with data and analytics, into teaching and learning, research and support services, we can provide more personalised and effective learning experiences, elevating NWU's reputation as a leader in innovative education.

AI implementation presents opportunities for improved operational efficiencies across all areas of the institution, leading to significant cost savings and improved campus experiences. The ability of generative AI to automate many of the more mundane lecturing tasks frees up capacity for personalised student engagement while AI-enabled analytics allow for early detection of at-risk students. Expanding digital and online learning platforms through the DBS increases educational access, particularly for remote or financially constrained students, promoting social equity and inclusion.

Our strategic response

The NWU landscape is rapidly digitalising, creating the potential for a further widening of the digital divide. To mitigate against this, we are making a concerted effort to increase digital literacy through various faculty and departmental interventions. The planned establishment of a Digital Academy will go a long way in ensuring increased digital literacy levels in the NWU community.

Cybersecurity continues to be a top priority globally, both for higher education and the industry in general. The NWU is acutely aware of the importance of safeguarding our intellectual and infrastructure assets. We continue to adjust our strategies to reflect the latest industry trends and, recognising the role data plays in strategic decision-making, to focus on advancing our data and analytics strategy and operating model (DASOM). The aim is to prioritise data as a strategic asset for data-driven decision-making that will improve organisational effectiveness.

We have seen a move towards software as a service (SaaS) and cloud-hosted solutions, which have influenced our technology investment strategy going forward. This trend is confirmed by research from industry authorities such as Gartner and InfoTech, indicating a move by major software vendors towards a subscription-based licencing model. This shift necessitates a revision of our operating model, budgeting strategy and skillset requirements to align with the impending changes, especially considering that our ICT genesis of locally developed and on-premises-hosted IT solutions have been with us for many years.

NWU carries the ambition to be a globally recognised institution of choice. Technology plays an important part in this vision, hence the noticeable investment in ICT infrastructure with data analytics and cybersecurity identified as crucial areas for investment growth.

Implementation of the DBS requires optimal usage of scarce human and financial resources, as well as effective management of a diverse portfolio of projects. To this effect, we initiated the implementation of the Enterprise Project Portfolio Management Office (EPPMO). This initiative will deliver a best-practice approach to prioritising and managing projects.

IT is a key enabler and strategic partner to NWU's digital transformation initiatives. Our IT initiatives are therefore in line with the APP and include five main components. These are a strong technology ecosystem, stringent security measures, a flexible integration platform, an adaptable operating model and a modular infrastructure. These pillars are underpinned by an enterprise that is continuously reviewed to ensure relevance and alignment.

The NWU's Learning Management System (LMS), eFundi, having served the institution well over many years, has reached end of life. A project is currently under way to source a new LMS system that reflects the new strategy focus

of the NWU and the needs of a changing teaching and learning environment. Similarly, plans are under way to review and replace the financial and human resources systems as part of the NWU digital transformation and business renewal process.

Enhancing operational efficiency, managing risks and driving service excellence remain IT's top priorities. Replacing the Student Information System (SIS) is the most complex and impactful project undertaken by NWU in recent years, as its impact will be felt across the entire institution.

Several projects were successfully delivered in 2024 to bolster administrative support and teaching and learning. Recognising the institution's reliance on technology services, we continue to form strategic partnerships with leading industry companies and experts to ensure continuous access to cutting-edge skills and capacity to successfully drive the digitalisation process. We continue to implement hybrid flexible (HyFlex) technology as part of the strategy to develop smart learning spaces, enable online learning and counter the effects of loadshedding.

All the while, we continue to closely monitor and manage rising costs, especially those associated with cloud storage. This entails engaging with vendors and industry partners and practising financial prudence to ensure dependable and cost-effective cloud storage services.

2.5.5 Academic staff shortages

The shortage of academic staff in South Africa remains a serious challenge. This is exacerbated by increasing global and local demand for highly qualified individuals, particularly those from designated groups at senior levels and in critical skills areas. The NWU must proactively adapt its human-capital planning, policies and processes to address these constraints while balancing financial sustainability.

Strategic matters affected: teaching and learning (goal 1), research and innovation (goal 2), community engagement (goal 3)

Capitals affected: intellectual, human, social and relationship, financial

Effect on value creation: Recruiting and retaining high-calibre academic staff with the requisite diversity, expertise and experience is essential to sustaining NWU's reputation for excellent teaching, innovative research, and meaningful community engagement. Failure to address these shortages could undermine NWU's ability to implement functional multilingualism and deliver on its strategic goals.

Recruitment challenges also risk increasing reliance on temporary staff, which may affect the university's capacity to execute its core academic mandate. These pressures are compounded by decreasing subsidy income and capped student fees, necessitating cost-containment measures. Such measures include a moratorium on filling non-critical positions, transferring unutilised funds to the central budget, and reducing costs through the Staff Cost Risk Mitigation Plan.

Our strategic response: In 2024, NWU continued to prioritise initiatives aimed at recruiting, retaining and developing talented staff to address the persistent challenges of academic shortages and budgetary pressures. These efforts align with our broader strategic objectives, particularly as we progress in implementing the strategic plan, Taking the NWU forward – 2024 and beyond. Recognising the importance of a robust and diverse talent pool, we refined and expanded our strategic responses to ensure the university remains a preferred employer in higher education.

Strategic alignment of resources and focused efforts to improve staff retention have been prioritised. Initiatives include:

- developing competitive retention packages for staff in scarce skills areas;
- streamlining recruitment processes to reduce delays and costs;
- enhancing professional development opportunities to promote internal talent mobility; and
- advancing transformation initiatives to attract and retain diverse talent at all levels.

2.5.6 External research funding

Budget cuts in the past few years have reduced or even halted research funding and support from many government and industry funding agencies. There is also less and less pre-commercialisation, seed and venture capital funding for innovative and new technology development.

Another dynamic that has affected funding, particularly postgraduate funding, is the implementation of the new National Research Foundation (NRF) funding instrument. Although the amount per student has increased, fewer students are being funded.

Strategic matter affected: research and innovation (goal 2)

Capitals affected: financial, intellectual, human, social and relationship

Effect on value creation

Our research productivity and the standing of the university in national and international rankings may be negatively affected by the contraction of the external research funding pool.

Our strategic response

Making the most of our limited resources, we attempted to soften the impact of external funding cuts. We awarded University Capacity Development Grant (UCDG) mobility grants totalling R1 352 575,82 to our researchers and provided R528 008,15 for research mentorship, including assistance with NRF-rating applications. In addition, we contributed R312 156,97 to the operating expenses of the research chairs and R65 070,75 to the salary component of these chairs. A further R302 717,96 was used for consultation services for the future development of research chairs.

The Technology Innovation Agency (TIA) has designated the NWU's Technology Transfer and Innovation Support (TTIS) office as a "mature partner," granting us greater autonomy in the allocation of TIA Seed Funds. However, this increased flexibility comes with stringent deadlines, and additional deliverables, which will place added pressure on the management of the programme. While the new framework represents a shift in how funds are administered, it introduces only R2,1 million in additional funding, necessitating careful planning to maximise impact within these constraints.

The NWU Enterprises CEO and TTIS Chief Director have submitted an application requesting R3 million in strategic funding, with an additional R1 million in co-funding from the TTIS, to participate in the University Technology Fund (UTF), an early-stage venture capital fund dedicated to supporting university spin-off companies.

Participation in the UTF would provide the university with a structured pathway to accelerate the commercialisation of high-potential research outputs, bridging the gap between academic innovation and market-ready ventures. It would also enhance access to external investment networks and industry expertise, increasing the likelihood of success for university-affiliated startups. A final decision from management is still pending.

By taking a long-term view of funding and developing and maintaining good relationships with funders, we strive to mitigate our vulnerability to funding fluctuations. This necessitates a sound understanding of industry's needs and challenges, and the ability to respond with relevant solutions and innovations.

2.5.7 Demand for intellectual property (IP) reduced

Although demand for IP recovered slightly in 2024, the reduction in early-stage, seed and venture capital funding remained a problem.

Strategic matter affected: research and innovation (goal 2)

Capitals affected: financial, intellectual, human, social and relationship

Effect on value creation

Lost income and reduced licensing and spin-off activities could ensue if uptake of our IP and technologies is low.

Our strategic response

Backing up our inventions with trialled and tested prototypes can lead to increased success in the licensing of patents. As prototype development and demonstration is expensive, we focus on being innovative in seeking out research funding, despite economic fluctuations.

We also boost our prospects of continuing to attract funding, collaborators, commercialisation partners and licensees by improving the way we market NWU IP, technologies and innovative research. In this regard, the TTIS office is working closely with the newly established NWU Enterprises to improve the marketing.

In 2024, we have placed greater emphasis on proactive engagement with researchers to better understand their work, raise awareness of the services offered by the TTIS office, and encourage early-stage consideration of market needs in their research. These interactions have taken various forms, including informal meet-and-greet and "Coffee with a Professor" (Coffie Proffie) initiatives, regular training sessions and awareness programmes tailored for research groups, and larger-scale events such as the annual World IP Day celebrations in collaboration with strategic partners.

By fostering these connections, we aim to build a culture of innovation and commercialisation, ensuring that researchers are well-equipped to translate their discoveries into impactful real-world applications.

While patent licensing continues to be a key component of the university's commercialisation strategy, recent agreements have increasingly involved the licensing of copyrighted works and software. Intellectual property (IP) transfer is not solely driven by financial considerations; in many cases, the objective is to maximise the dissemination

and impact of university-generated innovations. This includes facilitating wider access through open-source licensing models and strategic collaborations with non-profit organisations, thereby aligning with the university's mission of advancing knowledge and societal benefit. These alternative pathways ensure that university-developed technologies, software and creative works reach broader audiences, fostering innovation, education and public good.

(For [more information](#), see *Create value through innovation and technology*)

2.5.8 A growing need for sustainable, impactful community engagement and knowledge exchange

Through active knowledge exchange, we collaborate with communities to learn, share and grow together.

The NWU acknowledges its responsibility to use campus-generated knowledge for community benefit and, in turn, to welcome the contribution community endorsement makes in granting us a social licence to operate and in shaping the NWU into a diverse, innovative institution.

In support of meaningful and sustainable community involvement that fosters the exchange of knowledge and expertise, the NWU has created a central database on social engagement activities and projects. Using this database, we register, monitor and evaluate and link the outcomes of projects and activities to the United Nations' Sustainable Development Goals (SDGs). In this way, we monitor our impact footprint.

Strategic matter affected: Integrate and align community engagement (CE) with teaching-learning and research to develop a culture of active citizenship (goal 3).

Capitals effected: intellectual, human, social and relationship, financial

Effect on value creation

The quality of our relationships with external partners can be seen in the positive impact these relationships have on our strategy of engaged teaching and learning. These relationships, nurtured through CE that addresses community needs, facilitate student placements for work-integrated learning and service learning, and foster ongoing, sustainable development in communities.

Our strategic response

Our CE endeavours are rooted in partnerships, ongoing engagement with key stakeholders and the use of appropriate platforms and interfaces, both formal and informal.

The NWU CE Stakeholders Forum is a formal engagement platform that aims to deepen the NWU's connections with stakeholders and foster strategic collaborations for student placement, service learning and knowledge co-creation through research. In 2024, we held three stakeholder's forum meetings to consult with 76 local stakeholders per NWU campus.

In the sphere of community empowerment, one of our most successful programmes is entrepreneurial and enterprise development through the b-Hive initiative in Vanderbijlpark in Sedibeng. This programme, which falls under the NWU's Faculty of Economic and Management Sciences, supports emerging businesses by offering training and business development opportunities.

Accountability is important to us and our stakeholders. Our community activities are monitored, incorporated into the CE database, evaluated and reported on in our annual report.

3 Our business model and value chain

3.1 Business model



[Learn more](#) about the composition of Senate.

INPUT

Academic and support staff (*human capital*)

Personnel category	Permanent	Temporary	2023	2024
Crafts/trades	✓		23	24
		✓	117	21
Executive/administration/ management professional	✓		91	93
		✓	6	5
Instructional/research professional	✓		1 692	1 696
		✓	1 815	1 803
Non-professional administration	✓		1 352	1 366
		✓	4 890	4 587
Service	✓		295	283
		✓	8	10
Specialised/support professional	✓		532	548
		✓	334	300
Technical	✓		251	256
		✓	117	90
Grand total			11 523	11 082

Expertise:

59,08%



of permanent academic
staff with PhDs.

Presenting

916



academic programmes
(*intellectual capital*)

Number of academic
programmes

834



Schools reached by our student
recruiters through direct
marketing campaigns and
activities
(*social and relationship capital*)

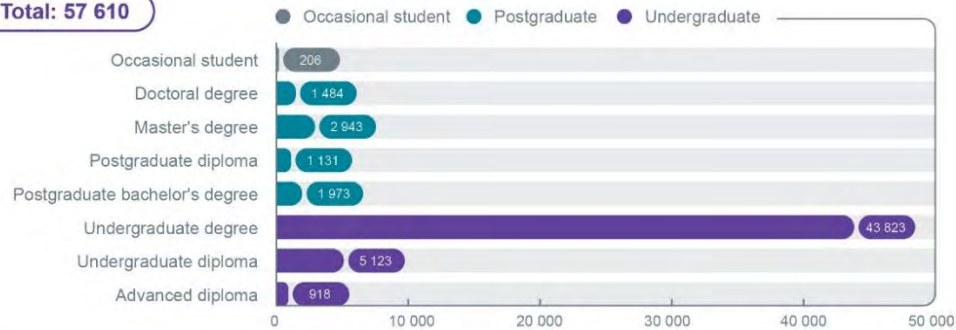
13 205



First-time entering
undergraduate students
(*human capital*)

Total number of enrolments per qualification type (*human capital*)

Total: 57 610

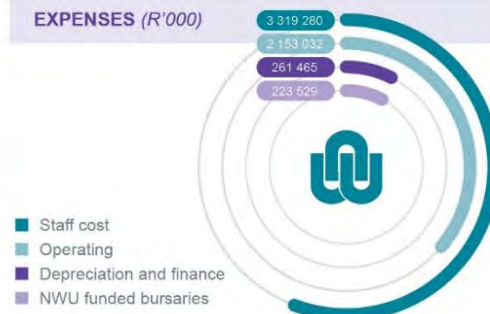


Budget (*financial capital*)

INCOME (R'000)



EXPENSES (R'000)



Over

**R326
million**

Spent on capital works, macro maintenance and minor works across the university
(*manufactured capital*)

**1 110
hectares**

(incl. 1401ha Molewane)
The total area occupied by the university's campuses
(*natural capital*)

**12,3%
Increase**

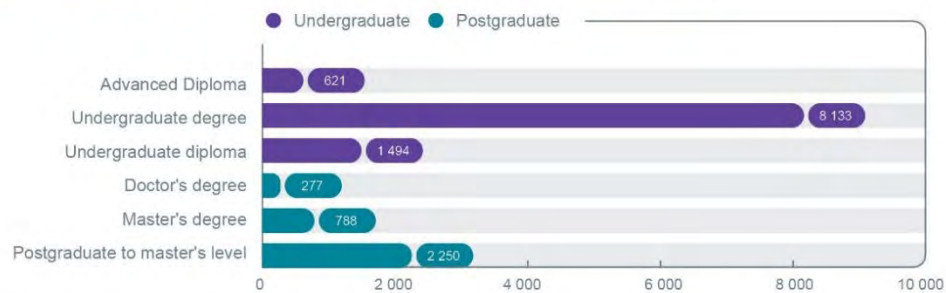
in total assets

**486 122.026
square metres**

The total usable floor area of the NWU

**ACTIVITIES****Activities strengthening our financial capital**

	R'000 000
Presenting	
916	
academic programmes	
(<i>intellectual capital</i>)	
Income from contracts	181
Sales of goods and services and other income	321
Residences and related income	492
Private gifts and grants	34
Investment income	692
Consolidated income from subsidiaries	13
Total for 3rd stream income from activities	1 733 million

OUTPUT**Total number of graduates per qualification type (*human capital*)****2023 Graduates: educational subject matter distribution (*human capital*)**

Output continued

Research output 2023* (intellectual capital)

Journal articles	1372,1
Conference proceedings	106,5
Books and chapters	276,2
Total article equivalents published	1754,8
Master's degrees conferred	750
Research master's	547,523
Research master's weighted	547,523
Doctoral degrees conferred	277
Doctoral degrees weighted	831
Total weighted research output	3133,323
Postdoctoral fellows	206
Publication units per permanent academic staff member	1,04

* Please note that there is a two-year lag with regard to the research output.

65,61%

Number of graduates who completed their studies in minimum time

R281 million

We contributed R281 million (2023: R250 million) for student bursaries, which is 7% of the total funds allocated for financial aid.

R46,8 million

(16%) of the funds allocated to financial aid used to award students for academic performances.

95,5%

Success rate of the NWU merit bursary holders

COLLABORATION

(social and relationship capital)

We had slightly more than

2 688

active agreements and memoranda of understanding

FINANCIAL SUSTAINABILITY

(financial capital)

R1 220,6 million

Net surplus for 2024 as reflected in the consolidated statement of comprehensive income

OUTCOME

Our consistent achievements in global rankings have placed us among the cream of the crop of international universities. The Global 200 list of the Center of World University Rankings (CWUR) placed the NWU among the top 4,2% of the world's best universities for their 2024 edition. Quacquarelli Symonds (QS) World University Rankings ranked the NWU among the top seven universities in South Africa, and the university was also among the top seven local universities in the 2024 Academic Ranking of World Universities (ARWU).

Student support activities:

Academic support, health care, and cultural and sport activities [Read more](#)

Caring for our students; Academic support, career-related support

Material matter: student value proposition [Read more](#)

Staff development activities

(human capital) [Read more](#)

Caring for our staff – building staff capacity [Read more](#)

[Read more](#) about Develop and retain excellent staff and create an equitable staff and student profile

Conducting research

(intellectual capital) [Read more](#)

[Read more](#) about Empowering our researchers

Community engagement

(social and relationship capital) [Read more](#)



3.2 NWU value chain

In 2024, we found ourselves walking a familiar yet ever-changing **road** — a path shaped by **transformation, growth and deep impact**. As we marked **20 years as an institution**, the milestone was more than a number. It was a moment to pause, look back and acknowledge a journey paved with resilience, **vision** and the **pursuit of excellence without boundaries**.

Over the years, we have learned to **adapt** and to **evolve** in an ever-shifting higher education landscape where technology and global events impact the way we do things. Our constant aim is to reach **beyond expectations** on the strength of our capitals. The building blocks for the shared future we are shaping are our people, our spaces, our knowledge and our resources.

At the heart of the NWU story are our **students**. They are not just recipients of knowledge, but **co-travellers** — dreamers, doers and thinkers who walk with us as we chart new frontiers. We invest in them because we believe in the **power of their potential**. Every lecture, mentorship, project and community initiative are designed not just to teach, but to transform.

Each success, every graduate, is a testament to this mission. Our alumni leave the university not only with degrees, but with purpose. They lead, they question, they **change** the spaces they occupy. Their **journey** becomes part of our own, stretching our impact far beyond campus borders.

As our story unfolds, so too do our partnerships with our communities and industries and in the global arena. These relationships strengthen our social and relationship capital, opening doors to even **greater possibilities**.

The **road ahead** is full of promise. With every step, we remain committed to **growing, crossing new boundaries** and turning potential into lasting, meaningful **change**.

3.3 Input: Unlocking the power of people's potential

3.3.1 Our students

Our student body is an invaluable input into our value chain. The table below reflects the composition and size of the student body in 2023 as compared to 2022:

	2023	2024
African (%)	71,36%	73,46%
Coloured (%)	4,08%	3,94%
Indian (%)	1,07%	1,14%
White (%)	23,34%	21,46%
Female (%)	63,49%	64,36%
Male (%)	36,49%	35,59%

3.3.2 Student recruitment

Facilitating student access and success to quality higher education is a priority for the NWU.

We have implemented a range of interventions and measures to enable the achievement of the enrolment plan and the targets in the APP. School visits, career fairs, career guidance events, campus visits, open days, and activations and sponsorships were some of the ways we set out to recruit prospective students.

The hybrid events, technology and activities that were so successful in the previous few years again provided broader contact and reach of targeted communities and prospective students. In addition, the university hosted 88 athletics and sports meetings as part of our student recruitment activities. The Young Eagles Recruitment programme, focusing on top-performing and diversity students, was also extremely successful. Initiatives such as Ikateleng and the Science, Engineering, Technology and Health (SETH) project also continually aim to broaden access and increase the potential in STEM-related fields.

The Ikateleng project is empowering learners to reach their full potential. To learn more about this initiative visit: <https://youtu.be/-fEzy7BxH5M>.

Collectively, these activities contributed to the university receiving more than 390 000 applications (with 71 000 applicants having an APS of 30+), enabling us to achieve the enrolment plan targets and boosting the NWU's ability to attract top-performing prospective students.

3.3.3 Broadening access to studies for students of the NWU (sustainable development, goal 4: quality education)

How do we go about breaking the prevailing cycle of economic disparities and a lack of social cohesion, while promoting active citizenship, innovation and development as well as human capital development? The answer lies in ensuring access to quality education for as many of our citizens as possible – which is part of the mission of the NWU.

We are also committed to helping achieve the United Nations' SDGs, of which SDG 4, namely Quality Education, is seen as indispensable. This goal entails guaranteeing inclusive and equitable quality education, and the promotion of lifelong opportunities for all.

At the NWU, we strive to reach this goal through a host of initiatives. One of them is Ikateleng, which means “empower yourself”.

Ikateleng is a community programme that has changed the lives of thousands of learners. This programme has been in existence for approximately 34 years and provides supplementary teaching in mathematics, economics, business studies, accounting, life sciences, physical sciences and English to high school learners in Grades 10 to 12.

In addition, prospective students who do not meet the admission requirements for specific formal degrees may enrol for one-year University Preparatory (UnivPrep) programmes or one of the various higher certificates in economics and management sciences, humanities and theology at the NWU.

Students whose National Senior Certificate results in mathematics do not meet the requirements for admission to BCom or BSc studies and who are enrolled for formal BA degree studies at the NWU, are also permitted to enrol for the Bridging the Mathematical Gap (BTMG) modules to achieve the required standard for BCom or BSc studies.

We have several extended programmes in commerce, science and information technology to give students greater access, while also ensuring that these students are supported and equipped to succeed in their studies.

We do not view employability as a separate element when addressing access to education. For the NWU, the future employability of graduates is critical and integral to our teaching and learning strategy.

The NWU is not only dedicated to providing quality education to its students, but also to ensuring social justice and supporting communities. The high unemployment rate in the country makes it even more important to ensure that our students can enter the world of work. To this effect, we have initiated an institution-wide review of our programme offerings to ensure that they are relevant and viable, and meet the demands of the 21st century world of work.

Liaison with professional bodies is very important to us, allowing our students to obtain professional affiliations when graduating from the NWU. The university plays a vital role in providing opportunities for students and prospective employers to engage. Career fairs and training in CV writing, work readiness and entrepreneurship are provided. We also regularly engage with industry partners – predominantly enterprises that employ our graduates. The aim is to understand the skills needs of these industries and obtain feedback on how our graduates are performing in the market. In turn, our faculties use this feedback to update our academic programmes,

Furthermore, the NWU's Alumni Relations office has initiated a mentorship programme to help prepare students and young alumni for work. The programme, which seeks to tackle high unemployment, has been well received by mentors and mentees alike.

In 2024, we hosted various workshops to assist unemployed graduates and postgraduate students with CV-writing and interview skills and connect them with potential employers.

These students may, after successfully completing the first year of a BA degree and the BTMG modules, apply for admission to the relevant BCom/BSc IT degree.

3.3.4 Financial aid

More and more of our students rely on financial aid. In 2024, the university's financial aid offices administered R3,957 billion, mostly from government, followed by the NWU itself and then funding from external sources.

Government funding for bursaries amounted to R3,322 billion in 2024, accounting for 84% of the total allocated for financial aid, including the Funza Lushaka bursaries administered by NSFAS. However, R55 million of the 2024 Funza Lushaka allocation was only disbursed by January 2025, delaying the financial support for some students.

The NWU contributed R281 million (compared to R250 million in 2023) for student bursaries, representing 7% of the total financial aid budget. This commitment helps increase our student throughput and supports our dedication to social justice and student success.

A notable initiative in 2024 was the pilot project for postgraduate studies, offering full-cost bursaries to high-performing honours students. This project aims to support students who show academic promise, with several students selected for full bursary support in 2025.

3.3.5 Student development and support

Through ongoing and focused academic support, we enable our students to achieve academic success. ([Read more](#) about how we increase student success.)

In addition, we offer non-academic support such as psychosocial, health, sport and arts and cultural services aimed at developing our students holistically.

3.3.6 Our staff

A significant input into our value chain is our staff complement.

The next table compares the number of permanent academic staff at the NWU compares with academic staff numbers at seven other top South African higher education institutions (*Please note that this is based on 2023 audited HEMIS data*):

Institution	Total
University of KwaZulu-Natal	1 176
University of Cape Town	1 192
University of Witwatersrand	1 211
University of Pretoria	1 269
Stellenbosch University	1 295
University of Johannesburg	1 328
North-West University	1 692
University of South Africa	1 823

In 2024, we had a total of 4 266 permanent staff members, comprising 1 696 academics and 2 570 support employees.

An important part of our staff value proposition is providing excellent training and development. The current focus of many staff development interventions is to build competencies for the NWU's Digital Transformation Strategy.

High stress levels and burnout are prevalent 21st century risks. We have increased the support available through our Employee Assistance Programmes and used online support to extend their reach. For more details about this aspect of staff development, refer to the section on how we perform against our strategy.

- **Academic promotions and awards programmes**

The annual academic promotions process, which is a recognition programme for academics, seeks to create mutual value both for the academic and the NWU.

Academic promotions 2022-2024									
Promoted to:	Black			White			Total		
	2022	2023	2024	2022	2023	2024	2022	2023	2024
Lecturer	5	8	10	7	16	3	12	24	13
Senior Lecturer	5	30	14	18	30	5	23	60	19
Associate Professor	19	16	11	36	35	31	55	51	42
Professor	7	10	5	18	16	17	25	26	22
Grand total	36	64	40	79	97	56	115	161	96
Percentages	31,3%	40,0%	37,8%	68,7%	60,0%	62,2%	100%	100%	100%

Academic promotions contribute to preparing academics for greater responsibilities. In 2024, a total of 96 academic promotions were approved, 65 fewer than in 2023.

We are busy with targeted initiatives to strengthen the advancement pipeline for black females, who have had the lowest promotion rates over the past four years.

Lecturer-level promotions doubled in 2024, highlighting the impact of NWU's investment in academic development.

- **Caring for our staff**

The competitive South African university landscape presents significant challenges in recruiting and retaining academic staff. To mitigate this risk (Academic matters – Risk cluster 3), the NWU prioritises a holistic, supportive and engaging work environment. This requires a shift from focusing solely on individual well-being to fostering institutional well-being, ensuring a workplace climate that promotes both staff retention and overall organisational effectiveness.

- **A holistic approach to employee wellness**

The NWU's employee health and wellness programme integrates three types of support:

- psychosocial support, consisting of 24/7/365 counselling, including legal and financial guidance;
- physical well-being initiatives centred on activities that promote health and resilience; and
- organisational effectiveness interventions such as workplace well-being assessments, training and leadership support.

Recognising the critical link between well-being and performance, the Wellness Unit offers targeted interventions in:

- stress management and managerial consultancy;
- enabling work environments and effective communication;
- sensitive issues such as gender-based violence and substance abuse; and
- support for personal and professional challenges.

By investing in workplace well-being, the NWU strengthens individual resilience, organisational culture and long-term institutional success. This people-centric strategy will remain a cornerstone of NWU's 2025 vision, ensuring a work environment where staff flourish, contribute meaningfully and drive excellence.

- **Key retention and talent development initiatives**

- **Leadership development and succession planning**

The NWU expanded coaching interventions for senior managers, enhancing leadership capabilities and strategic decision-making. The university's Leadership Academy continued to develop future academic leaders, while tailored succession planning ensured continuity in key roles.

In 2024, the Leadership Academy was extended to support staff, equipping managers with essential leadership skills to strengthen teams and drive institutional success. The "Women in leadership programme" was launched, providing structured training, mentorship and networking to empower women across all career levels. Ambassadors were appointed to foster an inclusive leadership environment, with the programme set to conclude in 2025.

- Focus on designated groups and scarce skills

We intensified efforts to attract and retain academic staff from designated groups and scarce skills areas. Differentiated cost-of-living adjustments (COLA) provided higher increases to critical skills academics and lower-level employees affected by rising living costs. Individual remuneration reviews for high performers were conducted and scarce skills allowances maintained to strengthen retention.

- Strengthening the employee value proposition

The NWU enhanced the representation of designated groups, particularly black academics, through targeted incentives and structured career development programmes. Fair and market-related remuneration remained a priority, while professional development opportunities were extended to support staff as part of an integrated talent management approach.

- Optimisation and cost-containment measures

Despite budget constraints, the NWU continued its staff optimisation process, leveraging efficiencies and technology to generate cost savings for staff remuneration. Innovative solutions were explored to enhance working conditions while maintaining a supportive and inclusive workplace.

- Employee wellness and benefits

Medical aid support remained in place for lower-level employees, ensuring financial security. Wellness initiatives were expanded to promote mental and physical well-being, reinforcing the critical role of well-being in staff retention.

Through these strategic responses, NWU has reaffirmed its commitment to retaining and attracting high-calibre academic staff, improving diversity and building a future-ready workforce capable of advancing the university's strategic goals. These efforts are integral to maintaining our reputation for excellence and ensuring that the NWU remains competitive in the challenging higher education environment.

3.3.7 Funding

• Research funding

The NWU received R99 131 387,92 (2023: R102 932 099) in research funding the NRF in 2024 and the South African Medical Research Council (SAMRC). The table below lists the number and value of external grants awarded to the NWU in 2023 and 2024.

Grant/Programme	2023 Number Awards	2023 Total Amount	2024 Number Awards	2024 Total Amount
MRC Funding	6	R2 082 501,00	6	R2 752 475,56
Thuthuka	26	R1 616 295,00	17	R1 515 638,14
Other Grants Holder Awards	256	R38 962 439,00	192	R39 955 714,14
Grant Holder Linked Bursaries	14	R2 620 000,00	11	R2 740 000,00
Block Grants	Discontinued			
Freestanding Bursaries	386	R53 714 262,00	291	R43 994 595,67
Freestanding Post Doc Bursaries	11	R2 896 250,00	18	R5 916 250,00
Freestanding Post Doc Funding	11	R674 998,00	18	R1 302 300,41
SKA Student Bursaries	2	R365 354,00	2	R378 113,00
SKA Student Equipment	0	R0,00	1	R31 000,00
SKA Student Travel Grants	0	R0,00	0	R0,00
Grant Deposits	1	R15 400 000,00	1	R16 300 000,00

In a major funding change, the grant holder-linked bursaries and block grant bursaries are being phased out. Students will only receive freestanding bursaries in future.

In the event of any delays in receiving funding, researchers in some of the NRF programmes had the opportunity to defer their 2023 funds to 2024 or any future year, which meant this funding was not lost to them.

- **Funding for technology transfer and innovation**

In the constrained funding landscape of 2024, only three innovation projects were supported: one pre-seed project and two TIA Seed Fund projects.

The situation improved in 2024, with additional Seed Fund projects being supported. For 2025, the TIA -NWU funding agreement is being renewed.

[\(Read more about our efforts to increase research funding under Six goals to realise our strategy\)](#)

- **International funding**

The table below shows the international funding each faculty received during 2024.

The total amount, R45 703 389,30, was significantly higher than the R38,9 million received in 2023 and the R23,7 received in 2022.

International funding for research	2022 Actual as confirmed by faculties R	2023 Actual as confirmed by faculties R	2024 Actual as confirmed by faculties R
Faculty of Economic and Management Sciences	703 261	-	3 156 584,67
Faculty of Education	-	434 228	-
Faculty of Humanities	3 418 090	3 490 006	6 807 585,00
Faculty of Engineering	2 220 050	-	7 285 853,24
Faculty of Health Sciences	10 798 764	21 674 775	9 921 138,43
Faculty of Natural and Agricultural Sciences	9 985 580	12 844 763	18 532 228,07
Total	23 707 655	38 893 772	45 703 389,30

3.4 Activities: Guide people to unlock their own unlimited greatness

3.4.1 Teaching-learning activities

Both the university and our students must be agile enough to adapt to the new skills demands of the 21st century world of work.

With this in mind, we consciously incorporate transferable, flexible skills into our academic offering, including analytical thinking and innovation, active learning and learning strategies, complex problem-solving and critical thinking, as well as creativity, originality and initiative.

The updated Teaching and Learning (TL) Model, which Council approved in November 2023, elevates the HyFlex concept from a module level to an institutional level, with the student as the focal point. The introduction of the SIS is part of this effort to prioritise student-centricity.

Block teaching offers students the opportunity to focus on group projects and skills development that may be difficult to attain during regular time-tabled periods. We have already successfully adopted this approach for selected programmes in the faculties of Economic and Management Sciences, Engineering and Health Sciences, and are considering expanding it to other faculties.

CelCat, the new timetabling system that provides the flexibility to consider alternative ways to schedule academic activities, was fully implemented in 2024.

Academic programme alignment across our campuses is ongoing, the aim being to offer comparable academic programmes and experiences and meet external quality standards. More information on this can be found in the [section](#) on how we performed against our strategy and increased our intellectual capital.

- **Greater student access and success**

Our staff are pivotal in supporting student access and success, and their role in this goes beyond disciplinary knowledge transfer. It also entails supporting students by providing academic advice, making use of open educational resources (OERs) for teaching and learning, and using data analytics to understand student access and success patterns and trends in their environments.

In 2024, we presented several training and capacity-building workshops and seminars for staff wishing to enhance their role in student access and success. A total of 67 staff attended seven Siyaphumelela workshops on topics such as data-informed approaches to module reviews, using OERs to transform quantitative skills development and student success, monitoring and evaluation, and academic advising, among others. A further 35 NWU staff and students attended the 2024 Siyaphumelela network conference.

In addition, one staff member attended the international Achieve the Dream 2024 conference, 34 attended an Understanding Data Analytics in Higher Education workshop, five attended a QuestionPro workshop, and two attended the SAAIR Analytics Institute. Several staff members also presented at some of these events.

Another student access and success development was the work done to conceptualise and develop a NWU student success plan on access, retention, attainment and success (ARAS). The first ARAS framework review workshop was held on 18 July 2024.

In addition, the Kresge Foundation approved funding for three years, from June 2024 to June 2027, for the capacity development of NWU staff and students, and the creation of an enabling data analytics environment to support student access, retention, attainment, and success, diversity and equity.

During 2024, we conducted two rounds of the Student Teaching and Learning Experience Survey, resulting in an overall student satisfaction rate of 83% in the first semester and 89% in the second semester. This is higher than in previous years.

- **Promoting continuing education**

The NWU's Unit for Continuing Education (UCE) offers a comprehensive range of short courses for those needing just-in-time continuing education opportunities. Many of the UCE's courses combine contact sessions, virtual classrooms and online content.

The short course administration system is fully automated, giving participants a single secure portal to manage their process from application to certification. This includes online payments and integrated external credit providers that reduce the risk of the NWU incurring bad debt.

- **Focusing on academic and professional development**

The Continuous Professional Learning (CPL) Programme is designed to offer various career-stage opportunities focused on digital transformation. Its primary objective is to enhance the knowledge and skills of NWU's academic and professional support staff in teaching and learning. In 2024, the programme provided CPL opportunities through workshops, webinars, online courses and a Teaching and Learning conference, while also supporting teaching and learning-related colloquia or symposia through funding. A total of 1 004 staff members attended 100 webinars and workshops in 2024.

The Centre for Teaching and Learning (CTL) plays a pivotal role in fostering a culture of CPL, ensuring that academics are equipped with the latest pedagogical advancements, digital teaching competencies and scholarly engagement strategies to enhance student learning. These offerings include the CTL Induction Programme for Academics and the hybrid international teaching mobility programme.

- **CTL Induction Programme for Academics**

The Induction Programme for Academics is a compulsory opportunity for newly appointed academics in their probationary year and is aimed at enhancing their skills as university teachers. The revised CTL Induction Programme, which was launched in February 2024, deals with the NWU's learning management system eFundl, blended learning, academic integrity, assessment and best practices in teaching and learning.

In 2024, 176 academics registered for the CTL induction programme and 73 had completed it by December 2024. An overwhelming majority of participants, 96%, indicated that they would recommend the CTL Induction Programme to their colleagues, and 93% felt the programme positively impacted their teaching.

- **Hybrid international teaching mobility**

The aim of the hybrid international teaching mobility project for 2024 was to provide the opportunity for selected academics and senior academic developers to engage in international teaching collaboration. This aligns with the national framework for enhancing academics as university teachers and the NWU strategic drive for internationalisation.

In total, 15 academic staff and three senior academic developers participated in the mobility activities in November and December 2024.

The collaborating universities were the Inholland University of Applied Sciences in the Netherlands, Lincoln University, Plymouth University and Oxford University in the United Kingdom, Ivane Javakhishvili University in Georgia and Munster in Germany.

The areas of collaboration, virtually and in-person, including nursing science, social work, theology and the use of artificial intelligence (AI) in higher education. These collaborations led to several collaborative international online learning (COIL) opportunities for nursing and social work students, along with collaborative ventures such as a planned hackathon for students who specialise in game design.

3.4.2 Research activities including Library and Information Services

- **Research entities**

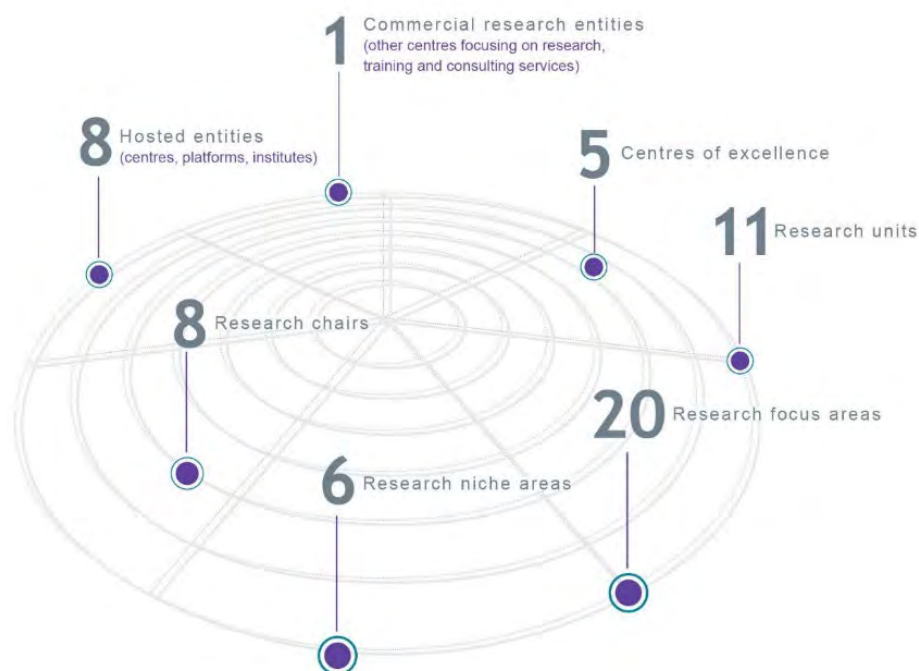
For 2024, most of our research and innovation activities were conducted across 59 research entities. These consisted of eight research chairs, eight hosted research entities (including a centre of competence), five centres of excellence, 11 research units, 17 research focus areas, 10 research niche areas and one commercial research entity. Through regular external and internal evaluations, we ensure that these research entities continue to create maximum value for our stakeholders.

In 2024, seven research entities were successfully evaluated externally.

Date	Research Entity	Faculty	Research Entity Director
18 – 21 February	Focus Area: Chemical Resource Beneficiation	FNAS	Prof Henning Krieg
25 – 28 February	Focus Area: Material Science Innovation and Modeling	FNAS Mahikeng	Prof Ashmore Mawire
18 – 21 June	Centre of Excellence: Space Research	FNAS	Prof Amare Abebe
14 – 17 July	Centre of Excellence: Hypertension in Africa Research Team	Health Sciences	Prof Carina Mels
18 – 21 August	Unit: Tourism Research in Economic Environs and Society (TREES)	FEMS	Prof Elmarie Slabbert
15 – 18 September	Focus Area: Ancient Texts: Text, Context and Reception	Theology	Prof Risimati Hobyane
6 – 9 October	Focus Area: Occupational Hygiene and Health Research Initiative (OHHRI)	Health Sciences	Prof Johan du Plessis



The current NWU research landscape is shown in the following figure:



- **Expanded offerings at Library and Information Service (LIS)**

A milestone for the LIS was the registration and operationalisation of the Digital Scholarship Centre, which laid the foundation for further development in supporting innovative research initiatives.

The enhancement of the structure and registration of DaYta Ya Rona on re3data.org, a global registry of research data repositories, has significantly improved data management and access, both for the NWU and the research community at large. As part of this, we have implemented sustainable development goals (SDGs) indicators, marking a strong commitment to the SDGs. The harvesting of 1 218 datasets linked to the NWU from Figshare, an international interface for academic researchers, has not only increased data accessibility but also showcased the university's role in the global research community.

The enhancement of the NWU Data Management Plan Tool includes detailed support for researchers throughout the entire data management process. This includes guidance on data collection, storage, sharing and preservation, as well as specific recommendations on best practices and how to comply with ethical, legal and funding requirements.

We digitised more than 2 653 pages on the DBText system and processed more than 2 468 exam papers.

The activation of the Intembeko ORCID Hub is a key component of the research visibility and impact project, which also features a researcher visibility check tool, all designed to improve our researchers' visibility and impact.

A total of 849 participants attended the webinars we co-hosted with Research and Postgraduate Support on Research and Open Scholarship Services (ROSS). These webinars covered essential areas such as reference management, researcher profiles, specialised sessions on Scopus AI, data management, open access publishing through transformative agreements, and grant writing. The development of the ROSS content and page has become a crucial resource for NWU researchers, offering a centralised hub for accessing essential research tools, services, and information.

We published 500 articles through transformative agreements, making open access practices more accessible and impactful for our researchers.

Altmetric Explorer, which tracks thousands of online mentions in one platform, was integrated with Boloka (the Institutional Repository). This integration enhances the visibility and impact tracking of NWU's research outputs by providing real-time metrics on how publications are being discussed and shared across various academic and non-academic platforms, while also highlighting their societal impact.

We have also expanded our Open Journal System (OJS) by adding three distinguished journals, two from the Faculty of Health Sciences and one from the Faculty of Humanities. They are the *South African Journal for Research in Sport*,

Physical Education and Recreation (SAJRSPER), the *Journal of Community Psychosocial Research* (JCPR) and the *International Journal of Indigenous Language Media and Discourse* (IJILMD). In addition, we are making strides in hosting the *Africa Journal of Public Sector Development and Governance* (AJPSDG) from Humanities, a promising new addition that will further elevate NWU's global academic presence and impact.

3.5 Output: Deliver great critical thinkers with vision and foresight

3.5.1 Teaching learning output

The undergraduate degree graduation duration factor stood at 1,12 in 2024, higher than in 2023, and indicates that fewer students complete their degrees in the minimum time. The calculation of the graduation duration factor takes the duration that a student studies (in years), divided by the minimum duration of the qualification. Thus, the closer this indicator is to 1, the better.

The student-to-academic staff full-time equivalent (FTE) ratio is 30,09:1 (28,59:1 for 2023), meaning that one academic staff member is available for every 30,09 full-time equivalent students.

Among first-time entrants, the dropout rate for contact degrees increased from 8.86% in 2023 to 9.5% in 2024 and remains low in comparison to sector norms.

The following graph shows the number of graduates per field of study for 2023 and 2024:

Field of study	2023		2024	
	Graduates CESM weighted	% of total	Graduates CESM weighted	% of total
All other humanities and social sciences	2 871	23%	3 256	24%
Business and management	3 353	27%	3 465	26%
Education	3 581	29%	4 071	30%
Science, engineering and technology	2 553	21%	2 772	20%
Total	12 358	100%	13 563	100%

The following table effects the NWU comparison of the number of graduates compared to those of other South African higher education institutions (based on 2023 audited HEMIS data):

Institution	Total
North-West University	12 358
Tshwane University of Technology	13 436
University of Johannesburg	13 506
University of Pretoria	14 306
University of South Africa	56 549

• Teaching and learning awards

The NWU rewarded its exceptional staff during the annual NWU Excellence Awards ceremony, which took place in Potchefstroom on 21 November.

More than 130 staff members received recognition for their outstanding contributions in teaching and learning, community engagement, and research and innovation, respectively.

Prof Bismark Tyobeka, the vice-chancellor, said the awards demonstrate the commitment of NWU staff who see education as a bridge to the communities that the university serves and who recognise that the NWU's work has the power to make an impactful difference to humankind and the planet.

"These recognitions are a call to all of us at the NWU, to continue fostering an ethos of community-centred excellence," Prof Tyobeka said. "We need to be inspired by these remarkable contributions to deepen our commitment to

engagement, making our academic work ever more relevant and impactful as it is clearly articulated in our strategy document, Taking the NWU Forward: 2024 and beyond.”

- **NWU celebrates the best of the best in teaching and learning**

The university celebrated leading lecturers from across the faculties in seven categories for their work in taking teaching and learning to continued levels of excellence.

This year’s recipients of the University Teaching Excellence Award (UTEA) were Prof Lida Holtzhausen of the Faculty of Humanities and Prof De Wet Wolmarans from the Faculty of Health Sciences.

Adri Olivier (Faculty of Education) and Prof Lynndle Square (Faculty of Natural and Agricultural Sciences) each received an Innovation in Teaching and Learning Award. Elizma Visagie of the Faculty of Economic and Management Sciences was the recipient of the Teaching with Information and Communication Technology Award.

Recipients of the Novice Teacher Award included Vernique Diedericks (Faculty of Education for best portfolio), Cila Botha (Faculty of Engineering), Sheurl Davis-Esterhuizen (Faculty of Theology), Thomas Erlank (Faculty of Humanities), Dr Rosa Modiba (Faculty of Education), Dr Zukile Ngqeza (Faculty of Theology), and Nomfundo Sibiya (Faculty of Natural and Agricultural Sciences).

The Blended Teaching Award went to Dr Annamagriet de Wet of the Faculty of Education.

The Team Teaching Award was presented to Dr Christiaan Bekker, Dr Christo Bisschoff, Prof Christmal Christmals, Prof Yolande Heymans, Dr Anita Lubbe and Prof Jessica Pool, all from the Faculty of Health Sciences.

- **Staff honoured for community engagement excellence**

Five champions of community engagement received their due in four categories. Lemogang Masethe of Marketing and Student Recruitment received the Engaged Teaching and Learning Award for her work in the Ikateleng Project, which provides extra tuition for learners in Grades 10 to 12. Dr Benita Taylor (Faculty of Health Sciences) was honoured with an Engaged Research and Innovation (ERI) Award for her work on the Bafenyi Project, with Jean-Pierre van Deventer of the Faculty of Engineering receiving the Novice Award in this category for his work on STRIDE, which produces business-ready solutions for everyday challenges.

Prof Janelize Morelli (Faculty of Humanities) was the recipient of the Scholarship of Engagement Award for the Musikhane Community Music Engagement Programme, and Bathandekile Myeni (Faculty of Humanities) received the Discipline-based Outreach Award for the School of Music Food Bank.

[Read more](#) about the NWU’s Community Engagement projects.

- **Researchers expertise recognised**

Awards for excellence in research, innovation, sustainability and community impact research were also presented in 2024.

Prof Anita Pienaar of the Faculty of Health Sciences was honoured with the Lifetime Achievement Award. Her expertise is in the longitudinal analysis of health, growth, physical activity and fitness in children. She also focuses on affordances of motor development and motor proficiency in children and the improvement of motor problems in children with differing needs aged 0 to 13 years.

Prof Gabila Nubong of the Faculty of Economic and Management Sciences was the NWU’s Most Productive Senior Researcher, with Prof Howard Chitimira (Faculty of Law) and Prof Anél Petzer (Faculty of Health Sciences) being the first runner-up and second runner-up respectively.

The Most Productive Emerging Researcher Award went to Dr Chantel Muller of the Faculty of Economic and Management Sciences.

Prof Oliver Fuo (Faculty of Law), Prof Rose Hayeshi (Faculty of Health Sciences), and Dr Fortunate Phaka (Faculty of Natural and Agricultural Sciences) received recognition for their national and international memberships.

The Top Inventor Award went to Prof Byron Bunt and Dr Lance Bunt from the Faculty of Education and the Faculty of Natural and Agricultural Sciences respectively.

Prof Erica Derbyshire (Faculty of Economic and Management Sciences) and Prof Byron Bunt (Faculty of Education) respectively received the Innovation Impact Award and the Creative Output Award.

The Vice-Chancellor’s Medal went to Inge Delport (Faculty of Economic and Management Sciences) and Nicola Royce (Faculty of Health Sciences). Jonathan Stephanus Troskie of the Faculty of Natural and Agricultural Sciences received the S2A3 Bronze Medal.

- **Faculty Teaching Awards give recognition for teaching excellence**

The annual Faculty Teaching Awards, one of the NWU's flagship initiatives, celebrate outstanding lecturers across the university's eight academic faculties. This initiative, led by the Centre for Teaching and Learning in collaboration with the faculties, highlights the NWU's commitment to fostering an environment where teaching and learning thrive.

A total of 49 exceptional academics were honoured with Faculty Teaching Awards as university lecturers. These recipients represent the pinnacle of commitment and quality in teaching.

3.5.2 Research output*

The best judges of the quality of our research and innovation output are our peers in the scholarly community, who review our journal articles and invite our academics and postgraduate students to give presentations at accredited conferences. The number of master's and PhD students graduated is another important yardstick of quality.

The following table confirms that the quality and quantity of research at the NWU continue to improve:

	2021	2022	2023*
Journal articles	1 366,3	1342,10	1372,1
Conference proceedings	66,9	91,5	106,5
Books and chapters	222,90	272,6	276,2
Total article equivalents published	1 656,1	1706,2	1754,8
Master's degrees conferred	698	695	750
Research master's	509,962	519,076	547,523
Research master's weighted	509,962	519,076	547,523
Doctoral degrees conferred	264	213	277
Doctoral degrees weighted	792	639	831
Total weighted research output	2 958,062	2 864,276	3133,23
Postdoctoral fellows	212	205	206
Publication units per permanent academic staff member	0,99	1,02	1,04

* Please note that there is a two-year lag regarding the research output.

- **NWU Research and Innovation Excellence Awards**

On 21 November 2024, at the annual NWU Excellence Awards, researchers were recognised in various categories, including the National and International Recognition and Memberships Award, Acknowledgement of New and Upgraded NRF Ratings, Acknowledgement of Research Chairs, Most Productive Senior Researcher Award, Most Productive Emerging Researcher Award, Creative Outputs Award, Top Inventor Award, Innovation Impact Award, S2A3 Award for the Best Master's Dissertation, and the Vice Chancellor's Award.

Prof Anita Pienaar of the Faculty of Health Sciences was honoured with the Lifetime Achievement Award and is the first recipient of this prestigious accolade.

More details about these awards can be found in the [section](#) on Our value chain.

3.6 Outcomes: Enrich society through our pursuit of excellence

The first links in our value chain are our inputs and activities, as discussed in previous sections of this report. The next stage of the value chain consists of our outcomes, which are intended to create longer-term value.

This future focus means that sustainability is an integral element of our outcomes. After we have taken care of immediate and medium-term needs, there must be sufficient capitals left to use for future value creation.

Financial stability is a good example of an outcome that supports our sustainability. When the NWU is financially stable, we can generate other outcomes, such as delivering skilled graduates to enhance the knowledge economy of the country. Sustainable financial stability is a factor of our [external environment](#) and risk cluster 1, as it is influenced by uncertainties in the higher education environment.

Our research output is also an outcome. It strengthens our reputation (another outcome) so that we can attract high quality scientists, further build our human capital and ensure our future sustainability. This leads to another outcome in the form of solutions to real-life problems that leverage our research and innovation results.

In addition, the third leg of our core business, namely community engagement, creates outcomes by empowering people to improve their lives in a sustainable way.



PROF BISMARK TYOBKA
CHAIRPERSON OF SENATE



4 Our vice-chancellor's review

4.1 Introduction: Looking at 2024

In an era of rapid transformation, universities must continuously evolve to remain relevant, competitive and impactful. The North-West University is refining its structure to enhance agility, drive innovation and ensure long-term sustainability. This commitment to adaptability is at the core of our strategic vision, Taking the NWU forward – 2024 and beyond.

After Council approved this strategy in September 2023, the NWU embarked on a comprehensive realignment process to establish a fit-for-purpose institutional structure. This is designed to remove inefficiencies, strengthen operational effectiveness and position the university for sustainable growth. The strategy-structure alignment initiative plays a critical role in our transformation, ensuring that the NWU remains a forward-thinking institution equipped to meet the evolving demands of higher education, research and societal impact. The process has been ongoing, and the structure is scheduled for implementation in June 2025.

As we navigate the complexities of the future, the NWU remains committed to fostering excellence, innovation and resilience. In aligning our structures with our long-term vision, we are not only shaping a university that is future-ready but also one that continues to serve as a catalyst for positive change in South Africa and globally.

4.2 Our managerial and administrative activities

At the NWU, our managerial and administrative arrangements are geared towards sustaining and supporting our core offering and promoting the success of the academic programme. This core offering relates to the research and innovation, teaching and learning and community engagement programmes of the university, which consider emerging socio-economic realities and technological changes that are shaping the workplace. Preparing our students for the workforce of the future is what informs our approach to the educational structure of the NWU.

Since the implementation of our strategy, we have made appreciable progress in defining our service delivery model and refining our capabilities at each functional level. This is yielding positive outcomes in the way we allocate resources more efficiently and position ourselves as a future-fit organisation.

An important mechanism for resource and people management efficiency is the Vice-Chancellor's Special Dispensation Award, directed at improving and enhancing the remuneration of our staff, as a retention incentive. This has significantly boosted the morale and job satisfaction of our staff, as evidenced in the 2024 Culture Survey.

During 2024, Council approved the cascading management structure, meaning the structures, functions and positions that follow the top layer of management. This followed extensive consultation with all relevant role-players, with the inputs incorporated where feasible in the structure. The management of the anticipated transition brought about by the structure project was undertaken at various levels. It commenced with the vice-chancellor holding town hall meetings, after which follow-up information sessions took place with a wide range of role players: unions, the SRC and the various governance structures.

4.3 Adequacy of staffing levels, particularly in critical areas

To attract and retain highly skilled employees with an innovative mindset, the NWU leverages integrated talent management mechanisms. These include strategic workforce planning, talent attraction and management, targeted recruitment, optimal remuneration and benefits management, training and development, performance management and succession planning, which are pivotal to sustaining our institutional success.

At the NWU, succession planning, leadership development and staff retention are pivotal to sustaining our institutional success. In 2024, these priorities were integrated into our broader human capital strategies to address the evolving needs of the university and ensure leadership continuity, skills development and a high-performing workforce.

Succession planning is a cornerstone of our talent management efforts, ensuring that key leadership roles are filled seamlessly with well-prepared internal candidates. This proactive approach minimises disruption, fosters institutional knowledge transfer and cultivates a pipeline of future-ready leaders aligned with the NWU's strategic vision. The Leadership Academy has played a critical role in equipping our current and future leaders with the skills needed to navigate a dynamic higher education landscape. In 2024, we expanded the academy's offerings to include modules on digital transformation and inclusive leadership practices. These enhancements ensure that our leaders are not only operationally competent but also strategically equipped to guide the NWU through its next phase of growth.

The competitive higher education environment makes it imperative to foster a workplace culture that values talent, rewards excellence and provides opportunities for growth. By focusing on competitive remuneration, professional development and clear career progression pathways, we aim to create an environment where top talent thrives. We have now implemented a promotion pathway for support staff.

The organisational structure realignment project, launched in 2024, is a strategic initiative to optimise the NWU's organisational framework. This project is designed to align staffing structures with institutional goals, streamline decision-making and enhance operational efficiency. As part of this process, we are ensuring that staffing levels are not only optimal but also support the university's long-term goals, including retaining high-performing employees and fostering leadership continuity.

- **Future-Focused Initiatives**

Together, succession planning, leadership development, mentor and mentee programmes and staff retention efforts are being seamlessly integrated into the organisational structure realignment project. These initiatives underscore NWU's commitment to sustaining a robust and agile workforce capable of navigating current challenges and seizing future opportunities. By prioritising our people, we are building a resilient institution positioned for enduring success.

In 2024, the total staff headcount stood at 11 082, down from 11 523 in 2023.

As the following table illustrates, staff numbers increased in both the support and academic environments. Our support cohort decreased with 433 employees – from 8 016 in 2023, to 7 583 in 2024. There was a decrease of 8 in our academic staff, which dropped from 3 507 in 2023 to 3 499 in 2024.

Total staff headcount – 2023 vs 2024						
Classification	Permanent		Temporary		Total	
	2023	2024	2023	2024	2023	2024
Academic	1 692	1 696	1815	1 803	3 507	3 499
Support	2 570	2 570	5472	5 013	8 016	7 583
Grand total	4 236	4 266	7 287	6 816	11 523	11 082

- **Realising equity targets in the workplace**

Employment equity targets are closely monitored. Two committees of Council oversee our progress against these targets, namely the People and Culture and Employment Equity Committee and the Transformation Oversight Committee.

Council approved the successive employment equity plan for the period January 2024 to December 2026. The targets and outcomes for 2024 are shown in the following table.

Race	2024 Target		% Total	31 Dec 2024 Actuals		31 Dec 2024 % Total	Difference	Target achieved Y/N
	Male	Female		Male	Female			
African	23,45%	21,86%	45,32%	22,57%	23,36%	45,92%	0.61%	Y
Coloured	3,58%	4,31%	7,89%	2,91%	3,97%	6,87%	-1.02%	N
Indian	1,01%	1,16%	2,17%	0,69%	0,96%	1,65%,	-0.52%	N
White	16,43%	26,07%	42,50%	16,75%	26,44%	43,19%	0.69%	N
Foreign nationals	1,65%	0,47%	2,12%	1,75%	0,62%	2,37%	0.24%	N
	46,10%	53,90%	100%	44,67%	55,33%	100%	0,00%	

Our Employment Equity plan is based on achieving representativity through the vacancies filled. The moratorium on staff vacancies to contain costs in response to the reduced subsidy and cap on student fees meant that we had fewer vacancies to fill, and this negatively affected our ability to reach the employment equity targets.

The focus of our efforts to meet the employment equity targets, therefore, was to use the following five strategies spelt out in the employment equity plan for 2024 to 2026:

- Identify and address barriers for attracting people from the designated groups and people living with disabilities
- Acceleration of women in leadership positions
- Succession Planning for critical and scarce positions
- Retention strategies
- Embedding an inclusive organisational culture

The plan will focus on enhancing the seniority of academic staff, keeping a low staff attrition rate, through retention strategies, succession planning and offering competitive academic remuneration. The aim is to be a diverse, transforming critical thinking, respectful and values-driven institution, with a high-performance culture. From the plan, we envisage to create an enabling leadership culture that fosters a shared direction, shared values, alignment, and commitment to transform the organisational culture.

4.4 The quality of information available to management

The role of integrated planning and strategic intelligence is to support the NWU's strategic imperatives by translating data into actionable strategic intelligence, facilitating growth and enhancing our competitive advantage.

Data analytics and synthesis has become mainstream in all industries including higher education, and the NWU has been leading in this regard. Our mission is to empower stakeholders with information, analytics and knowledge to anticipate future challenges and opportunities, promoting a culture of strategic agility and innovation.

High-quality business intelligence can be invaluable in discovering options and possibilities that might otherwise not have come to light, pointing decision-makers in directions that could bring the university closer to successfully implementing our strategy and achieving our goals.

The Strategic Intelligence department at NWU has consciously shifted from generating static data reports to creating dynamic information tools. This strategic move is designed to empower stakeholders with interactive data experiences, enabling them to delve into the nuances of the data and extract the insights most relevant to their needs.

The emphasis on interactive tool development goes beyond mere presentation of data; it ensures the information provided is current, accurate and actionable. These tools facilitate real-time data exploration and analysis, fostering an environment where data quality is paramount. Incorporating automated data flows and advanced data modelling techniques significantly enhances the reliability and timeliness of the information.

Our short-term goal is to design and execute a revamped data warehouse architecture that provides the flexibility needed to incorporate varying business rules arising from new enterprise resource planning systems. These include the updated SIS and the upcoming LMS.

Our longer-term goal is to expand our data architecture to include additional data sources, such as the new SIS and to investigate the possibility of including an external data source such as LinkedIn.

4.5 Student services and co-curricular activities

Our co-curricular programmes continue to grow on the three campuses of the university, with an increased uptake in demand for participation in arts and culture, sports, community engagement and student leadership initiatives. Harnessing digital platforms and solutions in support of the co-curricular programmes has become an integral part of our service delivery model. However, this does not diminish students' preference to engage and interact in-person, with the experience and administration augmented by technology.

Thus, we note new ways in which student services and co-curricular programmes are presented through mixed modalities. This approach is flexible and allows for increased student engagement and participation in university processes, as well as greater availability of information, programmes and services to students.

4.5.1 Psycho-social and primary healthcare services

In 2024, the Campus Health Care Centres (CHCCs) achieved a key milestone in the digital transformation of the NWU through the implementation of the Altron HealthOne Connect platform. The platform provides a comprehensive clinic and patient management system, contributing towards effective and efficient service delivery.

Social welfare programmes such as the Meal-a-Day programme remained under pressure as socio-economic circumstances were constrained at a national level, resulting in increased demands from the student community for

social welfare support. This emphasises the pressing need for a longer-term sustainable programme of social welfare support for our students.

In terms of driving diversity and access related to primary healthcare services, the CHCCs conducted focused campaigns on female reproductive and primary healthcare services. The university continues to monitor the implementation and effectiveness of the Rules and Guidelines on the Support and Accommodation of Pregnant Students, which enables a student-centric approach towards ensuring that pregnant students continue to receive reasonable support during the pregnancy, with the overall objective of ensuring that they successfully complete their academic programme.

Situated in university residences, faculties and the general student community, the network of 200 peer helpers (volunteer student lay counsellors) was active on our campuses, further strengthening the reach of psycho-social services within the student community. The focus of peer helpers is to strengthen the awareness and educational campaigns on anxiety, depression, adapting to change, mental health, etc.

The network of peer helpers remains a core driver of psycho-social referrals to professional counselling, ensuring that students have access to mental health services.

The NWU continued to benefit from the grant from Higher Health, operating in partnership with the DHET and Universities South Africa (USAf) and other funding organisations. The purpose of the grant is to support the primary healthcare, psycho-social and social welfare projects offered by the institution.

During the June/July 2024 recess, the NWU hosted the National Conference on gender-based violence and femicide, in collaboration with the National Community of Practitioners; higher education institutions and National Prosecuting Authority colleagues were in attendance.

The NWU participated in the Commission for Gender Equality (CGE) study on the prevalence of gender-based violence and sexual harassment at higher education institutions in South Africa. Following the release of the CGE report, an NWU delegation formed part of the CGE Policy Dialogue on 10 December 2024.

As part of the NWU's commitment towards the eradication of gender-based violence and femicide, student-led initiatives such as "My Sister's Keeper", which highlighted the collective duty of care towards our female students, played an important role in sharing information with the student community. Such initiatives are further strengthened by a collaborative approach between Student Counselling and Development and Campus Protection Services in the education and support of our students.

4.5.2 Co-curricular programmes

During the 2024 academic year, the co-curricular arts, sports and social engagement programmes remained popular at campus level, drawing keen interest from the student community and further contributing to the vibrant student life the NWU is renowned for.

The exceptional talent present on the campuses was evident in 2024, with students achieving remarkable successes at both national and international level.

Notably:

- The NWU Serenaders celebrated their 30th anniversary by securing third place in the Large Category at the Tiro Mpane National Choral Eisteddfod.
- The NWU Voices of the River Choir was crowned the champions of the Lengau Choral Music Association (LECMA) Competition hosted in Bloemfontein.
- The Patria Men's Residence emerged victorious in the Atterbury Trust National Acapella Competition held in Gauteng, with the NWU Symphony Orchestra performing during the 2024 Aardklop National Arts Festival.
- The PUKfm Radio Station won the category for the best Afternoon Show at the 2024 Telkom Radio Awards.
- As part of community engagement, the first Mafika High School Debate tournament was hosted for local schools in Mahikeng, aimed at introducing learners to the international standard of debating and public speaking.
- On the international stage, the NWU Boulevard Harmonists were awarded the grand prize during the Gala Concert of the Musica Del Mar Festival in Spain.

On the sporting front:

- The NWU was represented by seven athletes at the 2024 Paris Olympics, and two student athletes at the Para-Olympic games. Jo-Ané van Dyk and Bradley Nkoana won silver for javelin and the 4x100 relay, respectively.
- The NWU Young Guns won the Varsity Cup.
- The cricket team won the 2024 USSA Tournament.
- The tennis teams in both the A and B divisions won the 2024 USSA Tournament.

- The chess team won their category of the 2024 USSA Tournament.
- The Aerobics Club and the Dance Club were crowned champions at the 2024 USSA Tournament.
- The NWU Body Building Club won their category of the 2024 USSA Tournament.
- The Vanderbijlpark Campus under 21 Rugby team was crowned the Valke Peregrine champions.
- The Vanderbijlpark Campus Rugby first team won the Community Gold Cup.

University residence-based leagues were again extremely popular among residents, providing sport platforms for rugby, soccer, hockey, netball, table tennis and e-sports.

4.5.3 The value of student leadership and governance

The NWU's student leadership and governance model ensures that students' interests are represented in university governance structures. In addition to the two statutory bodies, the Students' Representative Council (SRC) and the Students' Campus Councils (SCCs), the model provides for the subordinate student leadership structures of the house committees, student academic chapters and student society chapters.

A broad range of student leadership structures are active within the university, comprising approximately 1 100 student leaders in the 2023/24 student leadership term. They include 15 SRC members, a total of 45 SCC members (15 SCC members per campus), house committees for 51 university residences and seven day houses, and 22 Students Academic Chapters for each faculty per campus. This was further supported by a large community of student societies, averaging 45 per campus, as well as portfolio committees that assist the SCCs in performing their tasks.

Student Life presents various training interventions for student leaders. These interventions are reaching maturity, with greater alignment in terms of training programmes and content. A major achievement in 2024 was the alignment of the Prestige Leadership Development Programme, which acts as a feeder channel through which aspiring student leaders are developed. Our training programmes presented across campuses further focused on strengthening leadership capacity, ensuring compliance with governance policies and rules, role clarification, project and operations management, and fostering teamwork and collaboration.

Student representation is further embedded in the university's business through student leaders' participation in Council, Senate, Faculty and support services committees and forums.

Building on the launch of the Student Leadership Academy in 2023, the second annual Student Leadership Summit was hosted in September 2024 with the theme "Future leaders: Embracing change and innovating tomorrow". Keynote speakers at the summit included Prof Bismark Tyobeka (vice-chancellor), Prof Sibusiso Chalufu (executive director: Student Life), Prof Mala Singh (executive director: People and Culture), Dr Corrie Rheeder (Potchefstroom Campus director: Student Life), Hezekiel Sepeng (Olympic athlete), and Thato Immaculate Mthombeni (an alumnus). The Summit further marked the launch of the second short course module, "Future readiness and change management". Reflecting on the impact of the first short course launched in 2024, "The self-mastery toolkit", a total of 361 out of 500 student leaders nominated for the programme successfully completed it.

4.5.4 Orientation of first-year students

We recognise the importance of enabling student success within both the curricular and co-curricular environments. Consequently, we annually refine and improve the orientation programme and related interventions for first-year students.

The orientation programme seeks to ensure that all first-year students have access to orientation information for their successful onboarding at the NWU. Focus areas of the programme included an introduction to university life, orientation on faculty stakeholders and processes, the NWU's vibrant student experience, student leadership structures, support services for student academic support, eFundi, and psycho-social and primary healthcare services.

For more information about our academic support activities for students, turn to the section on how we create value through our performance.

[*Read more*](#) about our academic support activities for students, turn to the section on how we create value through our performance.

4.6 Changing patterns in the provision of academic courses

Technology is increasingly used to ensure effectiveness and enhance efficiency of teaching and learning. In response to the positive uptake of Work Integrated Learning (WIL) and Service Learning (SL) at the NWU, we have invested in extensive system-related support. Alongside this, we have addressed the growing need for focused academic and curriculum-related support through initiatives such as service-learning workshops.

Through the Work Integrated-Service Learning (WISL) management committee, we initiated an open call to NWU schools, inviting them to propose department-specific enhancements crucial for optimal system functioning within their environments. Extensive functionality tests were done, WIL modules were integrated into the WISL system, and students were successfully linked and registered on the system. Schools confirming optimal functioning include Nursing, Pharmacy, Biokinetics, Dietetics, Occupational Health, Consumer Sciences and Social Work.

- **Enhancing academics as university teachers**

The NWU has been instrumental in supporting, planning and co-developing the MEd degree for 2025 with the Centre for Higher Education and Professional Development (CHEPD).

This degree is comprehensive, cutting-edge and tailored to meet the evolving needs of higher education professionals. CTL's contributions include implementing innovative instructional design strategies, paying meticulous attention to curriculum matters and creating engaging multimedia videos, technologies and graphics. This master's programme aligns with CHEPD's vision of enhancing academics as university teachers and ensuring university educators' professional development and recognition.

- **Continuing education: Skills development and SETAs**

A shift towards greater alignment and streamlining of the qualifications framework in South Africa is occurring because of recent changes between the Sector Education and Training Authorities (SETAs) and the Quality Council for Trades and Occupations (QCTO).

Previously, SETAs were largely responsible for developing and quality assuring skills programmes within their respective sectors. However, in recent years, responsibilities for the development and quality assurance of occupational qualifications have been transferred to the QCTO. This includes including part and full qualifications and skills programmes (short courses). The final transition of these responsibilities was completed on 30 June 2024.

While SETAs continue to play a vital role in identifying skills needs and facilitating training within their sectors, the QCTO now has primary responsibility for designing, accrediting and quality-assuring occupational qualifications and curricula.

To stay competitive and meet evolving industry requirements, we will need to begin aligning our short courses, where feasible, with the QCTO modules, which will progressively replace outdated unit standards as SETAs transition to the QCTO framework.

Aligning our courses with the QCTO standards will necessitate obtaining QCTO accreditation for each module or programme, which involves a detailed review process to ensure compliance with QCTO requirements. While this accreditation process may be resource-intensive, it offers significant long-term advantages. It will enhance the marketability of our courses, increase their relevance to industry needs, and ultimately generate greater income and attract a broader range of participants.

This strategic shift will position the university's Unit for Continuing Education to better serve SETAs, employers and learners by offering recognised, accredited qualifications that align with South Africa's national skills development framework.

4.7 Statement on the self-assessment of our achievements

The NWU continues to solidify its position as a transformative, future-focused institution committed to **impact, diversity, internationalisation** and **strategic partnerships**. Our engagements with key stakeholders, including the National Research Foundation, Public Service Commission and all spheres of government, reinforce our commitment to influence policy, promote research excellence and foster regional development.

Expanding partnerships with non-profit organisations, civil society and industry ensures that our academic and research outputs remain deeply integrated with societal needs. Additionally, our growing involvement with the Department of Economic Development in the North West Province marks a critical step in advancing the development of small, medium and micro enterprises (SMMEs), entrepreneurship, tourism and parks management, directly impacting economic transformation and student employability.

On a global scale, our internationalisation agenda has been strengthened through the signing of strategic MoUs with institutions such as the University of Kigali and West Indies University, and by working with the International Atomic Energy Agency. Additionally, we have ongoing engagements with various institutions including but not limited to Karl Landsteiner Private University in Austria, Copperbelt University in Zambia and the University of Botswana, signalling our ambition to continuously expand our global footprint.

Our relationship with the University of Arizona has matured. The NWU Council has approved tangible programmes, including study abroad and pathway initiatives, further cementing our international presence.

In addition, our participation in international academic conferences has created new linkages with a number of international institutions such as the University of Liverpool, University of Sciences and Technology of Oran Mohamed Boudiaf, Mohammed VI Polytechnic University and the University of Nairobi, each offering unique collaborative opportunities spanning mining engineering, alternative energy research, public health, international grant funding and graduate employment initiatives.

We are fully committed to student success and capacity-building, demonstrated through our ability to mobilise funding from industry leaders such as the Public Service Education and Training Authority (33 bursaries and 33 internships) and BP Southern Africa, while fostering new funding relationships with ABSA Bank, AfroCentric and other financial partners. These efforts are geared towards ensuring financial access for students, particularly the “missing middle”, and bridging the gap between academic excellence and economic opportunity.

Simultaneously, the NWU is strengthening its role in addressing youth unemployment and underemployment by securing graduate programmes and internship opportunities, reinforcing our reputation as an institution that not only educates but also equips students for meaningful participation in the economy.

Our public engagement and stakeholder interactions have further elevated the NWU’s profile, with several high-impact events providing platforms for intellectual discourse and strategic networking. These include the Vice-Chancellor’s Business Dinner, a number of public lectures and the National Press Club’s Newsmaker and Journalist of the Year Awards, of which the NWU is the official sponsor.

Additionally, our focus on science and innovation was evident through initiatives such as the Vice-Chancellor’s Science Day in Greater Taung in July 2024, aligning with our drive to strengthen science, technology, engineering and mathematics (STEM) education. A key highlight was the benchmarking visit of student leaders to Rwanda, which provided critical insights into student leadership, entrepreneurship and responsible citizenship, positioning the NWU as a leader in student development and graduate employability.

The NWU continues to set the bar in accounting education. The latest South African Institute of Chartered Accountants’ Initial Test of Competence (ITC) results showcase NWU’s excellence, with the 2023 Postgraduate Diploma in Accounting (PGDA) class achieving an outstanding pass rate – rising from 97% in January to 99% in June. This places the NWU second in the country for postgraduate accounting.

As the university moves forward, we remain committed to sustainability, operational excellence and strategic impact, ensuring that our partnerships, research and student initiatives align with global best practices while addressing pressing societal challenges. The institution’s progress in international collaborations, financial sustainability and innovation-driven education underscores our vision to be a globally relevant university that advances knowledge, transforms lives and contributes meaningfully to economic and social development.

Through continued engagement, foresight and strategic agility, NWU is not just keeping pace with the evolving higher education landscape, it is shaping the future.

4.8 Looking to the future

Key strategic projects were initiated in 2024, some of which will impact on the managerial and administrative activities of the university. The projects are in progress and expected to gain momentum in 2024 and will be fully reported on in due course. These include the following.

4.8.1 NWU Enterprises

The fiduciary board convened on 13 August 2024 and has since met three more times. The process of finalising the shareholder agreement to reflect the decision of the Council in relation to NWU Enterprises is currently underway.

As NWU Enterprises enters 2025, four potential proposals are under consideration, marking an important step in its development and future growth and the enhancement of third-stream income.

4.8.2 Sustainable mining engineering

On 3 April 2024, the NWU held its inaugural mining indaba at the Capital on Park Hotel, focused on launching a School of Mines and Mining Engineering.

The NWU team also conducted a benchmarking visit to the Zimbabwe School of Mines on 20 and 21 August 2024.

4.8.3 Medical School

The Minister of Higher Education and Training, Dr Nobuhle Nkabane, has expressed full support for the establishment of the NWU medical school. In a letter to vice-chancellor Prof Bismark Tyobeka, she commended the university's commitment to addressing scarce medical skills and pledged the Department of Higher Education and Training's partnership in the project.

The NWU medical school, set to become South Africa's 11th, is a collaborative effort with the North West Provincial Government to strengthen healthcare in the province. Key milestones, including curriculum approval and submission to the Health Professions Council of South Africa (HPCSA), were achieved in 2024. In 2025, the university will focus on finalising accreditation, infrastructure development and staff appointments, aiming for its first student intake in 2028. The official launch and partnership announcements are planned for early 2025.



PROF BISMARK TYOBKA
VICE-CHANCELLOR

4.9 Meet our 2024 University Committee members

Meet our 2024 University Committee members

(as on 31 December 2024)



Prof Bismark Tyobeka

Principal and Vice-Chancellor



Prof Daryl Balia

Deputy Vice-Chancellor: Information Technology and Potchefstroom Campus Operations



Prof Marlene Verhoef

Registrar



Prof Sibusiso Chalufu

Acting Deputy Vice-Chancellor: Vanderbijlpark Campus Operations and Executive Director: Student Life



Prof Linda du Plessis

Deputy Vice-Chancellor: Teaching and Learning



Ms Elmarie de Beer

Executive Director: Finance and Facilities



Prof Sonia Swanepoel

Deputy Vice-Chancellor: Community Engagement and Mahikeng Campus Operations



Prof Mala Singh

Executive Director: People and Culture



Prof Jeffrey Mphahlele

Deputy Vice-Chancellor: Research and Innovation



Mr Clement Manoko

Executive Director: Corporate Relations and Marketing

5 How we engage with our stakeholders

5.1 Creating value for ourselves and our stakeholders

While striving for continuous improvement in teaching and learning, research and community engagement, we promote diversity, inclusiveness and an ethic of care in creating value.

Our stakeholders make an invaluable contribution as their perspectives inform the programmes and services we introduce and implement.

The participation and input of our stakeholders enables us to discover new ways to apply knowledge to benefit society, excel in innovative teaching and conduct cutting-edge research.

Notably, we were involved in 422 [community engagement activities](#) in 2024. Through community engagement initiatives, we liaised with non-profit organisations (NPOs) and non-profit companies (NPCs) in the districts of Sedibeng, Dr Kenneth Kaunda, Ngaka Modiri Molema, Dr Ruth Segomotsi Mompoti and Bojanala.

The North West Provincial Government continues to be our key stakeholder and enabler, especially in community engagement and involvement programmes. In 2024, we had partnerships and collaborations with the departments of Arts, Culture and Recreation; Education; Health; and Economic Development, Environment, Conservation and Tourism, as well as the Film and Production Board, the Independent Electoral Commission and the Public Service Commission.

Through our partnership with the North West Department of Cooperative Governance, Human Settlements and Traditional Affairs, we facilitated the placements of unemployed graduates to assist with service delivery challenges in North West municipalities. This is part of our commitment to remain relevant and impactful in the society.

On 30 July 2024, as part of National Science Week, we hosted the second Vice-chancellor's Science Day at Taung in the North West Province.

Once again, this landmark event served as a platform for fostering partnerships and collaboration among educational institutions, government departments, private companies, communities and other stakeholders in the province.

The primary focus of the Vice-chancellor's Science Day is to stimulate a passion for science in high school learners and encourage them to pursue careers in the STEM fields.

Faculties/units	Registered	Project/activities ending 2024	Continuing projects/activities
Faculty Economic and Management Sciences	150	70	80
Faculty of Education	74	27	47
Faculty of Engineering	12	4	8
Faculty of Health Sciences	75	22	53
Faculty of Humanities	13	6	7
Faculty of Law	9	3	6
Faculty of Natural and Agricultural Sciences	43	13	30
Faculty of Theology	12	2	10
Student Life (Mahikeng)	11	10	1
Student Life (Potchefstroom)	4	4	0
Student Life (Vanderbijlpark)	18	17	1
Commercialisation	3	3	0
People and Culture	3	3	0
Sustainability and Community Impact	5	3	2
Corporate Relations and Marketing	2	1	1
Library and Information Services	5	4	1

Faculties/units	Registered	Project/activities ending 2024	Continuing projects/activities
DVC Office	2	2	0
Centre for Teaching and Learning	1	0	1
TOTAL	442	194	248

5.2 How we react to our stakeholders' interest and expectations

We are a public higher education institution. Therefore, we must account for our activities and the use of public funds for public good. Our accountability to our stakeholders is demonstrated via a range of engagements where we share information on our offerings and programmes and respond appropriately to the needs and expectations of each stakeholder group.

During our engagements and interactions with stakeholders, they raise matters that affect them daily and recommend sustainable solutions. Our responses to the issues raised are relevant for the prevailing circumstances of each stakeholder group and consider key factors such as impact, prudent financial management and sustainability.

Stakeholder group: Prospective students	
How we engage	Issues raised (material matters)
• Visits to schools • Career fairs • Career guidance sessions • One-on-one and group career advice sessions • Marketing (direct and indirect) • Open days and activations • Sports, arts and other sponsorships	• Career and subject choices • Equity of student experience • Health and safety • Applications for admission • Economic circumstances • Programme and Qualification Mix
Our response	
We use many different activities and channels to engage prospective and current students. Using a combination of in-person and digital communication, we can reach diverse target audiences in inclusive and interactive ways that are most convenient and meaningful for them, while also ensuring optimal use of the NWU's resources. This approach produces excellent results as was evident from the approximately 390 000 applications we received from prospective students wishing to study at the NWU in 2025. In 2024, the NWU was intricately involved in several campaigns — to not only attract potential students but also promote the NWU as a tertiary institution of choice. These included the Academic Excellence Campaign, the Brand Campaign (celebrating the NWU's 20 years of existence, emphasising not only past achievements but also the university's commitment to quality and industry-relevant higher education), the NWU Expertise Campaign, and the Gauteng Open Day. Campaigns for Youth Month, Women's Month, Tourism Month and Transport Month further highlighted the university's commitment to community impact, transformation and quality education. Other campaigns included the Varsity Cup and Varsity Sports, as well as the Community Impact and Sustainability campaign. The university provided content (articles, facts, experts) for these campaigns, which were then used on our internal communication channels, as well as for external media use, such as paid-for content for local and national publications. <i>These are some of the responses received from prospective students, their parents, schools and partners during our engagements:</i> "I am writing to express my heartfelt gratitude for the bursary you have generously awarded me. I am truly honoured to receive this support, which comes as a tremendous help in my academic journey. Your generosity has lightened my financial burden. "Please know that your support has had a meaningful impact on my life, and I am deeply grateful for it. I look forward to using this opportunity to advance both personally and academically, inspired by your belief in my potential." (postgraduate student).	

"On behalf of the BMW Group South Africa, we would like to express our sincere gratitude for your invaluable participation in our Third Annual Youth Day Event. The career expo would not have been a success without the unwavering support and contributions from your esteemed institution." (Career Expo, BMW South Africa)

"On behalf of Florida High School, I want to say a big thank you to you in particular and to NWU for your assistance with our school's strategic planning. It is important for the School Governing Body that we do everything possible to make Florida High School's future a bright one, and it is a great privilege for us that NWU will be part of the process. Once again, thank you for your time and effort in this regard and to NWU for sponsoring this function. Please let us know where we can assist with marketing for NWU to our parents and learners." (Gauteng, SGB Chairperson)

"On behalf of Elnatan Private School, we would like to express our heartfelt gratitude for your generous support and participation in the NAPSO SECURITAS Private Schools Sports Week at our school. Your contribution was instrumental in making this event a resounding success. The enthusiasm and energy that the learners' parents and community brought to the day were truly inspiring. It was an unforgettable event that will be remembered by all involved." (Namibian School, Headmaster)

"This is to thank the institution (NWU Marketing Team) for inviting Fezile Dabi Education district teachers and Career Coordinator to LO Teachers Seminar. It was really a pleasure and honour to be part of the well-organised, beautiful event that took place." (Fezile Dabi Education District, Career Guidance Coordinator).

"We are on a journey of incredible grace and compassion. Thank you for your effort and support, and we recognise that this opportunity comes with great dedication. Our son is working incredibly hard, and we did not expect this. All of this despite the situation." (Parent, Young Eagles bursary recipient).

"Thank you. We finally managed to submit her classes. We reselected the ones that didn't go through the first time and just kept submitting until everything finally went through. Thank you so much for all your help, and best of luck to you. I hope NWU realises the significant role you play in providing so much support." (Parent, FTEN student).

"NWU is extremely far for us Western Cape parents, but the best choice ever! The children are so happy there. They have grown personally and become emotionally mature and independent. It builds foundations for their future at NWU. And the bonus is that they build lifelong friendships and relationships." (Parent, Western Cape)

"Your assistance has made a significant impact, and I am truly grateful for the time and effort you invested in helping our son secure his place, especially given his strong Grade 12 results. It is a pleasure to witness such dedication and integrity in your work. Well done to NWU and Mr Piet van Wyk for having such dedicated and committed staff." (Parent, Vanderbijlpark)

"I have nothing but R-E-S-P-E-C-T for all these individuals who ensured that we got the help needed and made us feel at home. It is my wish for management to recognise greatness within their midst and give them flowers while they can smell them. It is rare in South Africa to find employees who are intentional about their work, to serve without being supervised and still perform their duties perfectly. These are the people to keep, motivate, support and cherish because they are golden. I'm looking forward to the next four years my son will be studying with you; as a North West University alumnus, am excited to witness his journey as a supportive parent this time around. From the bottom of my heart, I would like to thank the staff on the ground for their selflessness to carry our emotions and frustrations effortlessly. Well done and keep up the good work." (Parent, North West)

"On behalf of the Department of Education in the Ngaka Modiri Molema District and Life Orientation (LO) teachers, we would like to express our sincere gratitude for the exceptional LO workshop organised by the university. We appreciate the time and effort that the university had undertaken to organise the workshop that inspired and motivated LO teachers to grow in their careers. The workshop has played a pivotal role in helping teachers to navigate through the challenges that they face daily in their teaching and learning of LO as a subject. Once again, thank you for the sterling effort by the North-West University in assisting and empowering all the LO teachers. All presentations done by different presenters will be instrumental to our professional growth. We look forward to the university organising more workshops of this nature, in the future." (Ngaka Modiri Molema District, LO Specialist)

Stakeholder group: Current students	
How we engage	Issues raised (material matters)
• eFundi learning management system • Webinars • NWU website • Social media • Meetings • Communiques • SMS	• Financial assistance/NSFAS • Equity of experience • Registration process
Our response	
Face-to-face classes continued and were supported by a hybrid teaching system (HyFlex system), as well as online teaching. Daily operational communication between students and lecturers took place during classes, as well as on the eFundi learning platform and through other channels such as text and WhatsApp groups. Our students used eFundi for teaching-learning purposes and to access general information on NWU-related issues, thus helping to ensure the successful completion of the 2024 academic year. We also kept our students informed about psycho-social services and our wellness programme offered at campus healthcare centres, disability support and counselling and social welfare centres. During 2024, we communicated with students among others about financial assistance, the registration processes for first years and returning students, NSFAS payments and bursaries. Using SMS, we communicated about the Student Campus Council (SCC) elections, the institutional culture survey, water issues on the campuses, disruption of activities on campuses, the Registration and Orientation (R&O) programme and the Student Experience Survey with first-year students. We also shared information about load-shedding, assessment periods, possible interruptions in the academic programme and action taken to deal with problem situations such as the hacking of the NWU Facebook pages in 2023 and the progress made in 2024 in this regard. Through eFundi, we communicated on a host of topics, including the bursaries and scholarships available, research studies, the implementation of the new Student Information System in 2025, examination arrangements, graduation ceremonies, the NWU's 20-year celebrations, webinars and conferences, Giving Week and improvement surveys. <i>The response below is from students who struggled with their registration:</i> "Thank you for informing us and sorting out the registration system - I would really appreciate that because we've been trying to register online but it keeps saying registration is not possible." "Adapting to everything, but with the help of our student leaders and the NWU resources, it made a lot of things easier and the delay with the NSFAS but overall, I'm getting the hang of everything as I also prepared for my assignment week." "This is not a complaint, more a maybe you can share with the powers that be. My daughter was provisionally accepted and got into res, which made Potchefstroom our first choice! We waited, called, emailed, checked online to no avail ... Her grades were in the top 3 and were definitely not a factor of being on the fence. With her grades she was accepted at the other 2 universities she applied to as backups, both with deadlines to accept/decline. We had truly expected the offer from Potch to come through first, so were extremely surprised after multiple enquiries and unanswered attempts to contact anyone in admin not to receive any communications whatsoever. Due to the uncertainty, we have now accepted elsewhere. Her orientation starts in 5 days?! Not sure who this needs to be shared with but do think there is a major communication breakdown at this phase of NWU's application process Truly so heartbreaking as would have loved her to be at NWU" – a process was put in place to streamline feedback to all applicants.	

Stakeholder group: Industry and the business community	
How we engage	Issues raised (material matters)
• Integrated report • Webinars • Publications and videos • One-on-one and group engagements	• Assurance on stability and sustainability • Partnerships and collaboration • Graduate attributes • Research
Our response	
Engagement with industry partners was ongoing, predominantly enterprises that employ our graduates. The aim was to understand their skills needs and obtain feedback on how our graduates are performing in the market. Our faculties use this feedback to update their academic programmes. Our researchers collaborated with the business community and the public sector, using their skills and knowledge to respond to societal needs. The university issued seven editions of the Research@NWU publication and a special edition highlighting not only our expertise but also the impact of our research. Other engagements were held with members of the business community close to our campuses to inform them about NWU procurement processes and how they can respond to calls for tenders and take advantage of business opportunities. These and other engagements strengthen relations with our communities and address issues linked to high unemployment. <i>Some of the feedback includes the following:</i> “It was a good event; can we have the minutes of the event please so we can remind ourselves how the university and the community are going to work together in creating a better country for all people?” “Thank you for the engagement, hoping to be part of small, medium and micro enterprises that are interested in receiving business training and short courses opportunities provided by the NWU.” “Interaction was good, interesting feedback, and creating this opportunity and the willingness to get all parties to work together for the greater good, gives me hope for the future of Potchefstroom.”	



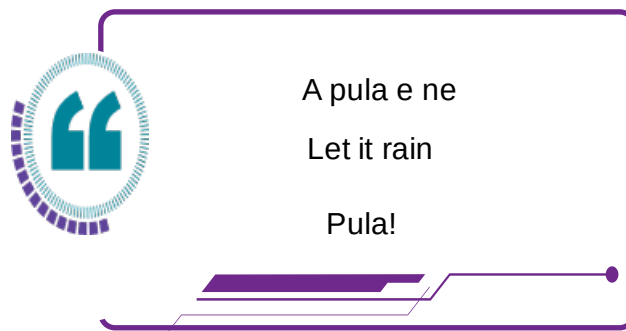
Stakeholder group: Employees	
How we engage	Issues raised (material matters)
• Intranet • Email • Website • Webinars • Publications and newsletters • SMS • IT • People and Culture/Wellness	• Conducive work environment • Employee equity • Remuneration and compensation • Skills development and empowerment • Ethics and transparency • Personal wellbeing • Strategic issues, including the new NWU Strategy: Taking the NWU forward – 2024 and beyond
Our response	
The vice-chancellor interacted with staff on various occasions, taking note of their concerns in 2023 and 2024 about remuneration, empowerment and the working environment. Staff were informed that measures would be put in place to address their concerns. Besides the daily operational communication within the faculties, the university regularly communicated and shared information about important matters impacting staff members in 2024. This included information on the Structure Realignment project which aims to optimise the structures of the NWU in line with our strategic vision of taking the NWU Forward: 2024 and Beyond, as well as the implementation of the strategy, the project on the replacement of the LMS, and the implementation of the Electronic Management System. The new NWU Safety, Health and Environment (SHE) system is a cloud-based, fully interactive and paperless SHE Management System. This system contributes to improving compliance and will allow NWU management to manage, coordinate and improve SHE from a centralised and digitalised platform. We also encouraged staff to participate in the Institutional Culture Survey. <i>Here are two of the responses we received from employees regarding the implementation of the NWU Strategy:</i> “I look forward to continued updates about the process going forward, particularly relating to the experts’ recommendations and the factors that influence management’s decisions.” “Looking forward to hearing more about the implementation going forward.” We also shared information about the 2024 cost of living adjustment (COLA) negotiations and decisions, a once-off salary enhancement payment, training opportunities and webinars on mental health and well-being. <i>Some of the feedback about the once-off salary enhancement payment includes:</i> “It’s wonderful to feel appreciated and supported by my employer. Feeling valued in the workplace is essential for job satisfaction and overall well-being. When employees perceive that their efforts are recognised and appreciated, it often contributes to a positive work environment and can lead to increased motivation and engagement.” “Appreciation of hard work is so inspiring; then you don’t mind the extra hours or extra work – thank you for that – much appreciated! Looking forward to doing more than what is expected of me for the coming year. Proud to be part of this great institution!” We also shared information about the NWU values, the consultation process in the development of the new NWU strategy and details about the new strategic direction. The consultation process about the new strategy included a questionnaire, interviews with individual and groups of staff members, discussions with NWU structures, information sessions and walkabouts on the campuses. We improved our communication channels by implementing the results of an internal communication survey. The university sent out more than 430 newsletters, newsflashes and bulk-mails. We engaged with staff through the life@NWU staff newsletter (nine editions) and provided opportunities for feedback and engagement from staff. <i>Here are two of the responses we received from employees regarding the life@NWU and Research@NWU respectively:</i> “With regards to the topic on workplace behaviours, I believe it is an important topic. The work of NWU staff members with regards to such topics is important and should be explored to add value and raise awareness. Thank you for helping staff and giving good causes the necessary exposure.” “I enjoyed the article on the screening of newborn babies that saves lives – it was really interesting.”	

Stakeholder group: Alumni	
How we engage	Issues raised (material matters)
• Webinars • SMS • Emails • Events • Newsletters and alumni magazine • One-on-one and group engagements • Website • Social media • International and regional tours • Network opportunities and meetings for designated industries with faculties such as Natural and Agricultural Sciences, Law, Law, Theology, Engineering and Education.	• Stability • Sustainability • Partnerships • Reputation • Promote the importance of engagement with the NWU to encourage giving (time, expertise, money) • Recognition of excellence • Promoting diversity • Encouraging mentorship, placements and internships for our students
Our response	
Here are some of the responses we received from alumni: <i>"Thank you so much for joining us on campus at the University of Waikato today. It was just lovely to be able to meet you all and to share, discuss, brainstorm and converse all things, Alumni Relations. The similarities between our universities were incredible and we really valued your generosity of information in regard to your alumni activities and engagement – thank you!"</i> <i>"All the best for your travels around New Zealand over the next week."</i> <i>"Safe travels and we very much look forward to staying in touch to discuss all things alumni and foundation." Ann Graham, Alumni Relations</i> <i>"Weereens dankie vir julle kuier, was 'n baie aangename verassing in die verre!" – Andre de Klerk</i> <i>"Annemarie and I would like to express our sincerest gratitude for the special event you organised in my honour. It was truly heartwarming to be recognised for assisting students to obtain bursaries over all these years. It has been nothing but a privilege, but your thoughtful planning of the occasion meant that you gave me a day that I will remember and cherish forever."</i> <i>"The positive feedback from the students was particularly touching and hearing how the bursaries have impacted their lives as well as educational journeys was both humbling and inspiring. It once again reaffirmed my belief in the importance of supporting students and the profound difference it can make."</i> <i>"Thank you again for your hard work and dedication in putting together such a meaningful event. Your efforts to celebrate and strengthen the connections between our alumni are sincerely appreciated. With gratitude." - Danie Hefer</i>	

Stakeholder group: Donors	
How we engage	Issues raised (material matters)
• Integrated report • One-on-one and group interactions • Newsletters and digital communications • Website • Meetings • Campus visits and tours • Board of Donors • Vice-chancellor's luncheon	• Stability and performance of the higher education sector in general and the NWU in particular • Long-term sustainability of the Government's funding model • Diversity of third-stream income sources • Students' access and success
Our response	
Donors play an important role in enabling the NWU to implement its core mandate. We were fortunate to receive R89 774 172 in 2024 from our donor base, which represented growth of 86.57% from 2023. We have prioritised the enhancement of our development and fundraising capacity. One of the highlights of the year was a donors' luncheon hosted by the vice-chancellor to acknowledge and thank donors for their continuous generosity and support for the NWU. Here is the response we received from the chairperson of the Board of Donors, Ms Percy Moleke: "Your generosity has been instrumental in changing the lives of countless students. Thousands of them rely on external funding to pursue their academic dreams, and your contributions have been a beacon of hope in times of unprecedented challenges. Together, we can explore new frontiers in education and make a lasting difference in the lives of young fellow South Africans."	



Stakeholder group: Government and regulatory bodies	
How we engage	Issues raised (material matters)
• Publications • One-on-one and group engagements • Conferences • Workshops	• Compliance with legislation • Financial accountability and reporting • Quality and standards
Our response	
Through prescribed progress reports, we continued to share our performance information with the Ministry of Higher Education, DHET, the CHE and sectoral regulatory bodies. Compliance with all relevant legislation and regulations remains a priority. Key legislation pertinent to the NWU and higher education includes the Basic Conditions of Employment Act, the Occupational Health and Safety Act, and the Higher Education Act, amongst others.	



6 Paving the way to excellence in our transformation journey

During 2024, we continued to explore new ways to support student and staff diversity and transformation.

6.1 Monitoring transformation

Using tools such as the transformation dashboard, we comprehensively and coherently monitor transformation initiatives and milestones across the university.

6.2 Overseeing transformation

Three transformation oversight structures of the NWU Council work together to ensure that the university remains on track with its transformation targets and goals. These Council subcommittees are the Transformation Oversight Committee, the People and Culture and Employment Equity Committee, and the Student Life Oversight Committee.

We also have two transformation advisory bodies. The Institutional Forum is a statutory committee that advises Council on transformation matters, while the Student Diversity and Transformation Committee (SDTC) focuses on the transformation in the student environment. The SDTC was established in 2022 to advise the University Management Committee on building a unified, diverse and integrated student culture and population at the NWU.

Over and above these formal governance structures, staff and students are encouraged to seek innovative and practical mechanisms to create a diverse student population and student leadership cohort. Within the student leadership and governance environment, these efforts are guided by the transformation directives of the Council and have included programmes on multilingualism, gender, sexuality, cultural intelligence and disability.

6.3 Adding value

The NWU Language Portrait App has become a valuable tool to enhance the overall student experience and engagement on multilingualism. The app enables interactive reflection and engagement on language diversity and capacity within the student community environment and is a critical enabler in realising the multilingual dimension of our NWU Language Policy. It is relevant in both the academic and co-curricular environment.

Student Life and People and Culture collaborated in joint campaigns and programmes around the implementation of the NWU values. Through the annual NWU Media and Organisational Citizenship Behaviour Recognition Awards, we continued to acknowledge and celebrate the contributions of employees and students in embodying the NWU values and acting as change agents.

For the 2024 awards, we focused on the contribution of staff in building the NWU culture over a period of 20 years, forming part of the NWU 20 Years of Greatness celebration. Notably, Mrs Marelize Santana received the NWU 20-Year Ambassador Award, with Prof Mala Singh and Mr Herman Steyn receiving the Vice-Chancellor's Award.

Read more about these awards in the [section on our value chain](#).

During 2024, our senior management participated in various sectoral transformation initiatives. The executive director for student life and assigned function: transformation, Prof Sibusiso Chalufu, continued to contribute at the national level through membership of the USAf Transformation Strategy Group and the Transformation Managers' Forum. Prof Chalufu was part of the USAf Conference Advisory Committee which organised the 3rd Higher Education Conference from 9 to 11 October 2024, under the theme "The future of the university."

In 2024, Prof Chalufu was invited to be part of the Higher Education Leadership and Management (HELM) programme for supporting and nurturing leaders in South African universities, as one of the facilitators. He was also invited to be part of the Reference Group for the Student Affairs and Student Success (SASS) Programme, a programme aimed at professionalising and capacitating academic and student support staff.

6.4 Pursuing and enabling equity

For the NWU, transformation has multiple dimensions. These are equity and diversity in respect of demographic representation, inclusiveness concerning organisational culture and communal well-being, and social justice, excellence, high performance, relevance and care as unifying principles.

At the same time, transformation is also about being responsive to environmental and political changes, and relevant to the needs of the communities we serve.

These interlinked dimensions are encapsulated in the NWU's transformation journey.

A seven-year view of employment equity at the NWU shows that the representativeness of the workforce profile of the NWU has been improving since the restructuring of 2017. The table below indicates our progress towards achieving fair representation of people in the designated groups.

Race	2023	2024	Progress	
African	32,50%	45,92%	13,42%	Increase
Coloured	5,62%	6,87%	1,25%	Increase
Foreign national	1,90%	2,37%	0,47%	Increase
Indian	1,10%	1,65%	0,55%	Increase
White	58,80%	43,19%	-15,61%	Decrease
Grand total	100%	100%		

6.5 Academic transformation

Through well-thought-out strategies, the NWU is systematically transforming and renewing the curriculum and aligning its student experience to equip graduates to address the challenges of the 21st century. Curriculum transformation includes decolonising and Africanising the curriculum.

Our curriculum transformation strategies entail giving students an in-depth orientation to their fields of study and associated methodologies, and a broader understanding of contemporary societal challenges. Work-integrated learning and service-learning opportunities foster an ethic of care and social responsibility.

The student transformation agenda has been a large-scale strategic change programme operating across the NWU, with the primary objective of placing students at the heart of everything we do. As part of a knowledge-seeking institution, students acquire the skills and knowledge to overcome obstacles and find new and exciting pathways to greatness.

There have been some significant changes in the student environment, with a conscious focus on student access and success; reasonable accommodation for students with disabilities; multilingualism and development of African languages; transformation in the student governance environment, emphasising sustainable diversity and inclusivity; and gender rights, identity and sexual orientation awareness and activism; among others.

Increasingly, our students are voicing support for social movements advocating for the eradication of all forms of prejudice and discriminatory practices, particularly racism and gender-based violence. In this way, students are contributing to the reconceptualisation of gender roles and norms, improved engagement and service delivery, sustainable transformation and cultural reforms.

Furthermore, our understanding of multiculturalism and integration continues to grow as previously marginalised groups and minorities express their voice within the larger university community.

• Multilingualism

Our policy, which was last revised in 2023, provides for deepening engagement with multilingualism developing the university's languages of choice in a manner that is functionally multilingual and inclusive

Some of the steps being taken towards this are including multilingualism and translanguaging in staff members' performance agreements, and prioritising increased resource provision, especially in the African languages.

We also continue to expand interpreting services on the Vanderbijlpark and Mahikeng campus, provide extended translation services and implement the BAQONDE project to boost the use of African languages in education in South Africa.

Academic advisors, supplemental instructors and tutors were trained on multilingual approaches to teaching and learning, the NWU Language Policy and other related topics. Multilingualism awareness training was presented to first-year students during orientation week, equipping them to succeed and communicate effectively in a multilingual environment.

- **Celebrating diversity and fostering inclusivity**

To enhance the NWU's social licence to operate, the university organised a series of awareness events and initiatives in 2024 to celebrate diversity, foster inclusivity and engage the student body. These initiatives included awareness weeks on gender, language and race and diversity, as well as industry partner lunches and engagements with student leaders across the campuses.

The awareness weeks had distinct themes, such as a gender art exhibition, gender panel discussion and "walk a mile in my shoes" activity for Gender Awareness Week.

Race and Diversity Week activities included an exhibition titled "Embrace a part of me", as well as cultural, music and poetry events. Among these was a dance and music competition celebrating diversity and featuring AmaPiano and Sokkie routines. For the Boeresport and Indigenous Games, students engaged in traditional South African games, celebrating cultural heritage and diversity through friendly competition.

These efforts support NWU's goal to be a leader in promoting diversity, inclusion and social responsibility within the academic community, and to cultivate an environment where all individuals feel valued, respected and represented.

6.6 Transformation of the procurement space

The NWU is committed to transforming its procurement processes by actively involving locally based small, medium, and micro Enterprises (SMMEs) in its purchasing and contracting activities. This initiative not only supports local economic growth but also aligns with our commitment to broader socio-economic transformation.

Key initiatives undertaken in 2024 included:

- **Implementing the Preferential Procurement Strategy**, which prioritises the involvement of local SMMEs in procurement processes.
- **Local SMME participation in tenders**: We have made it a standard requirement for tenders, particularly in construction and service contracts, to include local SMME participation. A dedicated database has been developed to ensure local SMMEs are included in the procurement process.
- **Community liaison officers (CLOs)**: Appointed on each campus, CLOs help implement the Preferential Procurement Strategy by ensuring local communities benefit from university projects. They also facilitate the inclusion of local SMMEs as subcontractors on large construction projects.
- **Workshops for SMMEs**: Workshops were organised throughout the year to support local SMMEs. Topics included Construction Industry Development Board grading, occupational health and safety (OHS) file compilation, and tender document completion.
- **Supplier development**: A specialist supplier development officer oversaw the growth of local suppliers and facilitated their involvement in university contracts. Additionally, 10 vetted local contractors were added to a panel for minor construction projects under R1.5 million.
- **Social facilitation and labour reporting**: Two companies were contracted as social facilitators to work with communities, and CLOs collaborated with the supplier development portfolio to manage labour reporting and ensure compliance with local employment requirements.

6.7 Looking ahead

The NWU is firmly committed to establishing a unitary institutional culture and a unique NWU way of life that supports our strategy and speaks of care, equality and fairness for all.

As part of the process of taking transformation to the next level, the various executive functional areas were requested to select key strategic priority areas of focus for 2024. The focus was on transformation in i) the staffing environment; ii) the student environment; iii) governance systems; iv) the Digital Business Strategy; v) teaching and learning; vi) research and innovation; vii) community engagement; viii) the procurement space; ix) communication; x) strategic partnerships; and xi) internationalisation and globalisation.

Transformation will remain a priority for the NWU for many years to come.

6.8 Council statement on transformation

COUNCIL STATEMENT ON TRANSFORMATION



In accordance with our Transformation Charter, we believe that value-adding transformation should be deeply embedded in all our activities, from the transformation of the curriculum to transformation of the institutional culture. All members of the NWU are required to further the transformation objectives of the university and to be change champions of transformation initiatives. We are committed to making meaningful changes that will impact positively on the lives of our staff and students.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**

A handwritten signature in black ink, appearing to read 'B. Sorgdrager'.

**MR BERT SORGDRAGER
CHAIRPERSON OF COUNCIL**

A handwritten signature in black ink, appearing to read 'B. Tyobeka'.

**PROF BISMARK TYOBEKA
VICE-CHANCELLOR**

7 Material risks and opportunities impacting value

7.1 Risk governance and management processes – an overview of the activities of 2024

To a great extent, the NWU's ability to attain ever-improving results for itself and its stakeholders depends on how well governed and sustainable the university is. This is in turn significantly influenced by the depth and quality of risk management.

We use a strategic top-down approach to risk and opportunity management. This entails identifying and prioritising risks and opportunities that could influence our ability to implement the university's strategy and adopting appropriate risk mitigation strategies and initiatives. In doing so, we weigh up the demands and uncertainties of the [external environment](#) and align our risk management processes with the King IV Report on Corporate Governance for South Africa. This ensures streamlined processes and procedures in accordance with the prescripts of the code.

In April 2024, risk appetite and tolerance level discussions were held with the relevant UMC members for each of the goals and subgoals in the 2024 APP. The UMC members then provided feedback on the appetite and tolerance levels set for the goals and enablers in the 2024 APP.

The risks related to the portfolio of each UMC member were also reviewed, as were the associated goals and enablers.

The ARCC raised a concern about the NWU control library and requested a report about the status of this library, which had become outdated. As part of our ongoing commitment to maintaining a robust system of internal controls and compliance within our organisation, it became imperative to address the shortcomings of the control library currently in use. It is essential that we proactively update, refine and assess the effectiveness of our control environment in response to the dynamic and evolving landscape of regulatory requirements, industry standards and organisational structures.

The APP 2024 contains the following objectives in terms of risk management in enabler 1.5:

1. Implement measures to ensure the maturity of the NWU's risk management approach.
2. In an integrated way, inculcate risk appetite and risk tolerance in the we implement the new strategy, Taking the NWU forward – 2024 and beyond.
3. Measure the current NWU Strategic Risk Register against the risks and opportunities evident from the NWU 2024 and beyond strategy, with a view to adjusting the register towards the appropriate applicability of the strategy.
4. Draft a clear framework for internal controls to enhance the implementation of the NWU's combined assurance framework.
5. Implement an appropriate system to enhance self-service by risk owners and ease of reporting.

With our approach to risk management, all the above matters were addressed through proactive steps during 2024.

It is important to note that the new NWU strategy, which Council approved in November 2023, explicitly acknowledges that the university subscribes to the COSO 2017 risk management framework.

Our risk management methodology includes the following stages:



All identified risks and opportunities are linked to the strategic goals and objectives of the university and are accounted for in the APP. Over time, we have continuously improved the visibility of our ongoing risk management plan and its alignment with the university strategy, all the way down to operational plans.

7.2 Risk identification process in general at the NWU

For risk identification, risk definition and risk management, we use a template coupled with a comprehensive process of implementing internal controls, setting future controls and agreeing on action plans to address the relevant risk reasons and manage the risks to an acceptable level. All risks above appetite are prioritised and highlighted for focused management actions and reporting purposes.

Instead of focusing only on strategic risks related to the NWU APP, we also have a risk management process to ensure risks are captured at faculty and departmental levels and, where appropriate, linked to the risks in the NWU Strategic Risk Register. The faculties and support departments present their respective risk registers to the Combined Assurance Forum (CAF). In this way, we ensure that risk management is part of all management levels and processes at the NWU.

Each May and October, we table risk reports at all Council committee meetings so that the committees can provide oversight regarding the risks in their area of governance. This approach enables the committees of Council to identify possible emerging risks for further exploration by management.

On 13 November 2024 the NWU Council approved the Strategic Risk Register and top risks of the NWU. Moving away from the previous process of categorising the top 10 risks, we included all risks with a rating of 8 and above (as our risk rating appetite is set at 8).

The ARCC also indicated that the NWU Council should engage with the NWU risk register at Council level, and not only at Council committee level where risks might be seen in isolation, pertaining to the work of that committee only.

7.3 Using our opportunities

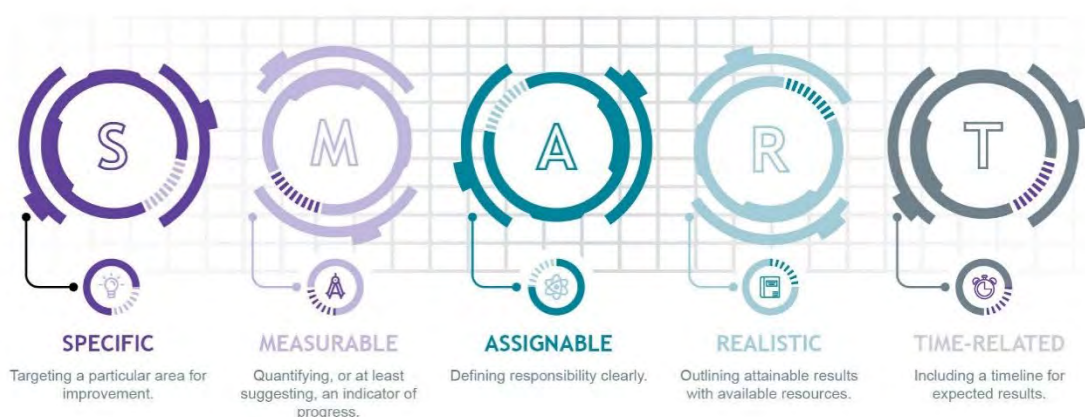
We continually identify and update our risks, as well as opportunities to adapt to our changing environment.

In defining and refining the goals and enablers in our APPs over time, the following thematic threads remain visible as strategic opportunities that:

- continually safeguard the financial sustainability of the university;
- enable us to implement our strategy, structure and operating model;
- promote excellence in teaching and learning and research and innovation;
- establish a clearly differentiated student value proposition;
- develop and retain excellent staff and create an equitable staff and student profile;
- enable the deployment of best-in-class information technology to support the core business; and
- provide an effective financial model, policies and structure for continuing education offerings and increased commercialisation opportunities.

7.4 Incorporating risk appetite and risk tolerance into the 2024 NWU APP

It is a reporting requirement that APP goals are drafted in so-called SMART terms. This is prescribed in the DHET Regulations for Reporting by Public Higher Education Institutions (GG 37726, 9 June 2014). These terms are shown in the SMART diagram:



In line with COSO 2017, the concepts of risk appetite and risk tolerance are being embedded into our approach to risk management. This started as a consultative process in early 2022 and continued in 2024.

As in COSO-2017¹, the NWU defines risk appetite and risk tolerance as follows:

- Risk appetite is “the amount of risk an entity (in this case the NWU) is willing to accept in the pursuit of its strategy and business objectives.” (COSO, 2017:18)
- Risk appetite is defined when strategy and performance objectives are set and must overtly incorporate any challenges and opportunities associated with strategy and objectives. Risk tolerance speaks to the amount of risk that is acceptable in the context of achieving a particular goal and/or objective.
- Accounting for risk tolerance assists in determining the acceptability levels of performance, thus ensuring that performance levels remain within relevant parameters.

In instances where it is possible to quantitatively measure the realisation of APP goals, we implement the following risk tolerance paradigm.

¹ COSO Enterprise Risk Management – Aligning Risk with Strategy and Performance. Public Exposure – FAQs
(URL: <https://www.coso.org/Shared%20Documents/COSO-ERM-FAQ.pdf>)

Impact	Catastrophic	5					
	Critical	4					
	Major	3					
	Significant	2					
	Negligible	1					
			0-20%	21-40%	41-60%	61-80%	81-100%
			1	2	3	4	5
			Likelihood				

On the other hand, in instances where the APP goals and enablers have been set in qualitative rather than quantitative terms, the risk tolerance is described by means of a narrative.

What follows is a summary of how we have embedded risk appetite and tolerance into the goals and enablers of the university's 2024 APP. The top risks (risks with a residual rating of 8 and above) that relate to these goals and enablers are described in the paragraph on these risks and their influence on value creation.

Goal 1	Risk appetite	Levels of risk tolerance
Promote excellent student-centric learning and teaching at the NWU for relevance to market and knowledge generation. ²	The risk appetite levels are generally moderate to low in respect of Goal 1, because of demands relevant to adherence to standards and the importance of establishing a teaching-learning support environment conducive to realising excellence and innovation. However, in the pursuit of attracting and retaining academic staff (sub-goal 1.4), the appetite is regarded as moderate to high .	Quantitative measures are indicated regarding the risk-tolerance levels.
<i>Goal 1, risk coverage: The risk and opportunity coverage when comparing the APP objectives and the coverage regarding the NWU Risk Register is regarded as sufficient.</i>		

Goal 2	Risk appetite	Levels of risk tolerance
Conduct research and innovation with a strategic focus on global impact. ³	The risk appetite levels are moderate to low in respect of Goal 2, because of the possible reputational risk if the competitive advantage of the NWU as a research institution and as a traditional university were to be at stake. This rating also reflects the importance of the production of a pipeline of commercialisable technologies.	Quantitative measures are indicated with regard to the risk-tolerance levels.
<i>Goal 2, risk coverage: The risk and opportunity coverage when comparing the APP objectives and the coverage with regard to the NWU Risk Register is regarded as sufficient.</i>		

² Sub-goals for Goal 1: 1.1 Good governance of TL, 1.2 Support qualification and academic programme planning, design and development, 1.3 Support and enhance excellent and innovative teaching and learning in an enabling teaching-learning environment, 1.4 Attract, develop and retain excellent TL staff, 1.5 Improve and support student success, 1.6 Transform our curriculum to ensure that students exit programmes with adequate knowledge and strategies to contribute to 21st-century problem-solving, 1.7 Implement a range of digital initiatives to enable a higher quality of student engagement.

³ Sub-goals for Goal 2: 2.1 Generate new knowledge through high-quality publications and scientific leadership, 2.2 Inspire and nurture the next generation of researchers, 2.3 Improve international stature and visibility of scholars and research outputs, 2.4 Intensify research through international partnerships and collaborations, 2.5 Support and sustain an ecosystem for the conducive creation of IP and commercialisation, 2.6 Capitalise on digital initiatives to help shift researcher focus away from administrative matters, supporting more productive research activities with higher overall research outputs, further creating a premium online presence as a quality research institution that supports and attracts top-rated researchers and funding.

Goal 3	Risk appetite	Levels of risk tolerance
Integrate and align community engagement (CE) with teaching-learning and research to develop a culture of active citizenship. ⁴	The risk appetite levels are moderate to low in respect of Goal 3 – primarily because of the importance of environmental compliance, and the establishment of structures to ensure adherence to the newly approved CE policy.	Quantitative measures are indicated with regard to the risk-tolerance levels.
<i>Goal 3, risk coverage: The risk and opportunity coverage when comparing the APP objectives and the coverage in regard to the NWU Risk Register is regarded as sufficient.</i>		

Goal 4	Risk appetite	Levels of risk tolerance
Develop a clearly differentiated student value proposition with a focus on creating an inclusive environment aimed at developing students holistically through structured and unstructured co-curricular programmes that are relevant, desirable and meet students' needs. ⁵	The risk appetite levels are generally indicated to be moderate to high in the pursuit of Goal 4, owing to the fact that students remain the main recipients of the services provided by the NWU and they are the focus of the university's functions and business processes.	Quantitative measures are indicated in regard to the risk-tolerance levels.
<i>Goal 4, risk coverage: The risk and opportunity coverage when comparing the APP objectives and the coverage in regard to the NWU Risk Register is generally regarded as sufficient, save for the absence of risks/opportunities in respect of community engagement.</i>		

Goal 5	Risk appetite	Levels of risk tolerance
Attract, develop and retain excellent staff by creating an environment that is diverse, equitable and inclusive. ⁶	While risk appetite levels are indicated as moderate to high in instances where excellent staff are recruited and employed, in respect of the implementation of the P&C Digital Transformation Strategy the appetite is moderate to low , appetite levels are indicated to be moderate to low in instances such as employment equity, personnel-cost efficiency and the drive towards establishing the NWU as a value-based institution.	Quantitative measures are indicated in regard to the risk-tolerance levels.
<i>Goal 5, risk coverage: The risk and opportunity coverage when comparing the APP objectives and the coverage in regard to the NWU Risk Register is regarded as sufficient.</i>		

⁴ Sub-goals for Goal 3: 3.1 Support and collaborate with communities for mutual benefit, 3.2 Develop graduate attributes through community engagement interventions, 3.3 Empower, educate and equip staff regarding community engagement activities, 3.4 Monitor, evaluate and report on the impact of the university's community engagement activities, 3.5 Promote sustainability and advocacy and awareness in community engagement projects, 3.6 Promote and implement Environmental sustainability measures.

⁵ Sub-goals for Goal 4: 4.1 Maintain and enhance student experiences through Student Life co-curricular programmes and efficient service delivery to students (Access to/effectiveness/reporting/feedback/measurability), 4.2 Maintain and enhance a student culture/environment that supports and improves diversity, multiculturalism and social cohesion, 4.3 Develop and maintain students' social citizenship through effective and impactful community engagement programmes and peer support initiatives and networks, 4.4 Increase external stakeholder (local community, business, alumni) collaboration and involvement in co-curricular programmes, services and student experience, 4.5 Enhancement of students' leadership skills and competencies, 4.6 Create individualised, quality, holistic student experiences through innovative digital platforms encompassing all aspects of student life regardless of presentation method (Link to Digital Business Strategy strategy).

⁶ Sub-goals for Goal 5: 5.1 Promote and enhance employment equity, 5.2 Manage personnel cost efficiency to increase institutional operational effectiveness, 5.3 Attract and retain excellent staff, 5.4 Cultivate and enhance an ethical, inclusive, welcoming and values-driven culture, 5.5 Create an enabling and values-driven, transparent, and engaged leadership culture, 5.6 Implement the P&C Digital Transformation Strategy through effective automation and digitisation, 5.7 Enhance stakeholder relationships.

Goal 6	Risk appetite	Levels of risk tolerance
To advance and implement the Digital Business Strategy to create a competitive advantage for the university and ultimately unlock alternative revenue streams. ⁷	Digital transformation is key for remaining competitive and sustainable. Our risk appetite is moderate to high .	Quantitative measures are indicated in regard to the risk-tolerance levels – if below the threshold of 40% of the realisation of the APP goals, it would be catastrophic.
<i>Goal 6, risk coverage: The risk and opportunity coverage when comparing the APP objectives and the coverage in regard to the NWU Risk Register is regarded as sufficient.</i>		

Enabler 1	Risk appetite	Levels of risk tolerance
Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment. (Also see Goal 6)	It is imperative for the NWU to demonstrate in a tangible way that it has an integrated governance, management and leadership acumen and capability. This is vital for the proper functioning of the NWU for purposes of market differentiation and ensuring sustainability, and to remain competitive and sustainable. The margin of error in the realisation of Enabler 1 is slim. Risk appetite: moderate to low	Quantitative measures are indicated in regard to the risk-tolerance levels – if below the threshold of 40% of the realisation of the APP goals, it would be catastrophic.
<i>Enabler 1 risk coverage: The risk coverage is regarded sufficient.</i>		

Enabler 2	Risk appetite	Levels of risk tolerance
Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future. (Also see Goal 6)	The establishment of a holistic and integrated university technology platform is essential for all facets of university business and for securing the market positioning and the competitive advantage of the NWU. (Also see the risk-appetite statement in respect of Goal 6.) Our risk appetite to ensure fitness of and for purpose in ensuring the establishment of a holistic and integrated IT platform should be moderate to high .	Quantitative measures are indicated in regard to the risk-tolerance levels – if below the threshold of 40% of the realisation of the APP goals, it would be catastrophic.
<i>Enabler 2 risk coverage: The risk coverage is regarded sufficient.</i>		

Enabler 3	Risk appetite	Levels of risk tolerance
Cultivate and deliver stakeholder-focused platforms to create and grow intentional experiences and brand equity.	Stakeholder engagement is an important part of the way the university ensures value creation in the environment in which it functions. Owing to this expectation, our risk appetite is moderate when it comes to fulfilling this role. To be able to meet the necessary needs, our risk appetite is moderate to high .	Quantitative measures are indicated in regard to the risk-tolerance levels – if below the threshold of 40% of the realisation of the APP goals, it would be catastrophic.
<i>Enabler 3 risk coverage: The risk coverage is regarded sufficient.</i>		

⁷ Sub-goals for Goal 6: 6.1 Revise the Digital Business Strategy (DBS) in line with changing NWU strategic goals, 6.2 Develop data and analytics capability (DASOM) to support AI and decision-making, 6.3 Build technical capability (Agility Hub) for AI and automation implementation, 6.4 Deliver on the DBS transformational objectives as entailed in the DBS Goals, 6.5 Support the successful implementation of enterprise digital transformation (Dx) solutions (SIS, HR, LMS), 6.6 Implement a stable and secure IT and Integration platform (NGDE) to provide a solid foundation for NWU digital transformation.

Enabler 4	Risk appetite	Levels of risk tolerance
Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions.	The quest towards financial sustainability and optimal performance in a digital business environment, considering the complexities and potential volatility in the external environment, is of utmost strategic importance. The NWU has a low to moderate risk appetite in ensuring the realisation of Enabler 4.	Quantitative measures are indicated in regard to the risk-tolerance levels – if below the threshold of 40% of the realisation of the APP goals, it would be catastrophic.
<i>Enabler 4 risk coverage: The risk coverage is regarded sufficient.</i>		

7.5 Assurance provisioning and internal controls

A clear link exists between the first and second levels of assurance provisioning at the NWU, as shown in the following table. Our intention is to provide assurance on the effectiveness and efficiency of the NWU's effort to optimise its response to key-risk exposures and clarify any instances where risks could prevent the university from realising its key strategies.

The table describes the expectations for the role fulfilment by the first and second-level assurance providers. It also specifies the foci included in assurance provisioning in the end-to-end assurance provisioning process.

Assurance measures, methodologies and activities that differentiate the following focal aspects:	First line of assurance Risk owner and line of management (i.e. where <u>Planning</u> , <u>Organising</u> , <u>Leading</u> and <u>Control</u> take place) ⁸	Second line of assurance Specialist functions ⁹
End-to-end description: Focus 1 Linking the risk/opportunity to university strategy .		
End-to-end description: Focus 2 Determining whether an appropriate directive governance environment exists (i.e. whether the policy framework at institutional level is in place and whether training and awareness initiatives are carried out).		
End-to-end description: Focus 3 Checking whether the assurance instruments/operations in terms of people, process, technology and systems are in place.		
End-to-end description: Focus 4 Determining the appropriateness of the reporting protocol with respect to all relevant structures and forums, the aim being to ensure sufficient management and governance oversight .		
End-to-end description: Focus 5 Checking whether there is sufficient tracking of evidence to substantiate the claims made with regard to levels 1 to 4.		

When it comes to the first round of second-level assurance, the focus is twofold: exploring the extent to which a coordinated effort would be needed to address a particular risk and checking whether the controls implemented over time are considered adequate to address the relevant risk.

⁸ Management oversight means a focus on the way the implementation of the organisation's strategy, its performance management, risk management, all relevant types of control and relevant systems are in place "to identify and control risks up to acceptable levels".

⁹ Second-level assurance involves checking the effectiveness and efficiency of the overall risk-management framework, accounting for the end-to-end risk-management process.

The NWU uses the following seven-type internal control framework to ensure proper risk and opportunity management to realise the NWU's strategic objectives:

1	"The tone must be from the top" To contribute to the creation of an environment where ethical conduct is ingrained in operations, where fraud and corruption are avoided and where the NWU's assets (tangible and intangible) are safeguarded.
2	"To ensure the strategy is implemented" To ensure that the strategic direction and objectives of the NWU are realised in the short, medium and long term.
3	"To manage properly and responsibly" To enhance business-process effectiveness and efficiency, financial sustainability, overall productivity and performance
4	"To strengthen the role of the NWU as a socially responsible corporate citizen" To ensure observance to relevant instances of legislation, policies, regulations and rules.
5	"To protect the NWU's brand" To safeguard the reputation of the NWU as observed by stakeholders and the general public.
6	"To communicate truthfully" To produce trustworthy, accurate, complete communication delivered timeously to relevant stakeholders.
7	"To check regularly" To ensure that effective monitoring activities are implemented to determine whether the implemented controls are present and effective.

7.6 Top residual risks and their influence on value creation

Cyber security <i>Inherent risk rating: 25,00</i> <i>Residual risk rating: 20,00</i>	
Related material matter providing the opportunity: Develop and implement the Digital Business Strategy to create a competitive advantage for the NWU, ultimately unlocking a revenue stream. (2024 APP, Goal 6).	
1	Risk and the impact on value creation and capitals Cyber security is the number one IT issue worldwide and is not adequately addressed at the NWU. An attack on the NWU is likely. Digital transformation will increase the cyber security risk. Mitigating actions Mitigation measures have included implementing a comprehensive cyber-incident and execution management system, developing a cyber-security strategy and deploying a security information and event management plan. A single centralised platform enables abnormalities in the NWU's IT environment to be identified and escalated to the cyber-incident response team.

2.1	Fraud <i>Inherent risk rating: 20,00</i> <i>Residual risk rating: 16,00</i>
	Related material matter providing the opportunity: Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment. (2024 APP, Enabler 1)
	Risk and the impact on value creation and capitals Fraudulent activities could be prevalent in some business process environments and could impact negatively on the reputation of the NWU. Mitigating actions In the financial environment, our financial system (KFS) process is established and implemented by the Finance Department to detect and prevent transactions between the NWU and its staff. Awareness campaigns are driven by Internal Audit by means of the regular annual programme across NWU. The NWU Policy and Rules on Conflict of Interest and on the declaration of interest and of gifts are approved and implemented by the Risk and Compliance Department. Internal Audit reports the details of incidents to the UMC and the ARCC. The NWU has an approved policy on the Prevention of Bribery, Corruption and Fraud and on Whistleblowing, including guidelines and rules for an environment conducive to the prevention of bribery, fraud and corruption, while providing procedures on whistleblowing. There is a zero-tolerance approach in dealing with disciplinary cases where academic dishonesty is displayed. In the Student Academic Lifecycle environment, a secure process is implemented for the drafting, printing and transport of examination papers.

2.2	The implications and demand for digital transformation on the NWU's business after COVID-19 and in support of the NWU Strategy 2024 and beyond <i>Inherent risk rating: 16,00</i> <i>Residual risk rating: 16,00</i>
	Related material matters providing the opportunity: To create a competitive advantage for the university by advancing and implementing the Digital Business Strategy, ultimately unlocking alternative revenue streams. (2024 APP, Goal 6)
	Risk and the impact on value creation and capitals Uncertainties are evident regarding the impact of the Digital Business Strategy. Digital transformation will have a severe impact on operational models, structures, people, processes and roles. Mitigating actions The NWU understands that enabling teaching-learning delivery must be facilitated by a support environment conducive to realising excellence and innovation in teaching and learning. This is challenging within the changing context of a post-pandemic environment. However, the imperative to ensure this is clearly prescribed in the NWU's purpose statement, brand promise and the NWU strategy 2024 and beyond: Therefore, our 2024 objectives were aimed at preparing the NWU to move towards embracing the new world of work and study and the gains that the implementation of the Digital Business Strategy would bring, and to address the imminent risks associated with the move towards the digital future. Mitigation plans include strategic projects facilitated by IT and the CTL, along with space management to position the NWU for the future (through an integrated facilities project, SIS renewal project, the WISL system, e-assessment and proctoring platforms/software, further development of the NWU learning management system with additional online functionalities), as overseen by the Senate and UMC. The IT Committee advises the UMC on the optimisation of IT infrastructure to meet current and future business needs. A strategic priority for the NWU is the current drive to ensure the NWU is fit-for-purpose and that its digital transformation is in accordance with the demands of the 4IR. Mitigation plans include strengthening the foundation for the digital future by ensuring stable, scalable, hybrid, manageable and responsive infrastructure. Composable infrastructure makes data centre resources as readily available as cloud services and as foundations for private and hybrid cloud solutions. Establishing the long-term integration platform will ensure business agility through rapid deployment of standardised shared services. Related priorities are to ensure a secure digital

environment and start building the technology ecosystem that integrates students, partners, employees and “things” [as on the internet of things IoT]] to deliver an exceptional customer experience. It is also necessary to establish a responsive operating model in IT, known for agility, competent people, best practices, innovative culture and well-looked-after staff.

2.3	Data and information governance <i>Inherent risk rating: 20,00</i> <i>Residual risk rating: 16,00</i>
	Related material matter providing the opportunity: Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment <i>(2024 APP, Enabler 1)</i>
	Risk and the impact on value creation and capitals Inadequacies around a focused approach to data and information governance implementation could hamper the NWU's operations and expose the NWU to compliance risks. Mitigating actions The NWU is focusing on business continuity planning, contingency planning for mission-critical processes and the implementation of our Digital Business Strategy. Other measures include a compliance management process, compulsory training for all staff on the Protection of Personal Information Act (POPIA) and reviewing the Policy on Academic Integrity. Further actions included appointing an Information Governance Coordinator to focus on the implementation of the Information Governance Framework. In 2024, the university requested Tata Consultancy Services (TCS) to develop an institutional data and analytics strategy and operating model (DASOM) to support its Digital Business Strategy goals. TCS has conducted data maturity assessment of the NWU using its proprietary TCS Datom framework and submitted the current state Data and Analytics Maturity Assessment Report. A three-year roadmap has been suggested to implement the various recommendations, keeping in mind the pace of the initiatives and ability of NWU stakeholders to adapt to the changes.

2.4	Loss of productivity due to excessive use of sick leave <i>Inherent risk rating: 20,00</i> <i>Residual risk rating: 16,00</i>
	Related material matter providing the opportunity: Attract, develop and retain excellent staff by creating an environment that is diverse, equitable and inclusive. <i>(2024 APP, Goal 5)</i>
	Risk and the impact on value creation and capitals Inadequate management of sick leave by line managers may lead to a failure to detect potential risk claims and loss of productivity. Mitigating actions The NWU has implemented a compulsory return-to-work interview by line managers after each absence for sick leave where certain conditions pertaining to that sick leave prevail. Monthly reports are shared with line managers so that they can manage sick leave. Monthly meetings are held between People and Culture, Discovery and Assegai Strategic Investment (ASI) to ensure that potential causes are addressed.

3	Funding and fee regulation <i>Inherent risk rating: 16,00</i> <i>Residual risk rating: 13,00</i>
	Related material matter providing the opportunity: Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions. <i>(2024 APP, Enabler 4)</i>
	Risk and the impact on value creation and capitals The government funding model is not sustainable, and the higher education sector requires more information on this model from the DHET. Furthermore, the impact of the funding model is not known. This uncertainty is exacerbated by the sector's overdependence on a single source of income (government subsidies and questions over the sustainability of NSFAS). Adding to the uncertainty around overall sustainability is the unofficial regulation of fee increases since 2016 and a lack of clarity on processes the DHET has already commenced to regulate fees. Mitigating actions The university has developed a financial impact model that is updated constantly and accounts for all variables that might impact on its financial performance. The mitigation strategies include focusing on fundraising and endowment initiatives to provide new and sustainable sources of income, building available reserves to cover one year of operational expenses, engaging in optimal relationships with funders and facilitating the raising of start-up capital through the Technology Transfer and Innovation Support office.

4.1	Poor financial support for postgraduate students <i>Inherent risk rating: 15,00</i> <i>Residual risk rating: 12,00</i>
	Related material matters providing the opportunity: Strengthen research and innovation with a strategic focus on impactful globalisation. <i>(2024 APP, Goal 2)</i>
	Risk and the impact on value creation and capitals High numbers of postgraduate enrolments reflect well on the university's reputation as an institution with global standing. Poor financial support to postgraduate students results in loss of student income and insufficient continuity from undergraduate to postgraduate level. Furthermore, postgraduate numbers are dependent on bursaries. Mitigating actions Mitigation measures included a postgraduate funding model where merit bursaries are availed for qualifying students who received NSFAS funding during their undergraduate studies. Strategic funds are made available to a limited number of potential candidates. A special fund is being established to provide funding as per the A-Rule, linked to a maximum study duration.

4.2	Research quality <i>Inherent risk rating: 15,00</i> <i>Residual risk rating: 12,00</i>
	Related material matters providing the opportunity: Strengthen research and innovation with a strategic focus on impactful globalisation. <i>(2024 APP, Goal 2)</i>
	Risk and the impact on value creation and capitals Poor quality of research products could lead to a decline or inadequate resources for research and research chairs potentially detracting from the university's standing globally and ability to attract high-calibre international research collaborations. Mitigating actions The NWU budgetary process focuses on sustaining and enhancing the research function. Control sheets are used to monitor the spending of research funds. Processes to detect and manage instances of academic misconduct are in place, with Internal Audit executing ongoing compliance audits on the Academic Integrity Policy. Webinars and awareness on academic integrity are also in place. The

SCImago journal ranking tool, measuring the frequency with which content that had been published in a research journal had been cited in other journals during the previous three years, is in place to independently determine the quality of research products before any research paper is sent to journals.

5.1	Academic integrity <i>Inherent risk rating: 20,00</i> <i>Residual risk rating: 10,00</i>
	Related material matter providing the opportunity: Promote excellent student-centric learning and teaching and conduct research and innovation with a strategic focus <i>(2024 APP, Goal 1 and 2)</i>
	Risk and the impact on value creation and capitals Inconsistent application of the NWU Policy on Academic Integrity could have a negative impact on the reputation of the university, also resulting in the issuing of penalties, revoking of qualifications and loss of income from subsidised publications.
	Mitigating actions It is the policy of the NWU to establish an ethical environment that nurtures, values and pursues academic integrity. The Policy and Rules on Academic Integrity was reviewed and approved by Council in November 2024. There are clear rules on the way alleged cases are to be interpreted and managed. In the student environment, the Writing Laboratories across campuses and the Student Judicial Office collaborate in regard to all cases of transgressions pertaining to academic integrity matters. The NWU is undertaking ongoing refinement of capabilities to execute technical investigations in order to produce credible and trustworthy reports. Its capability in regard to similarity software was expanded through the implementation of in-house applications that focus on the style and register of writing. The deputy vice-chancellor: Research and Innovation hosts webinars on academic integrity to enhance general awareness thereof in the research environment. Faculties have also embarked on awareness campaigns to enhance awareness of academic integrity among students.

5.2	Environmental management <i>Inherent risk rating: 12,00</i> <i>Residual risk rating: 10,00</i>
	Related material matter providing the opportunity: Integrate and align community engagement with teaching-learning and research to develop a culture of active citizenship. <i>(2024 APP, Goal 3)</i>
	Risk and the impact on value creation and capitals An insufficiently focused approach to environmental management could hamper the NWU's operations and expose the NWU to compliance risks.
	Mitigating actions Environmental sustainability is a global key risk. The active promotion of environmental sustainability is entrenched in all our activities. Mitigating actions started in 2022 with an environmental gap analysis and action plan to close gaps (June 2022 to September 2022). Other recent mitigation steps include the appointment of an internal and external SHE projects team and introduction of a safety, health and environment (SHE) system for benchmarking, development and implementation. Another prerequisite for environmental sustainability is a SHE system to facilitate management of SHE requirements at the NWU and ensure all required faculties and departments can manage and monitor their SHE risks/impacts.

5.3	Staff – Perceived lack of competitive salaries <i>Inherent risk rating: 12,00</i> <i>Residual risk rating: 10,00</i>
	Related material matters providing the opportunity: Attract, develop and retain excellent staff by creating an environment that is diverse, equitable and inclusive. <i>(2024 APP, Goal 5)</i>
	Risk and the impact on value creation and capitals Perceived lack of competitive salaries in the academic and support environment might lead to an exodus of talent, and consequently possible loss of accreditation in certain areas with scarce skills. Mitigating actions Individual Remuneration Review (IRR) guidelines, which provide parameters for remuneration, are strictly applied for the purpose of addressing disparities. Clear position profiles for senior management are in place indicating roles and responsibilities. The NWU also has guidelines for private work, and scarce skills allowance for academics and IT are implemented. A differentiated cost of living adjustment (COLA) has been implemented (lower job grades receive a higher COLA than higher job grades). Succession planning guidelines have been finalised starting with mission critical positions and UMC positions. Succession planning has been cascaded to other levels, focusing on scarce positions and scarce expertise.

5.4	BCP and DRP <i>Inherent risk rating: 12,00</i> <i>Residual risk rating: 10,00</i>
	Related material matters providing the opportunity: To create a competitive advantage for the university by advancing and implementing the DBS, ultimately unlocking alternative revenue streams <i>(2024 APP, Goal 6 and Enabler 1)</i>
	Risk and the impact on value creation and capitals Lack of regular testing on the disaster recovery plan and business continuity management processes could hamper the NWU's operations and lead to financial losses and reputational damage. Mitigating actions The NWU is conducting business continuity planning and contingency planning at points of execution of key processes, such as registration. The Business Continuity Policy was approved by Council and business processes were refined in order to remove redundancies. The NWU also implements the UMC Rules for Business Continuity Management and Administration to ensure synergy and focus on the organisational pursuit towards the integration of risk, and business continuity management into day-to-day organisational and decision-making and business processes, to enable an optimal risk-management environment. Furthermore, the Cybersecurity Strategy has been approved by the Technology and Information Governance Committee, while targets have been set and are being achieved for improving the NWU's cybersecurity capabilities. These targets are aimed at improving detection capabilities and identifying capabilities.

6	Diversity <i>Inherent risk rating: 12,00</i> <i>Residual risk rating: 10,00</i>
	Related material matters providing the opportunity: Strengthen research and innovation with a strategic focus on impactful globalisation. <i>(2024 APP, Goal 4 and 5)</i>
	Risk and the impact on value creation and capitals Insufficient levels of diversity in staff and student environment could undermine the university strategy. Mitigating actions Mitigation measures included building employment equity targets into the performance agreements of Senior Management Committee members, whose performance against these targets is measured as part of the performance evaluation process. An Employment Equity Policy is in place to ensure that the university creates equal opportunities for all its employees and to remove all barriers. Succession planning has also been finalised, starting with the UMC and mission-critical positions. A control mechanism to monitor and approve non-designated appointments has been implemented.

7.1	Inadequacies in business processes <i>Inherent risk rating: 16,00</i> <i>Residual risk rating: 8,00</i>
	Related material matters providing the opportunity: <i>(2024 APP, Across all goals and enablers)</i>
	Risk and the impact on value creation and capitals The NWU academic project could be in jeopardy if support functions are ineffective or inefficient, possibly leading to loss of income and potential growth, loss of staff and negative impact on the reputation of the NWU. Mitigating actions The mitigating actions specifically pertain to the Student Academic Lifecycle Administration department. BCP and contingency planning are in place at points of execution of key processes such as registration. A BCP Policy has been approved by Council, and People and Culture has implemented a Productivity and Human Resource Allocation Model. A controlled environment is established in Student Academic Lifecycle Administration (SALA) in which each of the sections understands the university policies relevant to their environments, the structure and lines of operation at the various campuses. The job descriptions of support staff in the registrar's portfolio are up to date and the annual performance appraisal process contains personal development plans to assist with knowledge enhancement. The assignment of authority within the SALA environment is clearly defined. Clarity on roles and responsibilities guide the implementation of the responsibility matrix. A quality manual has been developed, approved and implemented. Scheduled meetings between the deputy registrar and executive deans take place at regular intervals. In other mitigation steps, the NWU values have been relaunched, team building exercises are being held in various faculties and divisions, and the NWU Organisational Citizenship Recognition Awards have been established to commend, acknowledge and honour staff and students who actively embody and demonstrate the NWU values.

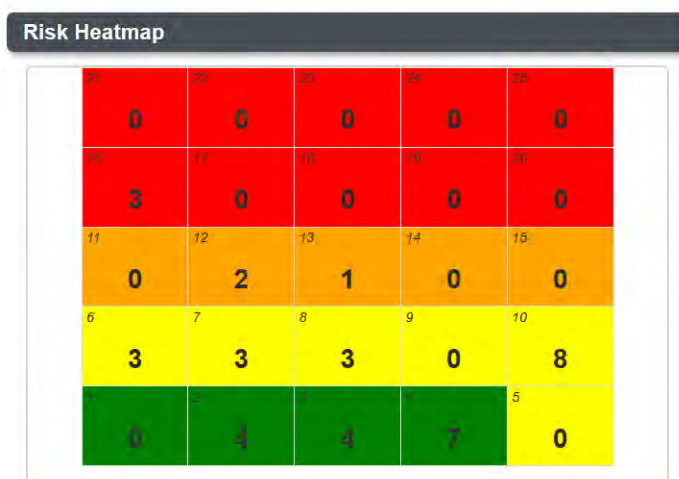
7.2	Infrastructure <i>Inherent risk rating: 15,00</i> <i>Residual risk rating: 8,00</i>
	Related material matters providing the opportunity: Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions <i>(2024 APP, Enabler 4)</i>
	Risk and the impact on value creation and capitals The risks include loss of opportunity income, subsidies and loss of return, loss of students and staff and compromised teaching quality due to limited and inadequate infrastructure planning for teaching, as well as the availability of facilities and infrastructure. Mitigating actions An enrolment plan (2020-2025) was developed and approved. The Institutional Budget Committee makes provision for infrastructure planning in budgeting planning. A space management project was established to optimise governance and management of space across the NWU (for teaching spaces and non-teaching spaces) Integrated Work Management System (IWMS) has been implemented to manage facilities-related processes. The second phase of IWMS is underway to digitise all spaces (AutoCAD project), implement space booking and draw utilisation reports. All spaces are linked to organisation unit codes to enable utilisation reporting for each department. A spatial development framework for infrastructure planning is in place and a toolkit has been developed to support applicants in infrastructure requests.

The top risk movements for 2024 were as follows:

Risk No.	Risk Name	Risk Initial RR	Previous RR	Current RR	Trend
230	Data and Information Governance	12	16	16	—
309	The implications and demand for digital transformation on the NWU's business after COVID-19 and in su...	16	16	16	—
313	Loss of productivity due to excessive use of sick leave	16	16	16	—
232	Funding and fee regulation	12	12	12	—
3	PG Students	7	12	12	—
9	Research Quality	12	12	12	—
17	Academic Integrity	4	10	10	—
22	Protecting the brand and reputation of the NWU	3	9	9	—
40	Environmental Management	12	16	9	↓
41	Staff - perceived lack of competitive salaries	6	9	9	—

The **risk heat map** for the NWU is as follows:

* The number in the top left-hand corner of each block indicates the residual risk rating and the # indicates the number of risks at that rating on the NWU risk register.



Key to the risk indicators

Name	Value	Description	Colour
Minor	4	A risk event that holds no significant threat to the organisation, employees or other stakeholders.	Green
Low	10	A risk that is unlikely to occur, but if it does occur can be managed under normal operating conditions.	Yellow
Medium	15	The risk could have a serious impact on operations. It can be managed with some additional resources, budget and maintenance effort.	Orange
High	25	The risk is potentially disastrous and will hinder the achievement of objectives and/or lead to the collapse of business and/or projects.	Red

7.7 Conclusion

The university has firmly embedded risk management as a strategic mindset across the institution. We continue to refine our understanding and management of risk.

We are intensifying ways to make risk management part of the day-to-day operations of the NWU and to ensure that opportunity management remains an inherent part of risk management.

At an operational level, the NWU has embarked on the migration to a new enterprise risk management (ERM) system that being utilised by Internal Audit. The system allows for more integrated processes to ensure better assurance provisioning.

Risk reporting takes place at various levels: at the UMC, the ARCC, Combined Assurance Forum, Faculty Management Committees and all the Council committee meetings in May and October. The reports submitted to Council committees in 2024 focused on integrating risk appetite and risk tolerance into the 2024 APP. Reporting also emphasised pertinent aspects of the Strategic Risk Register, particularly where risk is linked to the relevant area of expertise and oversight of a particular committee. Each council committee is required to identify emerging risks on an ongoing basis.

Towards the end of 2024, an audit of the risk management processes at the NWU was performed by Deloitte. The audit included the following areas:

Scope	Activity reviewed
Risk governance	- Review of the appropriateness of risk governance structures - Review of the design maturity of the enterprise risk management framework
Risk infrastructure and oversight	- Review of the design maturity of the risk management infrastructure - Review of the effectiveness of risk management processes implemented - Review of executive management oversight into risk management processes - Review of the monitoring and assurance and reporting on the effectiveness of risk response plans
Risk ownership	- Effectiveness of identifying, measuring, monitoring and reporting on strategic risks - Active engagement of the ERM capability with risk owners on guidance and support initiatives
Risk monitoring	- Review of the effectiveness of programs in place to monitor progress of risk response plans - The extent of reporting of the enterprise risk management processes to the relevant stakeholders - The extent to which risk awareness and knowledge management activities are pursued to improve risk management initiatives

Scope	Activity reviewed
Compliance obligations	High-level assessment of how the ERM function fulfils its compliance obligations to the requirements of the higher education regulatory landscape

The outcome of the audit was received in December 2024 and management comments will be provided on the findings to improve the risk management process going forward.

7.8 Council statement on risk management

COUNCIL STATEMENT ON RISK MANAGEMENT



The NWU Council, as the final decision-making body of the university, affirms that it is endowed with the responsibility and accountability for the effectiveness and efficiency of the risk-management process. It is continually apprised of developments by means of management and audit reports on the management and risk coverage processes; and had been provided with sufficient assurance over the past year from all relevant assurance providers.

Approved by the Executive Committee of Council on 26 June 2025 (as mandated by Council on 19 June 2025).



PROF MARLENE VERHOEF
REGISTRAR DESIGNATED WITH RISK RESPONSIBILITY

7.9 Report on internal/administrative structures and controls

The North-West University (NWU) maintains a system of internal control to provide reasonable assurance regarding the effectiveness and efficiency of operations, the accuracy of financial reporting, risk management, and overall compliance with relevant laws and regulations. This ensures that the university's objectives are achieved, prevents loss of resources and assets, and reduces legal liability.

The university displays and maintains a commitment to integrity and honesty and believes that a strong foundation of policies and rules is essential to fostering an accountable, transparent and effective university community.

NWU has officially documented and implemented guiding documents, policies, and procedures for its internal control practices. The UMC and specialised support departments monitor these practices.

The university coordinates policy updates, following a regular schedule that includes consultation with all relevant structures. The Council approves new and reviewed policies, which are communicated to employees and available online for all university employees and stakeholders.

Management is responsible for establishing and maintaining effective internal control systems. To fulfil that responsibility, Management understands and supports the role of Internal Audit. Management is also responsible for appropriately addressing audit reports and recommendations.

NWU has a comprehensive risk management programme, which includes a business continuity plan, risk management plans, and budgetary and resource plans. The UMC and operational managers on various levels regularly identify, report, review, and manage related risks. The risk registers are updated and maintained regularly with feedback requested from risk owners, executive managers, the Combined Assurance Forum members and various operational managers.

The four levels of assurance provide assurance, one of which is the internal audit function. This level includes audits according to the risk-based internal audit plan, as approved annually by the ARCC, and provides for the evaluation of relevant systems, procedures, and controls.

Performance management ensures individual accountability and alignment with university objectives, with adequate job descriptions and key performance indicators.

The internal and external audit functions, the relevant financial divisions, and employees assigned with the responsibility continuously monitor compliance with all applicable standards, policies, guidelines, and procedures related to financial reporting.

The internal audit function is responsible for identifying control deficiencies and reporting these to the relevant responsible managers, the UMC, and significant matters to the ARCC.

The NWU maintains its cyber-security maturity through information security awareness, training, business continuity and risk management plans. The action plans include budgetary and resource plans for regulatory incidents to reduce legal- and compliance-related risks, classify information, compile an information-asset list management programme, and regularly update its cyber-threat profile and cyber-strategy performance targets. A comprehensive disaster recovery strategy was developed and implemented years back and is updated regularly.

The information strategy and framework for information governance, are regularly reviewed, and clear guidelines on roles and responsibilities, governance structures, and the development of several policies and rules are set out.

The NWU prepares budgeting and resource plans for its overall cybersecurity defence programme, that are aligned with business objectives and risk profiles. Not all the university's IT systems are centralised, which means differing levels of control exist at the various management levels, including those of the respective faculties. The NWU strengthened its cyber detection capabilities by implementing a Security Information and Event Management system. Our restore and recovery capabilities are well established.

Modern information technology (automated systems) improves efficiency, effectiveness, reliability, and security. Password controls are strictly maintained, access rights are checked, and the basic internal control concept of division of duties is maintained. Regular reviews ensure the systems function correctly and are integrated to minimise manual intervention.

In addition, the systems are integrated to minimise duplication of effort and ensure minimum manual intervention and reconciliation procedures. Competently trained staff control all systems' development, maintenance, and operation.

Accepted standards are applied to protect privacy and ensure control over data. Password controls are strictly maintained, with users required to change passwords regularly, except where otherwise approved.

The NWU's Internal Audit function operates in accordance with the International Standards for the Professional Practice of Internal Auditing as prescribed by the Institute of Internal Auditors. Internal Audit activities carried out during the year were identified and planned through a combination of the NWU's risk management framework and the risk-based methodologies adopted by Internal Audit. The ARCC approves the annual Internal Audit assurance plan presented by Internal Audit and monitors progress against the plan.

Internal Audit reports deficiencies to the ARCC every quarter together with recommended remedial actions, which are then followed up. Internal Audit provided the ARCC with a written report, which assessed as adequate the internal controls over financial reporting, IT governance, and the risk management process during the financial year.

The Chairperson of the ARCC met with the Director: Internal Audit prior to each ARCC meeting to discuss and review the content of the Internal Audit report to the ARCC.

Internal Audit and the External Auditors have unrestricted access to the ARCC, the ARCC Chairperson, and the Chairperson of the Council, thereby ensuring the maintenance of independence.

Conclusion

NWU has demonstrated a robust framework of internal and administrative structures and controls that underpin efficient and effective operations, safeguarding of assets, accurate financial reporting, and compliance with relevant laws and regulations.

The university has established internal control objectives and practices, leveraging modern information technology to ensure a robust ethical climate.

The university's risk management and compliance programmes are comprehensive, with a robust oversight function via the ARCC.

The ARCC oversees NWU's internal control, risk and compliance management systems on behalf of the university council and believes that the university's internal control system, as of 31 December 2024, had met the criteria for effective internal control over financial reporting.

Audit, Risk and Compliance Committee oversees NWU's internal control system on behalf of the university council and believes that the university's internal control system as of 31 December 2024 had met the criteria for effective internal control over financial reporting.

This report was approved via round-robin approval process that concluded on 17 June 2025.



A handwritten signature in black ink, appearing to read 'R Kenosi', on a light blue background.

MS RENE KENOSI
CHAIRPERSON: AUDIT, RISK AND COMPLIANCE COMMITTEE

A handwritten signature in black ink, appearing to read 'Botha', on a white background.

MS NICOLENE BOTHA
INTERNAL AUDIT MANAGER

8 Our strategy to create value

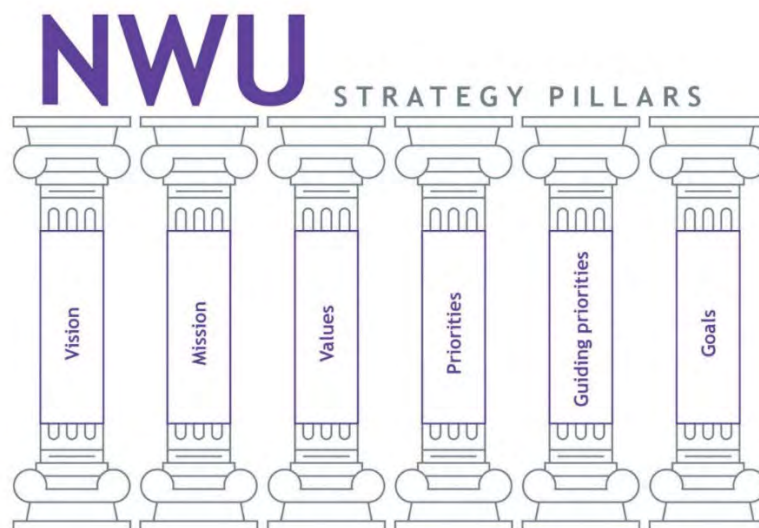
8.1 Introduction

Over the course of 2024, the university continued to implement key initiatives aimed at strengthening the core of its academic business and aligning with strategy priorities. These priorities are part of the NWU strategy and annual performance plans (APPs).

8.2 Explaining our strategy

The NWU Strategy: Taking the NWU forward – 2024 and beyond, formed the basis for the 2024 and 2025 APPs.

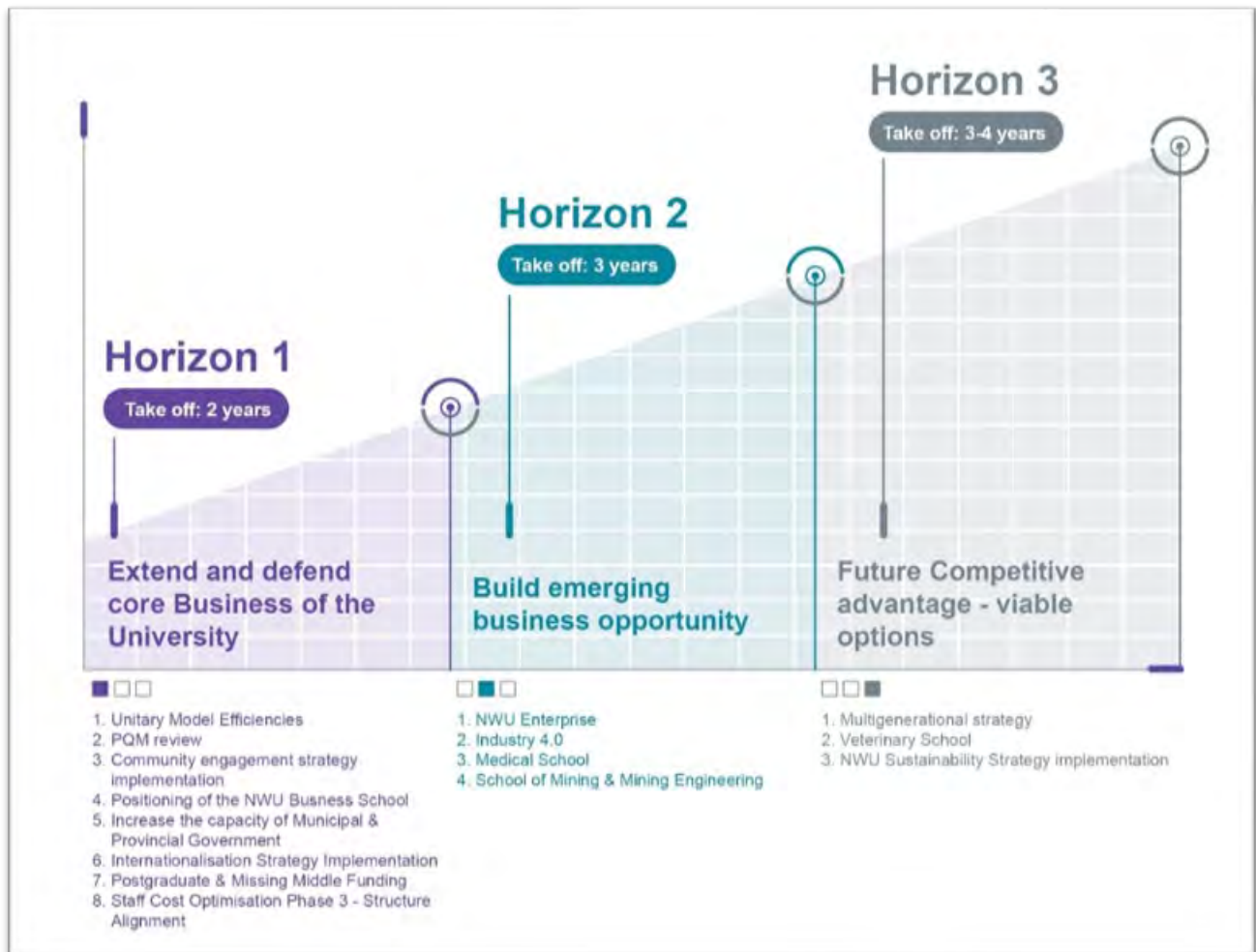
The NWU has defined the key strategy pillars for the new strategy cycle. These pillars demonstrate that while focusing on the university's interests, we are also outward-looking, attending to stakeholder and community interests.



Our guiding principles are sustainability, transformation, digitisation, student centricity and valuing our people.

The NWU strategy and APP for 2024/25 were aligned with the strategy and plans of the DHET. Our APP has a direct link with the DHET's Programme 3: University Education, the purpose of which is to develop and coordinate policy and regulatory frameworks for an effective and efficient university education system.





Strategy implementation process

The strategy implementation progress can be explained using the diagram above. The implementation of the programme has been imagined in three horizons, with **horizon 1** focusing on extending and defending the core business of the university. This is achieved through the implementation of eight main initiatives:

1. **Unitary model efficiencies** – This is a process that reviewed the effectiveness or lack thereof the unitary model of the university across its three campuses. This project unearthed some inefficiencies and duplication of efforts in certain portfolios. The results led management and council to consider aligning the structure with strategy, resulting in the structure realignment project.
2. **PQM review** – The review of PQM will be key in helping us maintain our status as a traditional university, as opposed to a comprehensive university. The review will further assist us to enhance the efficient delivery of the teaching and learning programme.
3. **CE strategy implementation** – Our CE strategy made great improvements with the adoption of the Sense maker framework to implement the programme. The trust of the strategy is to move beyond philanthropy-based engagement with communities to more empowerment-based engagement.
4. **Positioning of the NWU Business School** to be more competitive is ongoing work.
5. **Increase the capacity of municipal and provincial government in the province** – Through our partnerships and stakeholder engagement programmes in 2024, the university edge even closer to the provincial government and partnered in many value-adding initiatives. An example was the Vice-Chancellor's Science Day, focusing on students in the rural areas of the North West Province, with emphasis on STEM programme. Part of increasing the capacity of the provincial and municipal structures was realised through the deployment of university graduates as interns in the various provincial structures. The SETAs provided the funding for such internships, which range from six to 24 months.

6. **Internationalisation Strategy Implementation** – This entails a focus on expanding the footprint of the university internationally to afford our staff and students mobility to global destinations on exchange programmes, joint degrees, collaborations in research and innovation and cultural exchanges. Such exchanges are seen as useful in exposing students and other participants to international good practice. In 2024, the vice-chancellor and various faculties in the university were active in this regard. The Global Engagement Office coordinated staff and student mobility in 2024, including for the Business School.
7. **Postgraduate and missing middle funding** – The effort to raise funds for missing middle and postgraduate students continues to be an area of need. In 2024, the NWU received generous donations for bursaries from private sector partners, as well as bursaries from the SETAs.
8. **Staff cost optimisation phase 3** – In 2024, we merged phase 3 of the staff cost optimisation with the structure alignment project. By December 2024, the Council had approved the proposed realignment for top level management and the structures/positions reporting directly to them. The immediate goal for the programme is to develop the rest of the proposed realignment components for approval by Council in March 2025. It is envisaged that the structure will be implemented in June 2025 in a phased approach that will commence with the top structures and then be followed by subsequent levels of management.

Horizon 2 of our strategy implementation is aimed at building emerging business opportunities for the university. The following programmes are envisaged:

1. **NWU Enterprises** – This entity contributes to the NWU's third stream of income through business consultancy and services provided to external parties. NWU Enterprises was successfully established and launched as a company in 2024 to lead these efforts.
2. **Industry 4.0** – This is the continuation of the NWU's Digital Business Strategy. It was still in its formative stages in 2024.
3. **Medical school** – This flagship initiative has been in the making for a few years. In 2024, it received the eagerly awaited green light and approvals from the DHET.
4. **School of Mining and Mining Engineering** – As a precursor to establishing such a school, the NWU held its inaugural mining indaba in 2024 with captains of industry and succeeded in enlisting their support for this initiative. Subsequent to that, many milestones were reached, including a joint meeting with the Zimbabwe School of Mining for partnership and collaboration in curriculum development, and the establishment of an advisory board.

Horizon 3 of the strategy focuses on developing future competitive advantage and viable options for the university. Some of the initiatives the NWU is planning or already working on for the future are:

1. **The deployment of a multigenerational workforce strategy**, applying concepts such as reverse mentorship, where older employees skilled in their areas will be mentored by younger employees with technological and other future-focused skills.
2. **Veterinary school** – In 2023/24, the NWU began investigating the feasibility of establishing a veterinary school in the future. The results of that study are the still being considered.
3. **NWU Sustainability Strategy and its implementation.**

8.3 Six goals to realise our strategy

Goal	How we get there
We want to promote excellent student-centric learning and teaching at the NWU for relevance and knowledge generation.	We take a multipronged approach to promoting excellent teaching and learning. Our proven student academic development and support initiatives continue to advance student retention and success. We are systemically transforming and renewing the curriculum to equip graduates for 21st century challenges. We have aligned the teaching and learning environment with the CTL's operational plans and the teaching and learning plans of the faculties. The CTL is enhancing its support to the faculties, using research to inform best practices. While providing professional services to the community, we explore opportunities to generate third-stream income through continuing education offerings. We ensure that the PQM is responsive, viable and relevant. Through well-managed and appropriate work-integrated learning and service learning, we enhance the employability of our graduates.

Goal	How we get there
It is our goal to conduct research and innovation with a focus on global impact.	We manage the research activities of our 59 research entities, including those falling under the South African Research Chairs Initiative (SARChI), to encourage high-quality, impactful research. Our programme to enhance the visibility, impact and footprint of our research includes increasing publications in Scopus/ISI journals, strengthening research integrity, improving the NRF ratings of our researchers and offering joint degrees and co-publishing with researchers from reputable international institutions. We practise good grant management and successfully concluded the evaluations for research funding applications to the NRF, SAMRC and other local funders. The NRF grants concluded included grant-holder-linked bursaries, block grants, freestanding travel grants and bursaries, freestanding postdoctoral research grants and bursaries, SKA student travel grants and bursaries and Thuthuka. In addition, SAMRC, DTI/THRIP and NWU postdoctoral grants were concluded. Research funding opportunities are widely publicised on NWU online platforms as they were received. We conducted training sessions on funding and ethics for researchers and students as part of an annual programme to advance research excellence. We disseminated publishing literacy awareness material to the NWU community to minimise the possibility of predatory publishing.
Community engagement that deepens relevance, impact, reputation and sustainability to develop a culture of active citizenship.	Participation in CE opportunities allows our staff and students to collaborate with external stakeholders and take an active role in society in ways that have meaning to them personally and professionally. Access to communities increased in 2024 and six new formal partners joined our campus-based CE forums. This will have a positive impact on student volunteering and opportunities for WIL and service learning (SL). Eighteen different organisational units registered 442 community engagement activities in 2024, and two more support departments provided reports on their CE activities. All three campuses are encouraged to report their CE contributions on the CE central database. In 2024, registered CE projects made up 60% of the NWU's CE efforts, an increase from 55% in 2023, reflecting a growing emphasis on structured, long-term initiatives. The Potchefstroom Campus had the most registered activities, comprising 44% of the total. The Mahikeng Campus followed with 31%, while the Vanderbijlpark Campus constituted 18%. Additionally, 7% of the activities were collaborative endeavours spanning two or even three campuses, and others were implemented by departments functioning across campuses. Once-off activities accounted for 40% of the total number, down from 45% in 2023, highlighting a shift towards sustainable, impactful engagements while maintaining flexibility to meet immediate community needs. In 2024, Outreach/Volunteerism (31%) and Sharing of Expertise (27%) dominated the NWU's CE efforts. However, the shift to more impactful projects remains the key objective which is supported by research data. ERI accounted for 22% of CE initiatives, with ETL growing to 15%. This category consisted of two subcategories, ETL-WIL at 6% and ETL-SL at 9%. Engaged Scholarship (ES) stood at 5%. In 2024, 159 activities classified as Discipline-Based Outreach were reported, reflecting a strategic shift from 2023's mix of Discipline-Based and Non-Discipline-Based outreach. This reclassification aligns with the NWU's focus on applying academic expertise to address community needs through structured interventions such as workshops and training. While this shift enhances impact and sustainability, the NWU remains committed to balancing long-term engagement with the flexibility to address immediate community needs. The strong base of Sharing of Expertise and Discipline Based Outreach not only reflects our commitment to our community,

Goal	How we get there
	but also a continued emphasis on building a culture of active citizenship. On 21 November 2024, we presented the NWU CE Excellence Awards, where outstanding individuals and initiatives were honoured for their significant contributions to CE. These awards recognise academic and professional staff who exemplify excellence in integrating community engagement into their disciplines. The following awards were presented: • ETL Award: Lemogang Masethe was recognised for her leadership in the Ikateleng Project, which has significantly improved academic outcomes for learners. • ERI Award: Dr Benita Taylor, received this award for the Bafenyi Project, which has transformed early childhood care and education in under-resourced communities. • Novice Award for Engaged Research and Innovation: Jéan-Pierre van Deventer leads the STRIDE initiative, which develops affordable assistive devices for disabled individuals. • Scholarship of Engagement Award: Prof Janelize Morelli has expanded music education access in marginalised communities through the Musikhane Community Music Engagement Programme. • Discipline-Based Outreach Award: Bathandekile Myeni was recognised for her leadership in the NWU School of Music Food Bank, which has tackled student food insecurity through strategic partnerships. • In the sphere of environmental responsibility, all three campuses celebrated Arbor Day by planting the tree of the year, the <i>Karee</i> species, as well as fruit trees for utilisation by residences.
We continue to develop a clearly differentiated student value proposition with a focus on creating an inclusive environment aimed at developing students holistically through structured and unstructured co-curricular programmes which are relevant, desirable and meet students' needs.	A key component of developing a clearly differentiated student value proposition is improving our service delivery to students. We continue to focus strongly on the systems and processes that support student service delivery in: • psycho-social and primary healthcare services • student financial support • services and support related to student accommodation • student academic development and support • social welfare programmes. Paying close attention to student information management, we ensure that we accurately record and manage the activities of students at both curricular and co-curricular levels, in line with applicable legislation. We are working towards standardised planning and coordination of an aligned Student Life programme. This objective gained momentum in 2024, with the implementation of aligned programmes such as the Prestige Leadership Development Programme and the Inter-campus Student Leader Liaison Tour. Our strategy for transforming student leadership entails benchmarking against national and international best-practices. In 2024 a student and staff delegation undertook an international benchmarking tour to the Republic of Rwanda. The aim of these approaches is to engage student leaders and students constructively and systematically, allowing them to take ownership of co-curricular programmes. The NWU has an extensive student leadership model that is functioning well. In 2024, the university marked the completion of another successful cycle of student leadership elections at SCC and subordinate student leadership structure level, with a fully online nominations and voting process conducted via QuestionPro and other online platforms. By integrating digital technology, we further strengthen our ability to provide services and offerings that are transparent, quality assured and accurate, thereby contributing towards campus stability.

Goal	How we get there
	In sport and the arts, our students participate regionally, nationally and internationally, delivering results that confirm the high quality and standard of student talent and skill. Student safety remained a top priority in 2024. We continued to strengthen our partnerships with local municipalities, law enforcement agencies and community members. These partnerships enable the university to secure the on-campus safety of students and to contribute to the safety and security of the areas immediately surrounding our campuses. As part of the NWU's ethic of care, Purple Routes were identified in the areas surrounding the campuses, with NWU security staff and contractors effectively deployed. This contributes towards a safer commute for students to and from campus.
We want to attract, develop and retain excellent staff by creating an environment that is diverse, equitable and inclusive.	Promote and enhance employment equity We are implementing the new Employment Equity Plan (EEP) for 2024 to 2026, which received Council approval in November 2023. This successive EEP aligns with the NWU's Employment Equity Policy, reinforcing our commitment to creating equal opportunities for both current and prospective employees while removing barriers to access and equity, and accelerating the pace of institutional transformation. In 2024, NWU prioritised cost-efficiency measures to enhance institutional operational effectiveness, building on the successes of staff cost optimisation initiatives of the previous year. Key actions included: Staff cost optimisation – Phase 2 We focused on aligning staffing structures with institutional goals, eliminating redundancies, and reallocating resources to critical areas. Long-standing vacant positions were abolished, unlocking further cost-saving opportunities. Structure realignment project Launched in 2024, this ongoing initiative aims to streamline structures for greater efficiency while maintaining a 5% cost-saving target in functional areas. This is part of our commitment to balancing financial sustainability with operational excellence. Optimised workforce planning Strategic workforce planning was refined to ensure optimal staffing levels, minimise overstaffing and address critical shortages. Internal talent mobility and cross-functional roles reduced dependency on external recruitment, lowering associated costs. Functional allowance standardisation Allowances were standardised and monitored in line with the Functional Allowance Rules approved in 2023, ensuring equity and cost control across the institution. Attract and retain excellent staff A resourcing plan was developed, and vacancies are being maintained at under 10%. Cultivate and enhance an ethical, inclusive, welcoming and values-driven culture In 2024, we strengthened the NWU culture through decentralised culture interventions and a reinforced feedback culture, promoting continuous, constructive two-way dialogue on performance management. Ongoing team-building interventions continued to embed the NWU values, identifying values champions and promoted preferred behaviours aligned with the NWU Way. These initiatives contributed to shape a workplace culture that is inclusive, collaborative and driven by shared values. Create an enabling and values-driven, transparent and engaged leadership culture The NWU's Strategic Leadership Development programmes continued. These are intended to continuously promote cohesion in the execution of

Goal	How we get there
	university goals and objectives, as well as to encourage the behaviour needed to achieve these. Members of the UMC and Senior Management Committee (SMC) attended the emotional intelligence, digital transformation and managing remotely programmes. The Leadership Academy of the NWU focuses on future leadership that is value-driven and not hierarchical. Equipped with these competencies, the leadership team will be better placed to lead with ownership and purpose and to thrive in the fluid higher education environment. Women in Leadership Programme This initiative underscores NWU's commitment to diversity, inclusion and gender equity, ensuring that women professionals are empowered to reach their full potential. The objective is to foster an environment where dignity, respect and equality are embedded in NWU's culture. Enhance stakeholder relationships Three People and Culture roadshows were held in 2024. The University Consultative Forum was established to deal with activities that were previously in the ambit of the University Bargaining Forum. Information-sharing sessions were held with the three unions with organisational rights at the NWU, namely the South African Parastatal and Tertiary Institutions Union (SAPTU), National Education, Health and Allied Workers Union (NEHAWU) and Solidarity.
It is our goal to advance and implement the digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue stream.	The NWU DBS ensures the NWU is future fit across its operations and makes digital transformation a core component of the university's institutional strategy. The DBS directs digital transformation at the NWU, prepares the university for the future educational landscape and equips staff and students with digital literacy skills to participate fully in the digital future. The strategy consists of digital initiatives aimed at optimising business agility. It entails the rapid rollout of shared services and a technology ecosystem that integrates students, partners, employees and the IoT. The intended outcome is an exceptional stakeholder experience and an IT operating model that combines flexibility, competent people, best practices and a culture of innovation. The DBS comprises several goals and enablers. The goals provide a framework for the types of digital projects we envisage for various environments; the enablers pinpoint specific digital initiatives in support of the goals. Ultimately, the DBS's digital projects and initiatives will present new competitive advantages for the NWU at a time when higher education is becoming increasingly commoditised. Institutions that differentiate themselves on customer experience and service quality stand out.

8.4 Four enablers to help us realise our strategy

Where we want to go (our enabler)	How we get there
Govern, lead and manage in an agile, collaborative and integrated way towards an optimally digitised university environment.	Effective governance is a competitive advantage for the university. We leverage strategies, practices and processes to help us realise the benefits of this competitive advantage. We have established measures to ensure the functioning of the NWU as a unitary, integrated, multi-campus university, and test the effectiveness of these measures. This includes making sure that support services across all sites of delivery function in an integrated and mature way and that the support-staff provisioning is optimised. In accordance with the 2017 NWU Statute, we draft and review all policies and rules. Our integrated risk and compliance management model focuses on business continuity and disaster recovery strategies.
Establish a holistic and integrated university technology platform to provide a solid foundation for a digital future.	The ultimate purpose of technology is to future proof our operations and support the NWU's positioning as a unitary institution of superior academic excellence with an ethic of care. The digital experience gained during the pandemic was invaluable. The next generation digital environment (NGDE) is the backbone of the NWU as a future-proofed organisation. The NGDE is a modern integration platform supporting the delivery of various digital initiatives to optimise and automate processes, create quality stakeholder experiences, enable new offerings and provide integrated reporting and analytics. Maximising business agility through rapid deployment of standardised shared services will remain our focus while ensuring a secure digital environment and building an integrated technology ecosystem. We are working towards delivering an exceptional stakeholder experience and establishing a responsive operating model in IT. The main attributes of this model are flexibility, competent people, best practices innovative culture and well-looked-after staff.
Cultivate and deliver stakeholder-focused platforms to create and grow intentional experiences and brand equity.	We seek out opportunities for beneficial stakeholder engagements that encourage positive stakeholder experiences, and involvement, retention and loyalty. To this end, the development and implementation of targeted communication platforms/channels remained crucial for the year under review. The interactions with our stakeholders via appropriate channels that lead to intentional experiences play a key role towards the achievement of enhanced NWU brand equity.
Ensure financial sustainability and optimal performance with due consideration of macro-economic conditions and the drive towards digital transformation.	We continue to use the Financial Impact Model that we developed in response to the Covid-19 pandemic. In fact, we have integrated this model into the compilation of the three-year rolling budget for 2024 to 2026, with the aim of enhancing our financial resilience. This approach positions us well for medium- and long-term sustainability while maintaining the flexibility to manage cash flow and operational requirements in the short term.

8.5 Strategic projects per goal/enabler

The APP serves as an important instrument to realise the NWU strategy and to implement strategic projects.

Strategic projects are those projects that impact significantly on the achievement of our goals and the realisation of our strategy. These also play a significant role in determining the university's overall direction.

Strategic projects also commenced in regard to the strategy implementation and the 20-years anniversary celebrations.

The following summary provides an overview of the implementation of strategic projects in the relevant APP goals and enablers.

Goal 1 – Teaching and Learning <i>Promote excellent student-centric learning and teaching at the NWU for relevance to market and knowledge generation</i>	
Strategic objective/sub-goals	• Ensure good governance of teaching and learning. • Support qualification and programme planning, design and development. • Support and enhance excellent and innovative teaching and learning in an enabling teaching-learning environment. • Attract, develop and retain excellent teaching-learning staff. • Improve and support student success. • Transform our curriculum to ensure that students exit programmes with adequate knowledge and strategies to contribute to 21st-century problem-solving.
Strategic projects	• SAICA Chartered Accountant of the Future - framework • Develop and deploy the CA of the future project in Financial Reporting • Student Entrepreneurship • FENG Mentorship Program • NWU Centre for Sustainable Mining • MoA/MoU - NWU-JGU, Mainz (Germany) – student exchange programme • MoA/MoU - NWU-University of Zambia - student exchange programme • ISAP Staff and Student Exchange programme with Justus Liebig University, Giessen, Germany • Strengthening the NWU Writing Centres for Student Access, Support and Success-- A socially Justice Approach • Scaffolding Learning through multi-structured tutorial Intervention programmes-- A Humanities Design • Distance program expansion and capacity enhancement for growth • CTL: Student Experience • Continuation of Medical School Project

Goal 2 – Research and Innovation <i>Conduct research and innovation with a strategic focus on global impact</i>	
Strategic objectives/sub-goals	• Generate new knowledge through high-quality publications and scientific leadership. • Inspire and nurture the next generation of researchers. • Improve international stature and visibility of scholars and research outputs. • Intensify research through international partnerships and collaborations. • Support and sustain an ecosystem for conducive creation of IP and commercialisation.

Strategic projects	• Green Ammonia and Hydrogen for sustainability of HySA at NWU and National economic growth • Advancing corpus-based research in the digital humanities at the NWU • NWU Enterprises

Goal 6 – Digital transformation <i>To advance and implement the digital business strategy to create a competitive advantage for the university and ultimately unlock alternative revenue stream</i>	
Strategic objectives/sub-goals	• Revise the digital business strategy in line with changing NWU strategic goals. • Develop data and analytics capability (DASOM) to support AI and decision-making. • Build technical capability (Agility Hub) for AI and automation implementation. • Support the successful implementation of enterprise digital solutions (SIS, HR, LMS). • Implement a stable and secure IT and integration platform (NGDE) to provide a solid foundation for NWU digital transformation. • Implement institution-wide digital transformation (DBS, Dx) awareness and change management programmes across campuses. • Build cooperation and collaboration partnerships with local and international trailblazer institutions for Dx knowledge exchange.
Strategic projects	• Digital business strategy • Open Journal System (OJS) Reengineering by SABINET • NWU safety, health and environmental system

Goal 5 – People and Culture <i>Attract, develop, and retain excellent staff by creating an environment that is diverse, equitable and inclusive</i>	
Strategic objectives/sub-goals	• Promote and enhance employment equity. • Manage personnel cost-efficiency to increase institutional operational effectiveness. • Attract and retain excellent staff. • Cultivate and enhance an ethical, inclusive, welcoming and values-driven culture. • Create an enabling and values-driven, transparent, and engaged leadership culture. • Implement the P&C digital transformation strategy through effective automation and digitisation. • Enhance stakeholder relationships.
Strategic projects	• MoA/MoU - NWU-JGU, Mainz (Germany) – staff exchange programme • MoA/MoU - NWU-University of Zambia - staff exchange programme

To see how we financed these strategic initiatives, turn to the [section](#) on our performance against our strategy.

8.6 Annual Performance Plan

8.6.1 How the APP fits in with our strategy

The APP is a key component of integrated planning at the university and is instrumental in entrenching quality assurance in teaching-learning, research and community engagement. This entails incorporating the NWU's strategic goals into each APP, preparing a detailed implementation plan of relevant projects and initiatives, and producing evidence of progress towards the realisation of our goals.

Every activity in the APP is linked to the Institutional Risk Register that is reported on at the Audit Risk and Compliance Committee.

Care is taken to align planning vertically and horizontally. Vertical alignment starts with the NWU's strategic mission and drills down to operational efficiency, while horizontal alignment cuts across academic faculties and support departments.

This enables the NWU to allocate resources optimally and sustainably and measure the progress of our efforts to enhance quality management and assurance.

Responsibility for quality assurance is embedded in the university's governance, management and academic leadership structures. Integrated planning is therefore part of the NWU's quality management and assurance culture, and not a once-off annual event.

Promoting student success is the ultimate purpose of quality management. The outcomes of quality-assured teaching and learning, research and community engagement are high-quality qualifications, acceptance in local, national and international research networks, and increased opportunities for effective engagement.

8.6.2 How the APP was revised in 2024

The rapid evolution of generative AI on the one hand and ongoing financial constraints on the other, compel higher education institutions to adapt, innovate and excel. These attributes are emphasised in the 2025 APP of the university, which has a strong tradition of innovation, excellence and adaptability.

In 2024, while formulating the 2025 APP, we were guided by the African Union's Agenda 2063 and the South African National Development Plan. On a sectoral level, we took cognisance of the regulatory and legislative framework governing higher education in South Africa, particularly the Higher Education Act of 1997, the White Paper for Post-School Education and Training, and the various laws that affect the daily operations of public universities.

Institutionally, we ensured our APP was aligned with the newly approved [NWU Strategy](#): "Taking the NWU forward – 2024 and beyond", and also rooted in our vision and mission as a university that sets out to discover new frontiers and opportunities benefitting society.

Strategic projects that are intended to open new frontiers and opportunities include increasing the capacity of municipal and provincial government; establishing the NWU Medical School and the NWU School of Mines and Mining Engineering; and developing the Hydrogen South Africa (HySA) training facility. Other strategic initiatives revolve around the DBS, which advances operational excellence, and the drive to advance internationalisation and collaboration with other institutions on research and innovation and teaching and learning. The NWU's commitment to promoting knowledge, diversity and societal progress is also emphasised in the 2025 APP.

The plan sets out a comprehensive situational analysis of key factors that guide our strategies, such as the increasing demand for lifelong learning, the growing importance of flexibility in higher education, the impact of emerging technologies and the shift towards "skills over degrees". The NWU is adapting to and leveraging these changes to offer our students the best possible education.

Further, the 2025 APP articulates our commitment to complying with the regulatory framework governing higher education in South Africa.

This plan has six primary goals and four enablers. The goals, underpinned by the implementation of our DBS, are to provide excellent student-centric learning, foster research and innovation, strengthen community engagement, create a unique student value proposition, and attract and retain excellent staff.

The four enablers emphasise the importance of governing, leading, managing and cultivating stakeholder-focused platforms while ensuring financial sustainability.

8.6.3 Quality enhancement

The NWU strategy, “Taking the NWU forward – 2024 and beyond”, sets out prescripts for dealing with major quality events such as the institutional audit by the CHE.

The most recent institutional audit was in 2023. The NWU received the final audit report on 28 November 2023, confirming that our quality management systems consistently meet or exceed established standards.

Following the institutional audit, the NWU submitted its institutional improvement plan to the CHE and is implementing and monitoring all these improvements through Senate.

8.6.4 Future outlook

The NWU is strategically positioning itself to be effective and agile in the increasingly digital teaching and learning environment, where generative AI is transforming teaching and assessment practices. The university has mobilised a working team to proactively engage the university community on AI issues.

Registrations for 2025 will be carried out on the new SIS. The NWU has embarked on a process to replace the current learning management system, and this process will further unfold next year.

9 Our performance against our strategy: Creating value through the capitals

This part of the annual report is about the value-creation processes at the NWU.

Here we would like to show you how we respond to our stakeholders' needs through our business activities, and how these activities lead to outputs and outcomes, thereby transforming the value of our six capitals.

These capitals represent the value we create for ourselves and our stakeholders; our performance against these shows how we are faring in achieving our strategic goals.



9.1 Our intellectual capital

Our intellectual capital comprises knowledge-based intangibles that stem from our core business activities.

Simply put, we use our knowledge resources to create more knowledge. We also develop and implement programmes, policies, strategies and procedures to support our business operations for the benefit of stakeholders.

Stakeholders who will benefit from our intellectual capital	When we increase our intellectual capital, the benefits flow through to all stakeholders interested in the knowledge that we create through our research or teaching and community engagement activities. These stakeholders include our staff, current and prospective students and their parents, the DHET, communities, donors, alumni, employers, business and industry and professional bodies.
Material matters (goals or enablers) involved	Material matters are teaching and learning, research, community development, ability to govern, lead and manage, information and communication technology.

Risks involved	There are risks related to academic matters (teaching and learning, research and innovation and academic administration), non-compliance (such as the standards and regulations of professional bodies), organisational change and ongoing transformation (such as decolonising the curriculum) and IT, university systems and commercialisation of our innovation and research results. Read more about the mitigation of these risks.

9.1.1 How we created, preserved or eroded value

We create value for ourselves and our stakeholders through our TL, RI and CE activities, as well as through our support activities. For instance, the quality of governance and management at the NWU is crucial in value creation, along with our structures, policies, processes and systems. We also create value when we support our core business by maintaining and further developing our information and communication technology. Just as important as accounting or value created is to consider areas of our operations where value may have been lost.

9.1.2 Academic literacy tests and modules

It is compulsory for all first-year students to take an academic literacy test. Depending on the results, they may then be required to register for specific academic literacy modules in academic writing, reading, computer and information literacy and study skills. Where possible, these modules have discipline-specific content, allow contact and multimodal offerings to be seamlessly integrated and focus more on self-directed learning.

An ongoing concern is that students struggle with self-directed learning, particularly online learning, underlining the importance of in-person support for at-risk students

9.1.3 Material matter: Teaching and learning

We invest in staff and student development to foster academic success. Similarly, we strengthen the quality and diversity of teaching and learning activities and align our academic programmes across the university, evaluating these regularly. ICT and multimedia resources make it possible to expand the reach of our distance learning offerings.

9.1.3.1 Increase student access and success

We offer extensive, value-adding academic support to students, as discussed in the following section.

9.1.3.2 Extended curriculum programmes

In several academic programmes, students can complete their studies over an extended period. The overall student success rate for these programmes is approximately 90%.

9.1.3.3 University Preparatory Programme (UnivPrep)

Prospective students who do not meet the admission requirements for specific formal degrees can participate in UnivPrep, which consists of one-year preparatory programmes. Students can then qualify for formal studies in the faculties of Humanities, Theology and Economics and Management Sciences at the NWU. Each year, over 50% of successful UnivPrep participants become eligible to apply for formal studies in these faculties.

9.1.3.4 Supplemental Instruction (SI)

The SI programme aims to enrich students' academic experiences by providing additional support for high-risk undergraduate modules. In the first semester, 86.2% of modules facilitated through the SI Programme were classified as at-risk by our Strategic Intelligence unit.

Of those identified as at-risk, 38% received SI support, while students on some of the remaining at-risk modules were assisted through the tutorial programme.

In 2024, a total of 91 SI leaders facilitated 1 342 sessions in 75 at-risk modules across various faculties and campuses, engaging 5 564 students. Notably, 86% of attendees found the SI sessions valuable and would recommend them to peers. Among the 84 lecturers involved with SI, 80% reported satisfaction with its implementation, while 20% suggested making attendance mandatory and expanding SI support to additional modules.

9.1.3.5 Tutorial programmes 2023

To enhance students' learning experiences and facilitate their success, we have implemented a curriculum-based peer tutorial programme across faculties, specifically in priority modules. These are modules identified as requiring additional tutorial assistance due to factors such as high rates of student discontinuation and complexity of content.

During the first semester, 131 tutors were appointed in 120 priority modules across the faculties, and in the second semester, 153 tutors were appointed in 127 modules.

A total of 3 397 tutorials were held for the year, reaching 19 740 students.

We gathered feedback from our lecturers on the effectiveness of the tutorial programme from their perspective. Lecturer satisfaction was high: 54% were very satisfied with the programme and 34% satisfied.

Lecturers highlighted how tutors effectively break down complex concepts, making them more accessible to students. They also commented favourably on how tutors provide revision opportunities, assist students struggling with language barriers and create a supportive environment.

Lecturers also reported improved pass rates because of the additional support provided by tutors, as well as greater confidence among students in navigating their coursework.

Further, the feedback from lecturers highlighted the benefits of peer learning and small-group settings, where students felt comfortable asking questions and participating actively in the learning process.

9.1.3.6 Peer mentoring

The Peer Mentoring Programme aims to capacitate peer mentors with the skills to help first-year students integrate into the NWU community, develop essential social and academic skills, and foster an inclusive environment that reduces dropout rates and supports diverse student groups.

Benefits of the programme, as reported by first-year students, were a greater sense of belonging at the university and better coping skills, not just academically but also socially, personally and interpersonally. In the longer term, the programme boosts first-year students' prospects of completing their studies.

Altogether 91 peer mentors were appointed during 2024, each of whom was expected to do peer-mentoring duties for 23 hours per month.

9.1.3.7 Academic advising and workshops

A total of 560 academic advising sessions were held from January to June 2024. The Mahikeng Campus presented the most sessions (244), followed by the Potchefstroom Campus (238) and Vanderbijlpark Campus (78). During the first semester, 38 sessions were held, reaching 3 188 students on all three campuses.

In related developments, the CTL and other student support departments are collaborating in developing an Academic Advising Guiding Framework for the NWU. The first version of the framework has been drafted and proposes many opportunities for training and development.

9.1.3.8 First-year experience (FYE) and orientation

The goal of the FYE initiative is to improve and support student success. During the official NWU registration and orientation period, sessions are held to familiarise first-time entering students with the higher education environment and the available academic development and support services. They also receive access to the First Year Navigator (FYN) platform on the eFundi learning management system. FYN allows students to access academic development and support resources at crucial points on the academic calendar.

In all, 17 095 in-person contacts were established with first-time entering students in 2024. In addition, the FYE webpage on the NWU website had 6 968 views by 4 755 users.

9.1.3.9 Student success rate

In 2024 our contact student success rate (for undergraduate and postgraduate students combined) was 85.8%, while our distance student success rate (also undergraduate and postgraduate combined) was 93,67%.

How much value we created, compared to previous years:

Academic performance	2022	2023	2024
Contact student success rate (undergraduate and postgraduate students combined)	84,7%	84,14%	85,8%
Undergraduate degree graduation duration factor	1,08	1,11	1,12
Graduation rate*	25,4%	22,43%	23,54%

* Where the education offering of an institution consists mostly, but not exclusively, of three-year programmes, it is expected that approximately a third of any cohort should graduate. The NWU figure is reassuring considering that in any given year there will be a small percentage of academic failures and dropouts or stop-outs.

How much value we created, compared to our targets:

Academic performance	Target	Definition	Actual
Contact student success rate (undergraduate and postgraduate students combined)	87%	Based on HEMIS data. Completed FTEs divided by enrolled FTEs on a module level	85,8%
Undergraduate degree graduation duration factor	1,2	Based on HEMIS data. The time (in years) it takes a student to graduate divided by the minimum time to complete the qualification	1,12

9.1.3.10 Align academic programmes

We are committed to ensuring that students across our campuses have access to equivalent resources and benefit from comparable high-quality teaching and learning. In aligned programmes and modules, there has been an increase in team-teaching across campuses, where academics use the technology and equipment made available in lecture venues to reach students across campuses. While aligning academic programmes, we also focus on securing their sustainability and relevance, so that graduates are on an equal footing in the job market or as entrepreneurs.

9.1.3.11 Ensure high-quality academic programmes

The NWU remains committed to delivering high-quality higher education that enhances student success. This commitment is upheld through systematic and continuous quality assurance and enhancement processes, employing a reflexive approach that integrates self-reporting with evidence-based practices. These processes include both internal and external programme evaluations, statutory/non-statutory councils and/or professional bodies and national reviews by the CHE to ensure the sustained academic excellence of NWU's qualifications/programmes.

The faculties of Economic and Management Sciences and Humanities participated in several external programme reviews in 2024. Four of the evaluated programmes, namely the BCom in International Trade, the BCom Honours in Economics with Risk Management, the BA in Public Governance with Public Administration, and the BA Honours in History, received commendations from external evaluation panels.

Other programmes that underwent external evaluation included the BMus degree (music), BA Honours in English (Mahikeng); BA Honours in English with Language and Literature (Potchefstroom); BA Honours in English with Language and Linguistics (Vanderbijlpark) and BA in Public Governance with Politics and Public Administration.

All finalised external evaluation reports were shared with faculties to facilitate the development of improvement plans based on the recommendations. All these reports and improvement plans serve at the Senate Committee for Teaching-Learning.

In addition, a comprehensive external thematic review was conducted in April of all Understanding the World (UTW) modules offered across all faculties, as coordinated by the School of Philosophy in the Faculty of Humanities. A comprehensive panel report was tabled at Senate. A post-external programme review of the Diploma in Coaching Science in the Faculty of Health Sciences was successfully concluded in June.

Several internal programme evaluations were either initiated in 2024 or carried over from 2023 for completion in 2024.

In the Faculty of Education, these included the BEd Honours in Information Technology Education, Physical Education and Physical Science Education.

The Faculty of Economic and Management Sciences completed 10 internal programme evaluations, while the Faculty of Health Sciences finalised the internal programme evaluation for the Bachelor of Health Sciences in Occupational Hygiene. In the Faculty of Humanities, internal programme evaluations commenced for the BSocSc with Population Studies, the BA in Communication, the BA in Language and Literary Studies with Language Practice and Communication, the BA Honours in Setswana, the BA Honours in Setswana Linguistics and Literature, and the BA Honours in Setswana with Translation and Interpreting Setswana. The Faculty of Law also initiated an internal review of the LL.M in Criminal Law and Procedure.

In 2024, NWU underwent a review by the Engineering Council of South Africa (ECSA), which resulted in positive outcomes for the accreditation of the BEng in Mechatronics Engineering.

Preparations also commenced for the 2025 accreditation visits by the Health Professions Council of South Africa (HPCSA) for the Master of Health Sciences in Research Psychology, Counselling Psychology and Clinical Psychology in the Faculty of Health Sciences and Industrial Psychology in the Faculty of Economics and Management Sciences.

Additionally, preparations began for the accreditation visits by the South African Veterinary Council (SAVC) for the Diploma in Animal Health and the BSc Agriculture in Animal Health in the Faculty of Natural and Agricultural Sciences.

In preparation for the CHE planned review of teacher training programmes, the Faculty of Education commenced work on the improvement plan based on the external review as coordinated by Quality Enhancement at the end of 2023. The programmes concerned are (the BEd qualification, including both contact and distance modes across the Foundation, Intermediate, Senior and further education and training (FET) phases, as well as the Post Graduate Certificate in Education (PGCE).

Following the CHE Institutional Quality Audit where four standards were rated as “mature” and the remaining 12 as “functional”, the NWU submitted its CHE/HEQC Audit Improvement Plan to the CHE in April 2024. This was approved without any alteration. A progress report is to be submitted to the CHE in April 2025.

NWU’s commitment to high-quality academic programmes also entails the annual review of Faculty Quality Manuals (FQMs) to ensure their relevance and alignment with evolving academic and regulatory requirements. These manuals play a critical role in systematic quality assurance by documenting faculty-specific processes, guidelines and quality enhancement mechanisms that support both internal and external review processes. In 2024, the Faculty of Health Sciences developed its first draft of an FQM, while all other faculties were at various stages of updating or reviewing their manuals. The review process is actively supported and monitored by Quality Enhancement.

To strengthen the academic project, the Strategic Intelligence support department within the NWU was peer reviewed in 2024. It was affirmed that the data made available through this department is of invaluable importance in support of decision making across the NWU.

9.1.3.12 Learning design in a digital teaching and learning environment

The digital classroom prototype initiative aims to provide lecturers with a user-friendly platform for synchronous and asynchronous online sessions while producing high-quality teaching and learning resources to enhance student success. The project’s success will be determined by its ability to deploy a robust and user-friendly digital classroom solution across all NWU campuses.

A prototype system has already been developed for implementation in the digital classroom following extensive research and benchmarking. The project will now proceed with the next steps, including procuring the necessary hardware, licensing and installing the required software, conducting comprehensive testing and assessing the digital classroom setup in collaboration with lecturers, students and other stakeholders.

9.1.3.13 Curriculum conversations

One of the goals of the curriculum renewal programme is to engage in curriculum conversations with various stakeholders to advise on and support the NWU curriculum design and development model.

To understand the curriculum process, we have embarked on a series of conversations with internal stakeholders to clarify the roles and responsibilities of all stakeholders and to explain the nature of the overlaps between units.

9.1.3.14 Learning design and development

In the first semester of 2024, CTL conducted four workshops that assisted 30 lecturers in designing and developing 55 modules. These workshops are key to building academic staff capacity for effective curriculum transformation, enabling lecturers to adopt innovative teaching practices.

9.1.3.15 Module requests and study material development

Academics submitted 437 requests for module support during 2024. These requests spanned various faculties and module codes, highlighting the ongoing demand for curriculum development assistance across the university.

The study material developed in collaboration with academic staff and CTL is part of an ongoing process to ensure that learning materials are relevant and aligned with current academic standards. This effort is essential for maintaining high-quality instruction and supporting the broader curriculum transformation agenda.

9.1.3.16 Teaching and learning technology

The eFundi learning management system is still the single most-used teaching and learning technology at the NWU, with around 20 000 concurrent students logged in at any given time. Uptime of over 98% was recorded in 2024; most of the downtime experienced was due to planned maintenance and upgrades.

Panopto, the video repository of the NWU, is still growing. More than 6 000 recordings (291 262 minutes of content) were uploaded during 2024 and the total number of minutes viewed came to 2 663 154.

A review of the LMS environment was initiated in 2022, which culminated in the recommendation that the NWU should investigate an alternative LMS. The project team has identified four possible LMS solutions to be investigated further. Vendors were given the opportunity to demonstrate their solutions to the NWU community, and a final solution will be recommended by Council in June 2025.

After the initial phases of selecting a new digital assessment system (Cirrus) and training staff to use the system, implementation of the system was piloted during 2023. In 2024, a phased implementation will be initiated.

9.1.3.17 Work-integrated and service-learning system

The NWU is expanding WIL and SL through the WISL system, developed to standardise WIL and SL, ensure uniform benefits across disciplines and prepare graduates for professional challenges.

The WISL system was initially piloted for students in education and nursing. From 2024, it is being rolled out in all NWU faculties.

9.1.3.18 Framework on micro-credentials

Micro-credentials are set to become a key component of the university's offering, enabling just-in-time development for the world of work, as well as for lifelong learning. The NWU micro-credentials framework was approved in 2024 to indicate the conditions under which the credit-values for a micro-credential are determined. The intention is to ensure compliance with relevant external and internal regulatory requirements, increase the university's business reach and pursue international best practice.

The framework on micro-credentials is based on the principles of accountability for the evidential links between micro-credentials and the credits and programmes of which they are part; transparency in identifying, recommending, approving and monitoring micro-credentials; and the integrity of micro-credentials and their associated credit values and study-hour requirements.

9.1.3.19 Our output: graduates

How much value we created, compared to previous years:

Graduates	2022	2023	2024
Overall	13 735	12 358	13 563
Contact	10 323	10 175	10 757
Distance	3 412	2 183	2 806

How much value we created, compared to our targets:

Output	Target	Definition	Actual
Graduates	14 377	Based on HEMIS data; number of graduates in the reporting year	13 563

9.1.3.20 Challenges in teaching and learning

The growing complexity of the higher education environment compels universities that wish to stay competitive and relevant to juggle multiple teaching and learning priorities – all of them equally important to the sustainability and credibility of institutions.

On the one hand, we must ensure all our offerings are nationally and internationally comparable, appropriately designed and incorporating accessible ICTs, including artificial intelligence (AI) and machine learning, which are emerging as one of the greatest opportunities and challenges to confront universities. (Refer to the next section, [Future outlook](#), for more information on our approach to AI.

At the same time, we must rise to the challenge of the further decolonisation of the curriculum, the Africanisation of appropriate sections of our offerings and opportunities to promote multilingualism in teaching and learning spaces.

The NWU has already made good strides on all these fronts, while recognising that an enormous effort is required in the coming years to continue equipping our staff and students for the professional challenges of an uncertain future.

9.1.3.21 Future outlook

There is no doubt that AI has enormous potential in higher education and, at the same time, poses substantial risks, particularly around academic honesty and integrity, as well as information security and data protection. Early in 2024, the NWU established an AI Steering Committee, which developed a Framework Policy for AI at the NWU, a statement of intent on AI and Guidelines for the Ethical and Responsible Use of AI. With these framework documents in place, the focus of attention has shifted to educating and informing staff and students about the responsible use of AI in teaching and learning activities.

Other facets of technology usage at the university are also set to change and will require close attention from a teaching and learning perspective. Chief among these is the introduction of the LMS, implementation of which will begin in 2025. By 2026, lecturers should be ready to use the new LMS for first-year modules and, by the end of 2027, we foresee that all modules will have been transferred to the new system.

The recalibration of the PQM Review Project will continue to demand attention in the coming years to ensure that the NWU PQM remains agile and relevant, and that the NWU retains its classification as a traditional university.

9.1.4 Material matter: Research

When our researchers and innovators find affordable and workable solutions to societal problems, they increase our intellectual capital and create value for us and our stakeholders.

9.1.4.1 Research output

NRF ratings are a key indicator of the calibre of a university's researchers. The number of NRF-rated researchers rose from 298 in 2022 to 323 in 2023 and 327 in 2024.

The following table shows the numbers of researchers in the different rating categories:

NRF	2022	2023	2024
A	1	1	1
B	36	36	35
C	196	218	220
P	2	1	1
Y	63	67	70
TOTAL	298	323	327

A – Leading international scholars
B – Internationally acclaimed researchers
C – Established researchers
P – Prestigious awards
Y – Promising young researchers

9.1.4.2 Publications

How much value we created, compared to previous years:

Research	2021	2022	2023*
Publications per academic staff member	0,99	1,02	1,04
Weighted research output	2 958,062	2864,276	3133,323

* Please note that there is a two-year lag with regards the research output.

9.1.4.3 Increase our global standing and visibility

We have partnerships with prestigious institutions such as the Corporación Universidad de la Costa in Colombia, the University of Leeds in the United Kingdom and the University of Hong Kong in Asia, among others. Through our research collaborations with these and other partners, we co-chair collaborative research and innovation programmes and offer collaborative degrees, skills development opportunities and conduct international student recruitment and exchange.

We are also part of several multilateral international partnerships, such as the Southern African Regional Universities Association (SARUA), which has a memorandum of understanding with the OBREAL Global

Observatory. The NWU is also a member of the Southern African-Nordic Centre (SANORD), which advances strategic academic collaboration between institutions in the Southern African and Nordic regions.

We continue to be an active partner in research collaborations within the Brazil, Russia, India, China, South Africa (BRICS) bloc, and have knowledge and skills-sharing agreements with several BRICS universities.

The Open Access Colloquium held during International Open Access Week provided a platform for robust discussions on the future of open access publishing.

9.1.4.4 Create value through innovation and technology

Inventions, new technologies and the underlying IP only truly become innovations once they are transferred into the hands of end-users and implemented to address the problems for which they were designed. Any financial return to the university and the creators eventually filters back to the NWU. In this regard, 2023 was a good year in this regard. Commercialisation revenues from running royalties, licence fees and once-off or ad hoc transactions (such as the sale of IP or of shares and dividends), reached an impressive R6 million. After a few big wins in 2023, commercialisation revenues in 2024, not surprisingly, declined. However, the number of new licences increased. These will hopefully start generating royalty income if and when the licensed IP is successfully brought to market.

The TTIS office continues to replenish the pipeline of commercially viable ideas and to support the NWU in bringing those ideas to fruition.

In support of NWU research innovations locally and globally, the TTIS office continued to facilitate relationships between industry partners, investors, government agencies and other institutions. In 2024, the office hosted World IP 2024 events in the North West Province, at the invitation of the Companies and Intellectual Property Commission and its partners, the National IP Management Office, Small Enterprise Development Agency, TIA and the Department of Trade, Industry and Competition.

A media launch event was held on 16 April 2024 in Potchefstroom, followed by World IP Day events on the NWU Mahikeng campus on 25 April and on the NWU Potchefstroom campus on 26 April.

The TTIS showcased selected NWU research and innovation activities at the 2024 Science Forum South Africa from 4 to 6 December at the CSIR International Convention Centre, Pretoria. Co-hosted by the Department of Science and Innovation (DSI) and the Science Diplomacy Capital for Africa (SDCfA), the Forum highlighted the role of science in addressing societal challenges.

On the first day of the exhibition, various games developed at NWU were featured:

- Prof Petro Erasmus showcased the Whartels® mathsgame, licensed to PENPLAY Let's Really Play Maths, designed to improve children's maths achievement using play therapy techniques.
- Commercium, a game developed by Pro. Jaco Fouche, introducing players to business and accounting transactions.
- Educational games developed by Prof Byron Bunt and Dr Lance Bunt:
 - Prosper: A strategic card game addressing real-world sustainability challenges aligned with the United Nations Sustainable Development Goals (SDGs).
 - Dogs of War (DoW): A game combining engaging gameplay with educational content to enhance self-directed learning in a historical context.
 - CiteSaga: A competitive, citation-based board game where players rebuild the Grand Archive by collecting, arranging, and verifying citations.
 - WorkReady: A game designed to prepare players for the workplace by simulating real-world job scenarios and challenges.

The focus of the exhibition on the second day was high tech:

- HySA Infrastructure Centre of Competence: latest research advancements in sustainable hydrogen energy solutions.
- Novel Surfactants Project: Dr Frans Smit presented his groundbreaking work within the Chemical Resource Beneficiation research group.
- 1Nngwe Project: This project, led by Prof Chris Vorster, from the Centre for Human Metabolomics, highlights developments to improve healthcare and diagnostics of rare diseases in infants.

Day three was devoted to:

- the Research Support Department (RSD): Zama Kose and Dr Maphala Mokubedi exhibited the comprehensive resources and expertise available to support researchers at every stage of their academic journey, and

- Prosthetic Leg Project: Ian Thompson, NWU lecturer in Electrical, Electronic and Computer Engineering, showcased his project on developing a cost-effective prosthetic leg designed specifically for African communities.

9.1.4.5 Challenges with research output

The three most complex challenges we face in terms of research output are funding limitations, competition among universities for a limited pool of existing researchers and, despite our determined efforts to encourage all academics in all faculties to be research-active, the fact that a number of academics have yet to engage with research.

We continue to address the question of funding by being innovative in discovering and drawing on new sources of funding, while maintaining good relationships with funders and ensuring that our sophisticated research infrastructure is well-maintained, which is helpful in attracting and retaining high-calibre researchers.

A pilot Innovation Fellowship programme was run in 2023 to encourage researchers to engage in innovation. This programme, which was updated in 2024, is an opportunity for early-career researchers and academics to enhance their innovation skills and business acumen whilst enhancing the commercialisation readiness on their own inventions.

We continued with the new IP incentive scheme that acknowledges the effort our inventors expend on the patent prosecution process. Their contributions often go unrecognised as productive activities, and the incentive scheme goes some way towards changing this thinking.

9.1.4.6 Future outlook

The year 2024 has been a year of significant advancements and collaborative efforts that have strengthened the research ecosystem. Looking ahead, we aim to build on these successes and continue supporting our researchers in their academic and research endeavours.

We are diligently striving to enlarge our pool of productive researchers and innovators across disciplines. While innovation activity has traditionally been the terrain of researchers in the natural and mathematical sciences, we look forward to growth in the number of IP disclosures from the humanities and social sciences.

We consider it imperative that all academics view research and innovation as part of their responsibilities and are considering additional strategies to encourage and guide academics who do not deliver research outputs, and to retain those who are active researchers.

9.1.5 Material matter: Govern, lead and manage

Our governance structures and approach to ethics, as well as our strategy, values, success model and APP, guide us to create optimal value through good governance and management.

These, together with the systems, processes, procedures, and policies that support governance and management, are part of our intellectual capital.

For more information about how our management activities increase our intellectual capital, refer to the [report of the vice-chancellor](#) and, for information about governance, read more in the [section on governance](#) supporting and protecting value.

9.1.6 Material matter: Information and Communications Technology (ICT)

ICTs and digital resources underpin the core operations and support services of the NWU, impacting our intellectual and manufactured capital.

Intellectual capital includes software, IT support services and eFundi LMS, whereas manufactured capital refers to our physical ICT infrastructure, including networks and hardware.

The IT department is responsible for managing the NWU's technological capabilities and a comprehensive portfolio of products, projects and services. The demand for IT services continue to increase year on year, with many platforms, including WiFi, the internet and the LMS, showing signs of high utilisation.

Overall resource utilisation continues to increase in line with growing student and staff numbers. This trend is expected to continue an upward trajectory as the internationalisation strategy takes effect, and technology allows for greater student intakes.

9.1.7 Council statement on technology and information

COUNCIL STATEMENT ON TECHNOLOGY AND INFORMATION



As the final decision-making body of the university, Council affirms that is endowed with the responsibility and accountability for the effectiveness and efficiency of information technology and information management processes. This includes the IT governance framework, the information strategy and information-governance framework, the alignment with NWU objectives, significant IT investment, risk management, asset management, adherence to policies and strategies, and compliance with statutory requirements.

Council is continually apprised of developments, by means of management and audit reports to the Technology and Information Governance Committee and received sufficient assurance over the past year from all relevant assurance providers.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**

9.2 Our human capital

At the NWU, our human capital is at the heart of our institution's success, enabling excellence across all facets of the university. The expertise, innovation and dedication of our academics, support staff and students drive the transformation and growth necessary to achieve the ambitious goals set out in our strategic plan, Taking the NWU forward – 2024 and beyond.

- **Realigning for the future**

As part of our commitment to advancing the NWU's mission, we have embarked on a comprehensive organisational structure realignment project. This initiative is designed to position the university to respond more effectively to the evolving needs of higher education, ensuring that we are optimally structured to deliver on our strategic objectives. The project prioritises aligning our people and processes with the university's goals, creating an agile, collaborative and impactful institution.

- **Our most important asset**

At the NWU, we wholeheartedly embrace the philosophy that our staff are our most important asset. Recruiting, developing and retaining exceptional talent is central to our strategy. Our human capital includes thought leaders, innovators and problem solvers who excel in their respective fields and embody the values and vision of the NWU.

- **Interconnected capital and the value of people**

Through our skilled and visionary people, we build strong relationships with stakeholders, foster trust and unlock opportunities for collaboration. These efforts enhance the NWU's reputation and brand, positioning us as a partner of choice in the academic, corporate and community spaces.

Intellectual capital, the knowledge, creativity and intellectual property of our people, drives research, innovation and the thought leadership necessary to remain competitive and impactful in a dynamic world.

- **People at the centre of the NWU's value chain**

Our staff and students are integral to every aspect of the university's value chain, as outline in this table below. From reimagining curricula to enhancing student engagement, forging partnerships and optimising governance, our people ensure that the NWU thrives as a hub of excellence, innovation and transformation.

Stakeholders who will benefit from human capital activities	Our human capital activities mainly affect our staff and students, whose families are indirectly affected.
Material matters/goals involved	Material matters that affect our staff and students are TL, RI, CE, student value proposition, staff and student profile, ability to govern, lead and manage, information and communication technology, and financial sustainability.
Risks involved	Uncertainties in the higher education sector are one of our main risks, along with pressure for organisational change, risks related to academic matters, compliance matters, risks relating to student life, IT risks and operational risks. Almost all these risks have a bearing on our staff and students.

9.2.1 How we created value

The university's human capital, consisting mainly of staff and students, influences and is influenced by all our other capitals.

Students increase our financial capital when they pay tuition fees and, when they graduate, they increase our social and relationship capital by contributing to society.

In addition, they contribute their time, resources and skills when participating in the co-curricular programme. This further adds to the capital of the university and contributes to the strategic objective of creating a clearly differentiated student value proposition.

9.2.2 Material matter: Teaching and learning, research, community engagement

9.2.2.1 Caring for our students

Graduates entering the labour market require a combination of technical, professional and life skills to adapt to the future world of work and contribute as responsible global citizens. We promote the holistic and all-round development of our students by offering them opportunities to participate in social, cultural, arts and sport activities.

Our emphasis on peer-to-peer development through student leadership and peer helper programmes enables us to be agile in creating a caring and inclusive environment for a diverse student community.

More information on how we care for our students is available in the [vice-chancellor's report](#).

9.2.2.2 Academic and career-related support

Faculties continued to assist students to prepare for assessments and to provide appropriate guidance prior to sit-down assessments.

Student Counselling and Development (SCD) continued to provide support services and programmes, including emotional support (therapy/counselling), career and course counselling, HIV testing and counselling, various social support initiatives, psychometric assessments, leadership and personal development, concessions and extended writing time, as well as the Disability Rights Unit. All students, in contact or distance programmes can access these services via the SCD website or the 24/7 psychological crisis line.

9.2.2.3 Caring for our staff - building staff capacity

The evolving world of work continues to drive the need for continuous upskilling and reskilling. In 2024, the NWU remained committed to equipping employees with essential skills through internal and external development opportunities, including formal training.

During the year, 54% of the training budget was allocated to in-house programmes focusing on digital transformation, emotional intelligence, report writing, courageous conversations, diversity training and the Women in Leadership programme. Additionally, semi-skilled employees benefited from learnerships in end-user computing and digital literacy to enhance workplace adaptability.

As part of the Presidential Youth Stimulus (PYES) Programme, in collaboration with Universities South Africa (USAf), NWU hosted 50 interns, from the 2022 balance carried over, with many transitioning into permanent or fixed-term employment within the NWU and external organisations.

Investment in staff development remained a priority, with R30,8 million allocated to study discount benefits, supporting 924 beneficiaries (439 staff and 485 dependents) in pursuing qualifications at the NWU and Unisa.

These initiatives reinforce NWU's 2024 and beyond strategy, affirming that "upskilling is part of the future" and ensuring employees remain adaptable and future ready.

9.2.2.4 Empowering our researchers

We are committed to ensuring that all NWU researchers, emerging and established, have access to research support mechanisms such as research leave, relief from teaching to allow for dedicated research time, the integration of research into teaching and learning activities, and internal and external capacity-development opportunities.

Internally, we run capacity-building workshops and, as part of the larger research community in South Africa, we leverage external development opportunities such as research training/workshops and webinars on research ethics and integrity, article writing, postgraduate supervision, supervision for student article writing, an academic mentoring programme and briefing sessions and consultations on preparing for NRF rating applications.

The LIS contributed to RI skills development by offering advanced data and research skills to postgraduate students and researchers, such as understanding open research practices and policies, and navigating the publishing landscape.

During 2024, training costs were covered through the Development of Emerging Researcher project grant, amounting to R3 034 088,61 and the Development of Advanced Researchers project grant, totalling R528 008,15. Both grants were awarded under the Universities Capacity Development Grant (UCDG).

Emerging researchers were encouraged to further their studies. During 2024, 39 staff members received UCDG funding of R1 026 719,80 to complete their master's or doctoral studies.

A total of 891 staff members attended 35 research capacity-building workshops on supervision, research ethics and integrity, grant proposal writing, Open Access, AI and information science research, and article writing.

In addition, a UCDG contribution of R1 988 195,46 was made to support open-access publishing agreements for 2024.

More details about these awards in the [section](#) on our value chain.

9.2.3 Material matter: Student value proposition

From academic support and career advice to wellness support services and skills development, relevant and inclusive programmes are available to all students.

Our campus healthcare centres, together with counselling and social welfare services, support our students' overall physical and psychosocial well-being. Student patient management and monitoring was also improved through the implementation of the Altron Healthone Connect platform in 2024.

In addition, the support available to pregnant students has improved. The case-by-case approach aims to enable a student to manage their pregnancy and its impact on their participation in university programmes.

Social welfare projects such as the Meal-a-Day programme support students from disadvantaged socio-economic backgrounds.

The campus disability rights units see to it that the needs of students with disabilities are addressed.

Through the Thuso (Help) Crisis Line, registered psychologists provide services that promote the psychological well-being of students. Flexible options for either face-to-face or online counselling and therapy are available to students.

We also provide crisis interventions to identify and support at-risk students.

The accomplishments of our talented students in the arts, sport and on student media platforms highlight the essential contribution of these activities to comprehensive student development and growth. Through these co-curricular activities, we enrich the university's value proposition, thus providing a deeper, holistic and more meaningful student experience.

9.2.3.1 Dropout rates

Our student to staff ratio increased from 28,59 to 30,09 in 2024. Our first-time entrant dropout rate has increased from 8,86% in 2023 to 9,35% in 2024.

How much value we created, compared to previous years:

Dropout rate	2022	2023	2024
First-time entrant dropout rate for contact degrees	9,79%	8,86%	9,35%

How much value we created, compared to our target:

	Target	Definition	Actual
Academic staff full-time equivalent ratio: students	28,2	Based on HEMIS data and refers to the enrolled student full-time equivalent divided by the permanent instruction/research professionals full-time equivalent.	30,09
First-time entrant dropout rate for contact degrees	Below 13%	First-time entering students in contact degree qualifications who register in the reporting year but do not return in the next year.	9,35%

9.2.4 Material matter: Develop and retain excellent staff and create an equitable staff and student profile

9.2.4.1 Work well-being matters

Our wellness offices support the all-round well-being of our staff, from physical and financial wellness to their biopsychosocial and spiritual well-being.

We have a holistic employee wellness assistance programme, managed through a well-equipped wellness team and an outsourced service provider, Life Health Solutions, which provides counselling services to NWU employees and their dependents. They have round-the-clock access, at no cost, to experienced, registered counselling professionals, who assist with employees in their daily challenges ranging from personal, family, work-related, legal and financial problems. The wellness team also provides onsite counselling services.

In 2024, the NWU conducted well-being assessments and interventions to equip both employees and the organisation with resources and skills to improve overall workplace well-being, recognising their shared responsibility.

The employee wellness team works closely with the Campus Health Care Centres to offer health services to staff. People and Culture has also established a health forum offering incapacity guidance and support.

• Staff profile

How much value we created, compared to previous years:

	2022	2023	2024
African (%)	41,74%	44,66%	48,52%
Coloured (%)	7,39%	7,38%	7,02%
Indian (%)	1,62%	1,77%	1,78%
White (%)	49,25%	46,19%	42,68%

How much value we created, compared to our equity targets:

	2024 target	Actual
African (%)	45,3%	48,52%
Coloured (%)	7,9%	7,02%
Indian (%)	2,2%	1,78%
White (%)	425%	42,68%
Foreign nationals (%)	2,1%	2,34%

COUNCIL STATEMENT ON CONFLICT MANAGEMENT



The NWU is committed to the principle of fairness which encompasses both substantive and procedural fairness. We strive for proactive resolution of potential disputes and our approach to discipline is of a progressive nature and not punitive. Our grievance procedure stipulates that grievances should be resolved at the lowest point of origin and as speedily as possible.

As there is currently no union that enjoys recognition, engagements with the three unions with organisational rights occur through the Management-Employee Consultative Forum. This takes the form of a separate engagement meeting with each union to share relevant information with them.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**



9.2.4.3 Council statement on worker and student participation

COUNCIL STATEMENT ON WORKER AND STUDENT PARTICIPATION



On worker participation: As there is still no union eligible for recognition within the NWU, an interim structure called the University Consultative Forum is in place to deal with matters that the University Bargaining Forum (UBF) previously dealt with. Currently, three unions (NEHAWU, SAPTU and Solidarity) enjoy organisational rights, and it seems this situation is likely to persist for some time as none of the three unions is close to attaining the mandatory 30% threshold for recognition rights.

On the other hand, the University Management Committee on Cost-of-Living Adjustment (UMC-COLA) was established after the de-recognition of SAPTU, which used to have a Recognition Agreement with the NWU. The Recognition Agreement entitled SAPTU to be part of the UBF on Cost-of-Living Adjustment (UBF-COLA), which was the forum where the annual salary negotiations took place.

The committee included UMC members and co-opted members from the People and Culture and Finance portfolios due to their relevant expertise.

On student participation: The NWU Statute forms the basis for ensuring student participation in statutory structures, with student representation further guided by the Institutional Rules on Student Governance and the Constitution of the Student Representative Council (SRC). In accordance with these rules the SRC President, after consultation with the SRC, designates members of the SRC and Student Campus Councils (SCCs) to become, among others, full members of the NWU Council, some sub-committees of Council (such as the Student Housing Committee, the Student Life Oversight Committee and the Human Rights Committee), as well as the Senate, the Institutional Forum and the Committee for Student Support Services. The NWU has an extensive student leadership and governance model, with approximately 1 100 student leaders elected annually to various student leadership structures that further ensure student participation across all levels of the university, including faculties, university residences, and sport and arts bodies.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**

9.2.5 Material matter: Govern, lead and manage; information and communication technology; and financial sustainability

Good governance supports and protects our human capital and is an important part of the responsibilities of the Council and Council committees such as the Remuneration Committee, the People and Culture and Employment Equity Committee and the Student Life Oversight Committee.

We also have several policies that provide guidelines for the fair and just people management of the university, thereby protecting and increasing our human capital.

These include policies on conflict of interest, governance oversight and management control, human rights, remuneration, performance management, staff learning and development, employment equity and disabilities.

The principle of equity in provisioning underpins the NWU's commitment to fostering an inclusive and diverse learning and working environment. Since ICT is a key enabler of student success and staff effectiveness, equitable access to IT resources and services is essential. Our ICT systems are well maintained across the three campuses and all staff and students have the necessary hardware, software and helpdesk support.

Given the diverse range of technological needs across faculties, campuses and administrative units, an equitable approach ensures that each segment of the university community benefits from tailored IT solutions and resources. Such an approach addresses the unique needs of individual departments and provides optimal use of resources, promoting efficiency and effectiveness. By embracing equity in provisioning, the IT department upholds the broader values of the NWU and demonstrates its commitment to serving the entire community with fairness and precision.

Lastly, it is our responsibility to guarantee that our university stays financially sustainable. This will ensure that our current staff and students, as well as future generations, have a financially stable institution at which to work and study. [Read more](#) about how we do this is in the section on our financial capital.

9.3 Our social and relationship capital

The new NWU Strategy: Taking the NWU forward – 2024 and beyond that was approved in 2023, Taking the NWU forward - 2024 and beyond, places strong emphasis on advancing societal progress through the dissemination of knowledge, innovative teaching methods, cutting-edge research and active community engagement. Central to this vision is the university's contribution to sustainable development.

The integration and alignment of CE with teaching, learning and research fosters a culture of active citizenship and intentional relationship-building with local, national and international stakeholders, including community organisations, businesses and governmental bodies. This ultimately contributes to the creation of more sustainable, just and healthy communities.

Strong stakeholder relationships enhance the university's standing in the eyes of stakeholders, thereby augmenting the institution's social and relationship capital.

Stakeholders who will benefit from effective engagement with the NWU	The parents of current and prospective students, communities around our campuses, donors, alumni, employers, business and industry, professional bodies and the DHET are external stakeholders who should benefit from our engagement with them.
Material matters (goals or enablers) involved	Our relationships with external stakeholders equip us to contribute positively to society, enhancing the value of our social and relational capital. In this engagement, communication, marketing and stakeholder engagement activities play a crucial role in building sound stakeholder relations.
Risks involved	If the benefits of community engagement primarily serve the university and its students, rather than directly benefiting external partners, communities may perceive NWU's contributions as insufficient. This could lead to a decline in support for WIL, service-learning opportunities, or participation in research initiatives. In times of economic and social hardship especially, many stakeholders may expect compensation for their involvement in the university's activities. While CE is a core mandate from the DHET, it does not receive direct financial support. For this reason, it is essential for the NWU to highlight the non-financial benefits of CE. Well-defined, formally structured agreements can help clarify roles and expectations, reducing misunderstandings. Community instability poses challenges in placing students and staff in engaged research and experiential learning roles. This can be mitigated through collaborative knowledge-sharing, participatory approaches and strong trust-building efforts, alongside comprehensive risk management strategies. Potential risks associated with community engagement can be addressed through regular assessment, monitoring and mitigation measures. Additionally, transparency and trust can be fostered by maintaining open communication, providing updates on project progress, and encouraging stakeholder feedback.

Managing partnerships can be complex, particularly due to shifting power dynamics influenced by external factors such as economic disparities, institutional structures and societal pressures. These challenges can affect our ability to engage with community partners and may impact their willingness to maintain long-term relationships with the university.

Furthermore, some external partners are unfamiliar with or do not prioritise scientific research methods as universities do. Negotiating positive outcomes while managing unintended consequences requires continuous effort and can strain financial and human resources.

Students' parents may also be impacted by uncertainties in higher education, such as concerns over government funding, tuition fees and campus safety during periods of unrest. External stakeholders face additional risks related to academic regulations, compliance issues and the commercialisation of intellectual property, over which they may have limited control.

These multiple dynamics may impede our access to community partners or influence their willingness to sustain their relationship with the university over time.



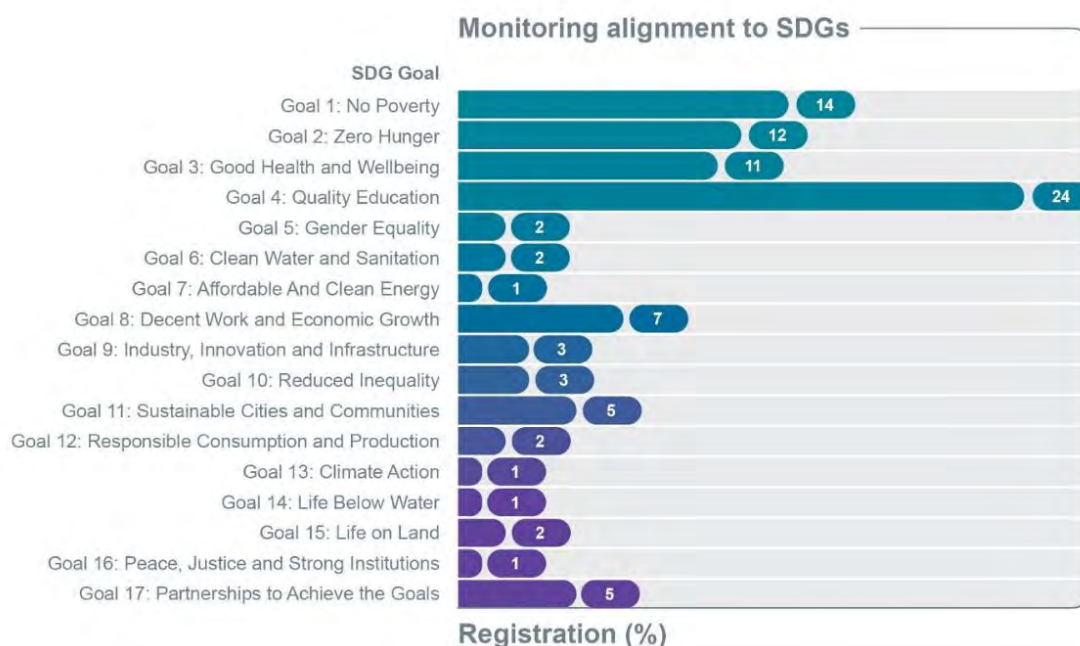
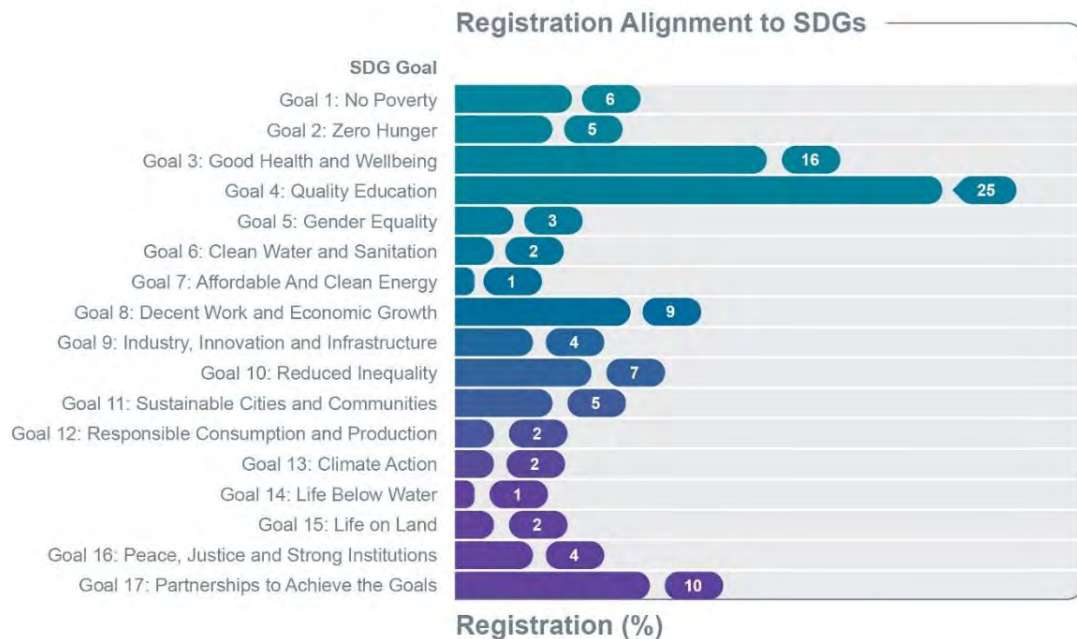
9.3.1 How we created value

Our CE activities create value for various stakeholders, such as students benefiting through WIL and communities through knowledge sharing. We have also added more value to our efforts by aligning them with the United Nations' SDGs.

- **Adding value through SDGs**

We intentionally align CE activities with the SDGs and measure our progress towards them through community engagement channels and methods. We are currently surveying CE staff members to illustrate the use of specialised software for assessing the perceived impacts of our CE activities on stakeholders and evaluating and understanding the value created for ourselves and our stakeholders.

The figure below shows how our community engagement activities are aligned with the SDGs.



In 2024, the NWU reported 996 incidences of alignment between our CE activities and the SDGs.

Among registered projects, SDG 4: Quality Education accounted for the highest share of SDG-related activity, at 25%, which dovetails with the NWU's commitment to education as a key driver of social change. SDG 3: Health and well-being followed at 16%, reflecting a strong focus on healthcare initiatives. Other notable contributions included SDG 8: Decent Work and Economic Growth (9%) and SDG 17: Partnerships for the Goals (10%), underscoring the university's commitment to fostering collaborative and economically empowering projects.

Based on our monitoring and evaluation, SDG 4: Quality Education remained the top priority at 24%, followed by SDG 1: No Poverty at 14%, which saw a significant increase compared to registration data, highlighting the university's efforts in poverty alleviation. SDG 2: Zero Hunger (12%) and SDG 3: Health and Well-being (11%) also featured prominently, showcasing the NWU's dedication to addressing food security and health challenges in communities.

While CE initiatives contributed to multiple SDGs, lower engagement was observed in areas such as SDG 13: Climate Action (1%), SDG 7: Affordable and Clean Energy (1%), and SDG 6: Clean Water and Sanitation (2%), indicating opportunities for growth. The changed percentages on the figure showing CE activity types, indicate that the monitoring and evaluation phases can affect the perceived alignment with SDGs. This impact highlights the importance of these phases in not only tracking activity progress, but also in potentially reshaping activity goals to align more closely with the SDGs as an activity or project progresses.

By strengthening partnerships (SDG 17), refining project impact measurement, and expanding focus areas, the NWU continues to position itself as a leader in sustainable and engaged scholarship.

- **Adding value through engaged scholarship**

When we integrate community engagement activities with teaching, learning and research, we can generate greater value for our external stakeholders. Our analysis from 2023 and 2024, as documented in our [2024 annual CE report](#), highlights the potential for increased integration and a stronger emphasis on engaged scholarship, consisting of engaged research, engaged teaching and learning, and outreach and the sharing of expertise.

In 2024, for the first time, the NWU CE Showcase was held at the Mahikeng Campus, where we highlighted 93 CE initiatives with societal impact and implications for sustainable development. The event fostered collaboration, scholarly debate and awareness, attracting diverse stakeholders, including students, staff and industry, and community partners. Key recommendations for 2025 include early sponsor engagement, digital programme access and greater stakeholder participation to further amplify the NWU's transformative CE efforts.

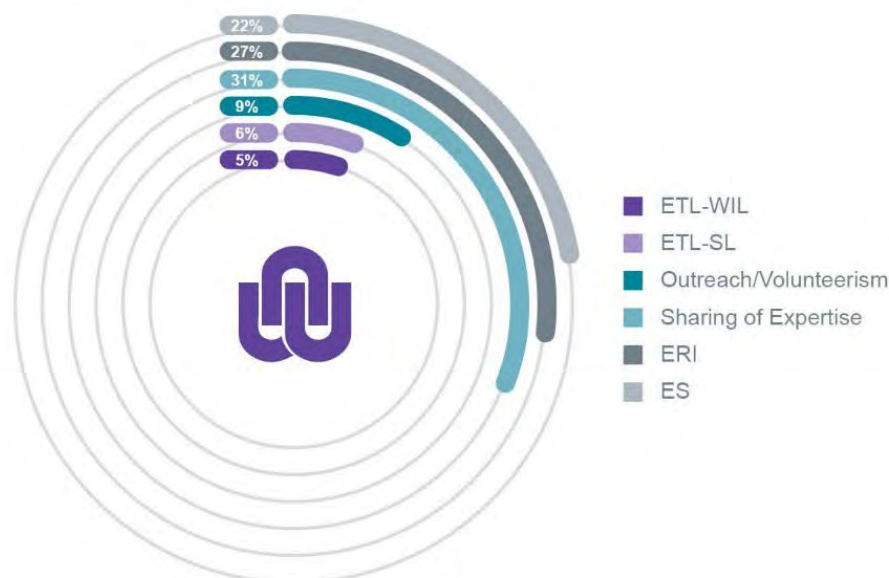
An in-depth analysis of ETL activities in 2024 showed that Sharing of Expertise accounted for the largest portion (18%), followed by SL (5%), WIL (3%) and "other" (4%).

The strong emphasis on Sharing of Expertise reflects NWU's commitment to community development through workshops, lectures and advisory services. SL plays a vital role in our engagement efforts, and we continue refining our database of credible SL partners to facilitate student placements. While SL and WIL make up a small percentage of ETL activities, they offer valuable opportunities to expand experiential learning and strengthen student-community connections. To ensure a more integrated approach, we are prioritising the alignment of engagement initiatives with teaching and learning structures.

To enhance the tracking of student placements, we have implemented the WISL database. Efforts to onboard academic staff onto this platform are ongoing, promoting comprehensive documentation of these activities. However, in 2024, only 9% of SL and WIL modules were registered on WISL, with 31% still in progress and 60% unregistered. Despite continued efforts to simplify the process, there has been limited improvement since 2023.

Meanwhile, we are actively updating our database of local NGOs, public benefit organisations (PBOs) and religious institutions to support student placements. Through these partnerships, we aim to set clear objectives that address community needs while leveraging NWU expertise to assist in overcoming challenges.

CE Sub-Categories



9.3.2 Material matter: Teaching and learning; research; community engagement

CE has been effectively incorporated into various teaching and learning activities, primarily through WIL and SL opportunities for students, alongside knowledge sharing from our academics. These initiatives enhance students' academic development while cultivating skills such as planning, negotiation and collaboration. Faculty members are encouraged to integrate SL assignments into the curriculum whenever possible.

We actively document the learning outcomes derived from interactions with our partners through a portfolio of evidence that captures student reflections on the engagement experiences. This portfolio serves as a valuable resource for informing future curricular content and research directions.

As it is a challenge to integrate SL into the formal curriculum, SL elements in the curriculum are limited and occasionally overlap with WIL. The difference between them is that WIL is more about the learning benefits for the student, while SL focuses on the service provided to community and industry partners, and communities of practice.

We are considering connecting the challenges identified by students during SL or WIL to broader interventions. This may include refining curricular content to better reflect real-world scenarios and identifying research opportunities where NWU researchers can collaborate with community partners to drive the development of innovative and sustainable solutions.

- **Science Shop collaboration**

The DSI-NRF-SAASTA Science Shop is a flagship initiative that strengthens NWU's outreach and engaged research efforts. Involving multiple faculties, it drives six microprojects aligned with key SDGs, bridging knowledge gaps and empowering communities, such as CV writing, green place making and digital literacy training. The Science Shop is a collaboration between the Sustainability and Community Impact (SCI) department and the library and faculty partners. It promotes knowledge co-creation, interdisciplinary research, youth empowerment, expanded education access and social entrepreneurship.

- **Second Youth Learning Festival held**

During 2024, the NWU hosted its second Youth Learning Festival to provide a platform for young people, particularly those not in employment or further training, to acquire practical skills and knowledge. The festival, which aimed to develop the assets of unemployed youth from Khuma and Mandawana communities, comprised stalls and workshops on digital literacy, robotics, entrepreneurship, career guidance and environmental preservation.

• Faculty of Economic and Management Sciences CE highlights

This faculty was at the forefront of sustainable development in 2024, spearheading a diverse range of projects that drive economic growth, education and social empowerment. With an impressive 150 community engagement activities and projects recorded, the faculty's impact spans from grassroots entrepreneurship to global issues such as climate change.

One of its initiatives was the Blomme & Bubbles Festival in Paternoster in September demonstrated how local events can foster economic sustainability. In partnership with the Cape Wine Academy, the festival empowered local hospitality professionals, supporting job creation and skills development.

In career education and youth empowerment, the Faculty of Economic and Management Sciences hosted the #MyCareerJourney Exhibition in Tshidilamolomo Village in the Ngaka Modiri Molema district, helping 400 high school learners to navigate subject choices, career paths and university applications.

The faculty also led critical academic and social discourse. A Smithian analysis of corruption brought together research experts to propose structural and strategic interventions, while an exploration of workplace bullying shed light on its impact and provided solutions for healthier professional environments.

Recognising Africa's vulnerability to climate change, the faculty contributed to a high-level discussion at the Sedibeng East District Indaba, where educators and policymakers tackled pressing challenges in economic and management sciences. Insights were shared on sustainability-focused curriculum development to equip future leaders with the tools to address global environmental crises.

• Faculty of Education

This faculty had registered 58 projects by the midterm and funded four projects. These included a new SL project to improve the performance in life sciences of further education and training (FET) learners in Mahikeng, and a community-driven OERs initiative utilising SL in under-resourced schools, and an SL project for vocational upskilling of youths through project-based learning in creative arts education.

The Vanderbijlpark Campus launched the HaReJeng (Let us eat) community engagement garden, an initiative promoting sustainable food production, service learning and community engagement. Led by staff from the School of Mathematics, Science and Technology Education, the community garden entails a collaboration with the existing Thutopapadi project on play-based learning at early childhood education centres in the Sedibeng East education district.

Meanwhile, the Faculty of Education at the Mahikeng Campus continued its initiative to enhance the 4IR skills of pre-service and in-service teachers and improve teaching through ICT integration. Key outcomes include practical teaching strategies, innovative lesson planning with technology, and effective classroom implementation of ICT tools.

Another faculty project incorporates LEGO® bricks into classroom settings as part of pre-service teacher training, in partnership with the non-profit organisation Care for Education.

• Faculty of Engineering

Engenius Kids, a student-run programme, introduces learners from disadvantaged backgrounds to engineering disciplines such as industrial, chemical, mechanical, electrical and computer engineering. The programme has a strong presence in Ikageng Extension 7 in Potchefstroom and is being expanded to schools in Vanderbijlpark and Mahikeng.

Once Grade 9 learners commit to mathematics and science, Engenius Kids supports them through tutoring and industry visits, exposing them to potential engineering careers. Many former participants have credited Engenius Kids with influencing their career choices, highlighting its lasting impact on their lives.

Another collaborative effort involves a partnership with the Faculty of Natural and Agricultural Sciences to reduce household air pollution by introducing low-emission, semi-continuous coal stoves in Zamdela and Oranjeville in the Free State. (Refer to the section on community engagement in the Faculty of Natural and Agricultural Sciences for more details.)

• Faculty of Health Sciences

This faculty registered 75 activities on the CE data base, including:

- The Helping with Exercise, Lifestyle and Performance (HELP) project instils an appreciation for exercise, lifestyle and sports performance within the broader Mafikeng community, particularly among staff, students, sports teams and schools. Activities include a 2.5-km fun run, "Run with colour fun".
- The Presence project provides in-service training and related services at various private hospitals involved in oncology health care. In collaboration with the School of Nursing Science, the project provides in-service training to healthcare staff, among other activities, to uplift the quality of life of the patients and the morale of the healthcare staff.

- The faculty's Physical Activity, Sport and Recreation (PhASRec) unit conducted soccer testing on the soccer players of the Potchefstroom and Mahikeng campuses. This forms part of a research project and sport science service delivery agreement, that entails travelling with the teams to matches, doing match analysis and providing reports and recovery expertise.
- Through the Connect, Adapt, Resilience Empower (CARE) project, the Optentia research unit supported learners in need of psychological services at local schools. The CARE programme provides psycho-education, intervention and support services on mental health issues such as drug abuse, teenage pregnancy, bullying, etc.
- The Occupational Hygiene and Health Research Initiative (OHHRI) ran an industry development programme on additive manufacturing (AM). This is an emerging field where research is needed on potential health implications of emissions and exposure during the vat photopolymerisation process, which uses ceramics.
- The Mahikeng Campus and Provincial Department of Health continued to collaborate on community-focused research on non-communicable diseases associated with modern living. The project is based at the village of Lokaleng and has been running since August 2015.
- The Phelophepa train, in partnership with Transnet, carried on providing healthcare services in optometry, nursing, psychology, pharmacy and dentistry to communities. The NWU is one of five universities whose pharmacy schools assign pharmacy students to work in the registered pharmacies on trains, under the supervision of a registered pharmacist.

• Faculty of Law

Indigent individuals who qualify for free legal aid receive quality legal assistance through the faculty's legal clinics in Mahikeng Potchefstroom and in co-operation with the Legal Aid South Africa and various NGOs and CBPAOs that operates an Access to Justice Cluster in Mpumalanga, while law students apply their legal skills in real-world scenarios. The contribution from the law clinics is summarised in the table below. (Note that caseloads and activities of Potchefstroom and Mpumalanga are reported together).

	2023		2024	
	Mahikeng	Potchefstroom	Mahikeng	Potchefstroom
Number of newly opened files	314	124	409	290
Number of clients advised or referred only	266	477	220	822
Number of consultations with clients on existing files and new files	326	2 544	333	1 114
Number of closed/finalised files	240	112	272	231
Number of court appearances	286	89	337	778
Number of mediations/roundtables	57	11	74	30

• Faculty of Natural and Agricultural Sciences

Poultry manure has the potential to revolutionise farming in South Africa, particularly for subsistence farmers. Mandisa Mazibuko, a researcher from the faculty, investigated its effects on maize cultivars and soil minerals to promote sustainable agriculture. Her research aimed to determine the optimal application rates of poultry manure to enhance maize yields and improve soil health under both rain-fed and irrigated conditions.

The study found that unlike synthetic fertilisers, poultry manure enriches soil quality, stimulates microbial activity and supplies essential nutrients, making it a cost-effective and environmentally friendly alternative. The study also explored sustainable practices such as organic manuring and crop residue recycling, highlighted the importance of integrated weed management, advocating manual removal over chemical herbicides, and monitored soil quality across multiple planting seasons. The research provided practical solutions for food security and climate resilience to our community partners.

The faculty's indoor air pollution control project in Zamdela and Oranjeville in the Free State, run in collaboration with the Faculty of Engineering, has grown from an initial six low-emission, semi-continuous coal

stoves to 50 stoves. The team works closely with municipal officials, local authorities, ward councillors and residents, and are now assessing the cost-effectiveness of such alternative energy solutions.

- **Faculty of Humanities**

With an emphasis on SL and WIL, the faculty equips students to contribute meaningfully to communities through various engaged community projects. For example, Development Communication honours students gain practical experience by collaborating with NGOs and the School of Languages' Academic Literacy programme helps high school learners develop essential academic skills for higher education. In addition, the School of Social Sciences conducts research on graduate employment to identify and address key challenges. The School of Music runs projects such as "Musicking at Huis Anna Viljoen" (a home for the elderly) and, together with the School of Philosophy, the School Shoe Donation initiative. The School of Philosophy has partnered with the Tswelelopele Empowerment Foundation in Mahikeng to support education at seven schools in the Barolong Boo Mariba communities. After a review revealed that fewer than 30 learners from these schools enrolled at NWU between 2021 and 2024 due to factors such as admission challenges, the ****#WeAreHereToHelp**** campaign was launched to assist learners with their university applications.

- **Faculty of Theology**

To support grade 12 secondary school learners, Prof Fazel Freeks, associate professor and community engagement coordinator at the Faculty of Theology, launched "A faculty who cares" to provide study support, career guidance and motivation for learners at Promosa and Potchefstroom Secondary Schools. In the 2023 matric exams, the Promosa Secondary School recorded a Grade 12 pass rate of 71,9%, and at the Potchefstroom Secondary School, the pass rate was 78,6%.

9.3.3 Material matter: Research

In 2024, 65% of ERI projects consisted of contract research with community partners (15 projects), while 35% focused on research with communities (eight projects). This demonstrates the NWU's emphasis on formalised partnerships for innovation, alongside participatory research approaches involving communities directly.

Several noteworthy observations emerged from our monitoring and evaluation reports:

- Postgraduate student-led research is starting to contribute towards fostering a dynamic research culture. To enhance its impact, postgraduate studies should be intentionally aligned with relevant SDGs and integrated into dissertations, theses and publications. In raising awareness and enhanced participation in CE among postgraduate students, the Sustainability and Community Impact department and postgraduate research support are collaborating through capacity-building workshops.
- The prevalence of applied research demonstrates a practical approach towards finding solutions for real-life problems, leveraging partnerships with communities, industry and government.
- Potential areas for growth and focus are commercialisation initiatives, policy analysis and consulting. While these were present in community-engaged research, their frequency was relatively low.
- Funding our engagement efforts remains a challenge. In 2024, 46% of the NWU's CE projects operated without funding, with staff and students shouldering the load despite financial constraints. Internal funding covered 30% of activities, external sources contributed 18%, and fundraising efforts sustained the remaining 6%. Clearly, long-term impact and meaningful societal transformation will depend on improved financial sustainability and strengthened internal investment – particularly in WIL and SL – alongside expanded external partnerships and targeted fundraising efforts.
- In the indigenous health context, one example of working with communities is the *Moringa oleifera* Nutrition Awareness Project, which educates communities on incorporating this medicinal plant into daily diets to prevent metabolic diseases such as diabetes and cardiovascular conditions.

9.3.4 Material matter: Student value proposition; develop and retain excellent staff

As demonstrated by the willingness of our staff and students to take on CE projects despite financial constraints, the spirit of giving runs deep at the NWU. We plan to harness this by expanding our focus to embrace more sustainable, discipline-based outreach, while continuing to encourage volunteerism. Though our official records show a total of 32 such activities in 2024, we believe many efforts remain unreported. What is clear, however, is that our students and staff are increasingly engaged in projects that directly improve the lives of others.

Many of our student-led outreach initiatives provide essential resources such as food, clothing and shelter to those facing hardships. One remarkable example is the Meal-a-Day programme, which ensures that first-year students awaiting NSFAS bursaries do not go hungry.

In a groundbreaking effort, the Mahikeng Campus Student Campus Council (MC SCC) collected so many sanitary pads that they set the world record for the "Longest line of sanitary pads". This initiative directly tackled

a pressing issue: for many young women, access to sanitary products can mean the difference between attending school and missing out on education.

The MC SCC also spearheaded multiple donation drives, rallying the community to provide essentials such as food, toiletries and clothing to those in need.

Additionally, the NWU Netball–Mahikeng Campus management hosted the second annual NWU-Schools Tournament on 9 March 2024, fostering sports development and skill-sharing among local learners.

At the Potchefstroom Campus, a strong commitment to environmental sustainability emerged. PUKfm radio and Wapad, the campus's student newspaper, launched a community clean-up initiative, where student teams regularly collect litter in the Bult area.

Students on the campus also provided psychometric assessments to assist Grade 9 students with subject choices.

The Potchefstroom Campus SCC held its annual Barefoot Day event, where students went shoeless for a day to raise awareness about poverty and collected donations of clothing and shoes. These were distributed to schools, children's homes and non-profit organisations.

The Vanderbijlpark Campus SCC stood out for leading the highest number of registered activities in 2024. Their "A pride of lions stands together" initiative contributed to meal-a-day events, the 67 Minutes for Mandela clean-up campaign, and "Kindness in ink", a mental health awareness project. They also engaged in environmental activism through the Revolution Cleaning Project, which focused on rehabilitating the Vaal River by removing waste and pollutants.

In recognition of Suicide Awareness Month, students used their own funds to purchase and craft awareness to distribute across campus.

The Anime Society on the Vanderbijlpark Campus organised food donations to support local animal welfare organisations, and championed gender-based violence awareness campaigns, fostering a culture of safety and empowerment on campus.

Beyond student-led initiatives, NWU staff have also stepped up, volunteering their time and expertise in various community projects. From mentorship programmes to hands-on support, their contributions are becoming increasingly visible, as reflected in the growing number of staff-driven initiatives recorded in the Community Engagement central database.

Together, our students and staff continue to be catalysts for change – empowering communities, addressing urgent social issues, and working towards a future where no one is left behind.

9.3.5 Challenges and future outlook

The NWU has streamlined its Stakeholder Database Registration process to strengthen sustainable community engagement and collaboration while promoting strategic partnerships and impact-driven research.

Challenges that some stakeholders faced in transitioning from the NWU's manual stakeholder database registration process to an online one have largely been overcome. In 2024, all participants who initiated registration successfully completed the process, reflecting strong commitment and compliance.

While technology and online education offer avenues for greater accessibility, the digital divide impedes progress, hindering social justice efforts. The university is addressing this issue by donating 72 redundant computers to deserving community partners.

Three stakeholder forum meetings were held with partners in 2024 and three more are planned for the coming year. The intention is to work together to set targeted objectives that address our partners' needs and identify opportunities to engage with NWU experts who can assist with any challenges identified.

Entrepreneurship, environmental responsibility and digital literacy are central to our focus on advancing the SDGs and the African Agenda 2063. Our commitment to these areas serves as a direct measure of our contribution to development and sharing expertise for societal progress. Other examples of ongoing projects include:

- The bHive Enterprise of the Faculty of Economic and Management Sciences, which supports small businesses and entrepreneurs.
- Sports development in townships, including coaching training programmes initiated by the SCC to equip local mentors to nurture sporting talent in under-resourced areas.
- Youth and women's empowerment programmes focusing on skills development and leadership training to support female entrepreneurs, including the launch of a women's sector under the Vaal United Business Forum (VUBF).
- Outreach efforts such as litter clean-ups, recycling and assistance for shelters, building empathy and inclusion within communities.

9.4 Our natural capital

Challenges such as climate change, load-shedding and water pollution are adding to the pressure to protect natural resources such as water, soil and clean air. These resources are essential for the university's sustainable operations and our ability to enhance other forms of capital.

To function effectively, the NWU needs a reliable water supply and use land and other natural resources for infrastructure development, strengthening our manufactured capital. However, expanding infrastructure comes at a cost, as it reduces natural capital by consuming resources, generating waste and increasing our carbon footprint.

In 2024, the NWU intensified efforts to phase out paper usage. Assignments are now submitted online, and we no longer prescribe printed textbooks for new distance learning students, allowing us to significantly cut down on paper waste and minimise the environmental impact of transporting educational resources.

Efforts to reduce plastic waste include strongly discouraging the use of individual plastic water bottles for attendees of individual meetings.

Stakeholders who will benefit from our natural capital	All our stakeholders need natural capital to exist and flourish.
Material matters (goals or enablers) involved	We cannot realise any of our goals or implement our enablers without natural resources as inputs. The material matter “to promote sustainability” (part of goal three in our APP) is particularly relevant here.
Risks involved	Risks include those related to academic and operational matters, student life, compliance (for instance with environmental regulations) and IT (infrastructure needs an energy source).

9.4.1 How we created, reduced and maintained value - background on environmental sustainability at the NWU

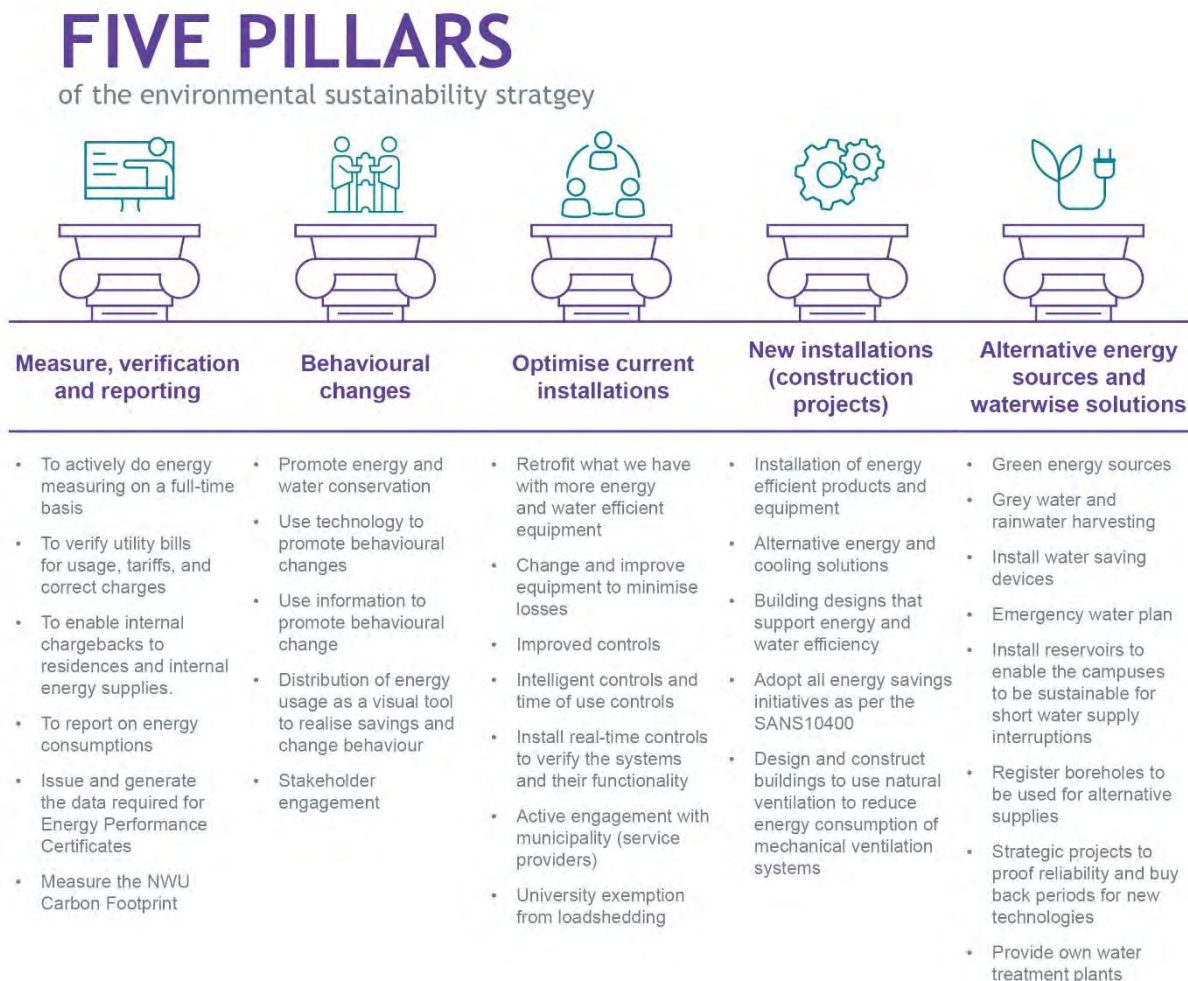
Since 2022, previously fragmented environmental management responsibilities have been integrated into a central point, the Occupational Health and Safety (OHS) Department. This enables a more coordinated and strategic focus on sustainability.

The department's functions are to address and action environmental legal compliance at the NWU and to formalise and record the NWU's environmental sustainability efforts as a responsible university with a duty of care. This work is premised on the NWU Environmental Sustainability Policy and the Environmental Sustainability Guidelines.

The NWU has prioritised impact measurement and is implementing processes to track progress toward the SDGs, particularly in social development and justice. While not yet comprehensive, this aligns with the university's Environmental, Social and Governance (ESG) reporting, which incorporates environmental and governance aspects.



The NWU Environmental Policy and Guidelines, introduced in 2023, have helped refine the Environmental Strategy, which is built around five pillars that reflect the NWU's core values, as shown below.



9.4.2 Material matter: Promoting and enhancing environmental sustainability at the NWU

This section focuses on the environment as an important element of sustainability.

(For information about general sustainability at the NWU, see the [Council statement on sustainability](#))

• The NWUs environmental sustainability progress

A comparison of environmental sustainability between 2023 and 2024 shows substantial progress made in compliance, infrastructure and waste management. In 2025, we will focus on solidifying long-term strategies for biodiversity, water management and energy efficiency.

• Legal compliance

By the end of 2023, NWU had addressed 70% of the 41 findings of the 2019 environmental legal compliance audit. That rose to 90% in 2024/.

The compliance action plan has undergone eight revisions, demonstrating ongoing refinements. Some key improvements in 2024 included:

- Completing biodiversity assessments with detailed species mapping.
- Preparing to start the process of obtaining permissible water use licencing. This 36-month project commences in January 2025.
- improving safe chemical storage by ordering 21 cabinets for delivery in January 2025, and 80 more arriving by May 2025.
- Commencing rehabilitation projects at some of our properties, such as Pienaarskamp.

- **Awareness campaigns**

In 2024, the NWU placed greater focus on “sustainable event alternatives”, such as by deciding to replace traditional confetti used at student events with rose petal poppers. Students again organised Green Initiative Week for environmental solutions and clean-ups.

Stainless-steel water bottles were distributed to first-year students. In another change, an orientation video for new students was included for safety, health and environmental (SHE registration).

Arbor day events were held on all campuses during September 2024.

- **Energy management**

In the previous report, our carbon footprint was analysed, and grid electricity was identified as the largest contributor to emissions. In response, the NWU initiated several large-scale solar installations, in the form of three 1000 kWp plants. Our energy management system was also automated.

By 2024, we had made significant progress in our management and utilisation of solar energy and in reducing dependence on grid electricity. The expansion of the solar plant continued, with a 1000 kWp system completed, while others are under construction. We have strengthened our back-up power resilience by adding further diesel tanks and generators so that we can continue operating during critical power outages periods.

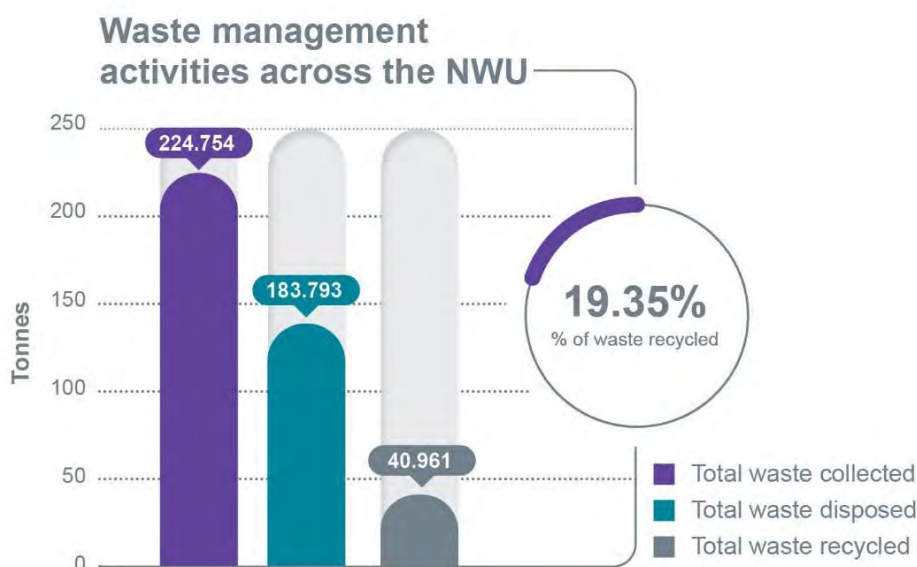
- **Water conservation**

Key improvements in 2024 included major upgrades to the water infrastructure and making significant investments in water conservation at residences.

Water assessments revealed an urgent need for water-saving and quality improvements. Accordingly, the Mahikeng Campus water-dosing plant was upgraded and construction plans drawn up for a new water main and reservoir for the Vanderbijlpark Campus. Contracting for additional filtration is currently in the tender/design phases for all campuses. Many water-saving devices were installed, including 450 shower roses and 1 200 taps.

- **Waste management and recycling**

The NWU is working towards a “zero to landfill” goal. Following on testing of off-campus waste recycling facilities in 2023 and the appointment of service providers, we fully implemented a general waste recycling programme across campuses from October 2024. This saw the NWU diverting 55,76 tons of waste from landfills and saved 46,74 tons of GHG emissions, 467 trees and 44,45 tons of virgin material. Key improvements indicate massive impact of waste reduction with quantifiable sustainability benefits, as shown in the graphic below.

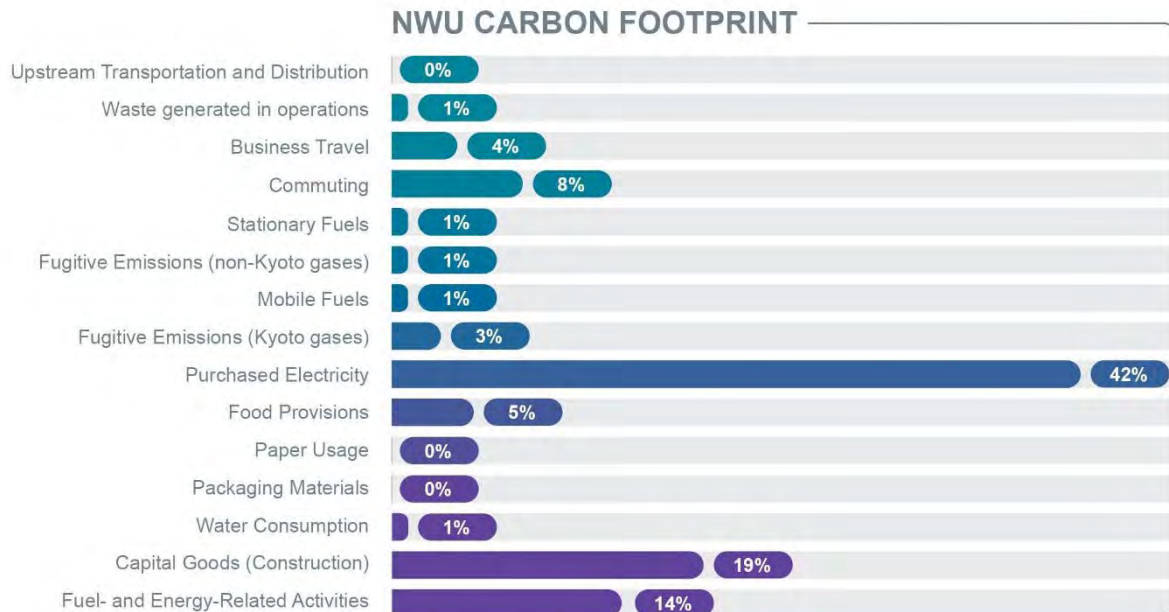


- **Hazardous waste**

Radioactive waste in the form of tritium was safely removed and R1.3 million was budgeted for the removal of hazardous waste by 2025.

- **Carbon footprint**

The diagram below shows the NWU's carbon footprint in the first six months of 2024, based on the report issued in September 2024. The 2024 carbon footprint data will be issued in March 2025.



The NWU Environmental System comprises the following policies, procedures and plans:

- Environmental Sustainability Policy
- Environmental Sustainability Guidelines for the North-West University
- North-West University Environmental Screening Document
- North-West University Environmental Impact Assessment Procedure
- NWU Environmental Incident Management Procedure
- NWU Spill Assessment Table
- North-West University Waste Management Plan
- NWU Environmental Requirements for Tender Template
- NWU Environmental Contractor Audit Protocol
- NWU Insulating Oil Management Procedure
- North West University Water Use, Borehole Sinking & Authorizations Procedure
- North West University Heritage Resource Management Plan
- North West University Biodiversity and Protected Trees Procedure
- North West University Procedure Hazardous Chemical Agents
- North West University Energy and Water Strategy
- North West University Alien and invasive inventory
- NWU Environmental Requirements for Tender
- North West University Grazing Procedure

9.4.3 Challenges and future outlook

Despite improvements in reporting quality social interactions by collecting the data within the central CE database, there is a need for further enhancement. To address this, we aim to foster a shared understanding of CE policy terminologies among stakeholders through an inclusive policy review process and workshop involving deputy deans.

Additionally, we have observed a prevalent top-down approach in which academics engage with communities without involving them in the planning phase of projects or formalising the activity using written agreements. This may be caused by structural impediments such as the question of how to apportion recognition and

incentives for doing multi-disciplinary research, and recognition of knowledge co-creating partners, The NWU plans to address these issues by producing a quality manual and compiling a self-evaluation report for a quality review in 2025.

Several CE-related challenges are being addressed. These include strengthening the adoption of the WISL database as current registration numbers remain low. Only 9% of SL and WIL modules are officially registered, while 31% are still in progress and 60% have yet to be recorded. To improve participation, the university recognises the need for clearer guidelines, faculty training and targeted awareness campaigns to encourage broader engagement with the platform.

Climate and sustainability initiatives remain a critical focus area, with SDG 13 (Climate Action) and SDG 7 (Clean Energy) still underrepresented in community engagement activities. To address this gap, the NWU is exploring strategic partnerships with environmental organisations, green technology firms and government agencies. Additionally, the development of Living Labs and sustainability-driven research projects is expected to foster innovation, practical solutions and lasting impact in all types of communities.

Financial sustainability is another key priority, as nearly half (46%) of community engagement projects currently operate without formal funding, relying solely on volunteer efforts. To secure long-term viability, the university must prioritise external partnerships, corporate sponsorships and donor engagement. Strengthening funding proposals for government and international grants will also be crucial in ensuring the continued success and expansion of these initiatives.

Collaboration across the NWU's campuses and faculties is essential for inclusive engagement. Currently, the Potchefstroom Campus leads with 44% of activities, followed by Mahikeng at 31% and Vanderbijlpark at 18%. To promote a more balanced distribution of participation, efforts are being made to encourage greater involvement from underrepresented faculties such as Engineering, Theology and Law.

Furthermore, ethical clearance for community engagement research is an area requiring urgent attention, as 31% of CE research projects currently lack ethical approval, while 35% are still in progress. Addressing process inefficiencies and providing faculty-specific training will be instrumental in ensuring compliance and upholding the highest research standards.

We intend to pay more attention to formalising partnerships to clarify the roles of the various stakeholders in CE projects.

Through these targeted initiatives, the university is committed to fostering meaningful community engagement, sustainability, and ethical research, while securing the necessary resources to support its long-term impact.

9.5 Our financial capital

We derive our financial capital from state funding, debt and revenue generated through our operations and investments. This capital is instrumental in delivering high-quality education, maintaining and enhancing our infrastructure, and creating value for the NWU and our diverse stakeholders.

Our ability to effectively manage our income and expenses is the key to maintaining financial health and stability. This is guided by our detailed three-year rolling budget (2024–2026), which takes a balanced approach to short-term cash flow management and long-term financial sustainability. Through careful planning, allocation and monitoring of financial resources, we can effectively support our core operations, strategic initiatives and long-term goals.

Stakeholders who will benefit	Financial stability benefits all our stakeholders: - Students and families: Financial health allows us to keep tuition fees affordable so that higher education remains accessible and the quality of education is maintained. - Staff: By maintaining financial stability, we can offer competitive and fair remuneration, contributing to staff satisfaction and retention. - Donors and the DHET: Financial discipline assure our donors and the DHET, that funding is being spent responsibly and aligned with national educational priorities.
Material matters (goals or enablers) involved	The primary material matter we focus on is enabler 4: financial stability, as it is the cornerstone for achieving all other goals and enablers. All strategic objectives, including academic excellence, infrastructure development and community engagement, rely on a strong financial foundation to ensure their successful implementation.

Risks involved	The higher education sector faces several risks that could impact our financial stability, including uncertainties around fee regulation, changes to the NSFAS funding model, and the broader economic environment. These risks are exacerbated by the sector's heavy reliance on state funding because of free education. We continue to monitor and address these risks through our comprehensive financial risk management framework. The risk factors identified in our Financial Impact Model are regularly updated, ensuring that our decision-making is based on the most current and relevant financial information. We are committed to proactive risk mitigation to ensure long-term financial sustainability. We have implemented strict financial discipline in the planning, management and investment of our financial capital, which has allowed us to secure funding for both operational needs and strategic capital projects. By ensuring a sustainable balance sheet and adequate funding for capital expenditure, we position the university for long-term growth and resilience. Since 2020, we have strengthened our medium-term planning by developing a comprehensive three-year rolling budget. This budget accounts for all potential sources of income and reasonably projected expenses, ensuring that resources are allocated in line with strategic priorities. We also calculate the key sources of income based on the latest available data, including state funding, revenue from operations, and investments. The budget takes into consideration key financial health indicators provided by the DHET, such as staff cost-to-income ratios, operating cost ratios and capital cost ratios, all of which are carefully integrated into the financial planning process.

9.5.1 How we created value

Financial stability ensures that resources are available for key initiatives that drive the university's mission, facilitating progress across all strategic objectives and creating long-term value for both the institution and its stakeholders.

By actively managing financial risks, we safeguard the university's ability to adapt to external challenges, ensuring continuity in operations and service delivery, and protecting stakeholder interests. Proper financial planning and resource distribution enable us to not only meet immediate needs but also invest in long-term infrastructure, which ultimately drives the university's ability to create value through education, research and community service.

Through robust financial planning, we ensure that the university remains adaptable, capable of responding to emerging opportunities and challenges. This strategic approach allows us to focus on our mission while optimising the use of financial capital for long-term success.

9.5.2 Material matter: Ensure the financial sustainability of the NWU

The NWU is committed to allocating resources to support our core business strategies. This process is well-planned and crucial for the university's long-term financial sustainability.

Improvements in how we manage our finances include compiling a detailed three-year rolling budget and strengthening financial risk management. We update the financial risk factors to our Financial Impact Model and mitigation plan whenever new, relevant information becomes available.

Our income predictions are realistic, and we budget for affordable expenses, using approved principals.

In calculating the high-level expense budget, we considered the financial health indicators from the DHET and the NWU's 2024 budgeted cash-flow expense ratios, as follows:

- Staff cost as a percentage of income
- Operating cost as a percentage of income
- Capital cost as percentage of income

9.5.2.1 Financing our strategic initiatives

In 2024 we continued to direct financial capital towards the financing of key strategic initiatives. We allocated funds to support academic innovation, infrastructure development and community engagement programmes, ensuring that these projects align with our long-term goals and deliver value to all stakeholders.

([Read more](#) about these strategic projects in the section on our strategy.)

Strategic funds allocated per goal/enabler		
APP link	Rand value of allocation R'000	% of allocation
Goal 1	33 931 680	38%
Goal 2	1 900 311	2%
Goal 3	12 297 369	14%
Goal 4	8 885 493	10%
Goal 6	19 382 248	14%
Goal 1 and 2	19 382 248	22%
Grand total	95 779 349	100%

9.5.2.2 In the near future: opportunities and challenges in executing our strategy

We are keenly aware of the external challenges and opportunities related to the funding of higher education and remain vigilant in monitoring changes in the sector and adapting our strategies accordingly.

Our internal strategy is to diversify and optimise our income streams, improve operating cost efficiency, use our infrastructure optimally and manage cash flows.

In addressing the key external challenge, the higher education funding model, we will continue working closely with the DHET to ensure that the NWU remains a sustainable, high-performing institution in a stable higher education sector.

9.5.2.3 Future outlook: how to maintain financial sustainability

We recognise that the financial sustainability of the NWU is intrinsically linked to the broader health of the higher education sector. Therefore, we remain focused on long-term, sustainable financial strategies that ensure our ability to contribute meaningfully to the South African economy and society.

9.5.2.4 Council statement on borrowings



9.5.3 Financial review

This financial review is a joint report by the chairperson of the Finance Committee of Council and the Executive Director: Finance and Facilities.

It presents a summary of our financial results for 2024, provides information about the budgeting and budgetary control processes followed, and gives an overview of financial achievements.

9.5.3.1 Budgeting and budgetary control processes

These processes were based on a high-level budget framework that considered the approved APP, the viability and sustainability indicators and the NWU mitigation plan responding to the impact of the Covid-19 pandemic, as well as other available financial information.

In parallel with the budgeting process, we ran several other planning processes that informed the budget, ensuring more integrated planning. Apart from revising the APP, we did workforce planning and infrastructure and macro maintenance planning.

Budget discussions took place on various management levels, focusing on the following matters:

- a financial overview of each income stream
- enrolment planning for the next three years
- staff planning, including the staff cost mitigation plan for the medium term
- possible risks and concerns and the link between the budget and the strategy and APP.

9.5.3.2 Financial overview

Please see [Annexure 5](#) for the full financial overview.

9.6 Our manufactured capital

Our manufactured capital comprises the physical and technological infrastructure that supports our core business activities and enables us to deliver value to our stakeholders. By effectively utilising and maintaining our infrastructure and facilities, we enhance our intellectual, human and social and relationship capital, reinforcing our ability to execute our strategic objectives efficiently.

At the NWU, physical and technological infrastructure includes buildings, lecture halls, laboratories, teaching technology, research equipment, IT systems, and infrastructure that facilitate teaching, research, and community engagement.

Stakeholders who will benefit from our manufactured capital	The primary beneficiaries of our manufactured capital are our staff and students, who rely on our facilities for learning, teaching and research. Our infrastructure projects also involve local businesses and workers in construction and maintenance, which contributes to job creation and economic development. Similarly, communities surrounding our campuses derive value from the NWU. Schools and professional athletes use our sports facilities, and community members access services at our animal health facilities at the Mahikeng Campus. Donors and the DHET also benefit as key funders of infrastructure projects that enhance the university's overall capacity and sustainability.
Material matters (goals or enablers) involved	Our manufactured capital influences several key material matters, including: • Teaching and learning, as modern and well-maintained facilities enhance the educational experience. • Research, in that researchers have access to state-of-the-art laboratories and equipment. • Student value proposition, as we create an environment conducive to academic success and personal development. • Governance, leadership and management, as robust infrastructure supports institutional effectiveness. • Information and communication technology, as we strengthen our digital capabilities for learning, research and operations. • Communication, marketing and stakeholder engagement, by showcasing our commitment to excellence and social impact. • Financial sustainability, as we invest in infrastructure that delivers long-term value and efficiency.

Risks involved	Several risks impact our manufactured capital, including: • Sector uncertainties, particularly variability in state funding and evolving post-Covid-19 working models. • Organisational change demands to ensure equitable resource distribution across campuses. • Academic risks in terms of infrastructure adequacy to meet evolving educational and research needs. • Regulatory compliance with building regulations and safety standards. • IT and operational risks in terms of maintaining cybersecurity and ensuring system reliability.

9.6.1 How we created value

Through targeted building and maintenance initiatives and IT infrastructure enhancements, we have strengthened our manufactured capital, delivering tangible benefits to stakeholders.

In turn, by continuously investing in our manufactured capital, we reinforce our ability to meet our strategic objectives, enhance stakeholder value and contribute positively to the broader community.

9.6.2 Infrastructure development

We spent a total of R526 777 585,97 for capital projects, planned maintenance and minor works across the university in 2024. This funding was from the DHET and our own funds. The following table provides a spending breakdown:

Infrastructure development	Mahikeng Campus	Potchefstroom Campus	Vanderbijlpark Campus	Projects across campuses	Grand total
DHET SH 2016/2017	R403 496	-	-	-	R403 496
DHET 2018/2021	-	R45 115 522	R13 472 301	R7 699 657	R66 287 480
DHET 2023	-	-	R6 002 717	R7 779 709	R13 782 426
Capital projects (2017-2022)	R33 378 517	R50 336 582	R109 831 967	R5 479 412	R199 026 478
Capital projects (2023-2024)	R30 983 420	R53 393 968	R17 825 867	R14 675 227	R116 878 482
Capital renewals (2023-2024)	R5 913 261	R20 643 696	R10 149 491	-	R36 706 448
Condition assessments	R2 038 858	R1 437 392	R1 012 331	-	R4 488 581
Investigations	R2 707 786	R10 248 664	R2 079 578	R3 876 060	R18 912 088
Minor building works	R4 230	R3 460 370	R970 729	R12 043 677	R16 479 006
Planned maintenance (Macro)	R4 885 636	R36 624 609	R8 445 163	R3 857 693	R53 813 101
Grand total	R80 315 204	R221 260 803	R169 790 144	R55 411 435	R526 777 586

9.6.3 DHET grant funding

The overall expenditure for 2024 on DHET Infrastructure Efficiency Grant (IEG) funding cycles was R80 473 401,19. A large portion of the expenditure (R66 287 479,23) was from the 2018/21 cycle. Eight projects on that cycle have been completed and the remaining four projects will be completed in 2025 in the fifth cycle.

Projects that are planned to be completed in 2025 for the 2018/21 funding cycle include the Psychosocial building on the Vanderbijlpark Campus, new laboratory spaces for education on the Potchefstroom campus, and the replacement of old PABX systems and installation of fire alarms in residences on all three campuses.

The 2023 funding cycle has a total of 10 projects, two of which have already been completed, namely storage for the eFundi LMS and learning records store for the purposes of analysis in support of learning).

The remaining 2023 funding cycle projects are on schedule, with seven projects scheduled to be completed in 2025.

Nine fixed-term employees were appointed on internships and two were appointed for WIL as part of the infrastructure grants requirements. The interns and WIL employees are placed in departments working on maintenance and facilities services, facilities infrastructure design and construction and safety, health and environment until 2026.

9.6.4 Accommodation for our students

In 2024, student housing on or near the three campuses consisted of 48 university-owned residences and four leased accommodation facilities operated as formal residences. These facilities had the capacity to accommodate 12 904 students.

We ensure that residence fees are appropriate and affordable, and that all residences comply with the national policy on minimum norms and standards for public universities in South Africa. These standards deal with the physical infrastructure specifications, prescribed equipment per student, residence staffing levels, location, health and safety, governance, professional development of residence staff, policies and procedures and student discipline.

9.6.5 Complying with norms and standards

The DHET standards for student housing were reviewed and the NWU actively participated in the development of the future standards. However, no new standards have been published yet.

In the meantime, we ensure that all new student residences meet the existing minimum norms and standards for student accommodation. Similarly, when residences are upgraded, we ensure that the changes and improvements comply with these standards.

All suppliers of private student accommodation must be accredited, and we continue to make good progress in this process, in line with the DHET's expectations.

As it is not feasible to have one set of guidelines for accommodation at all public universities in South Africa, the DHET has allowed universities to develop their own accreditation criteria for their unique circumstances. The NWU's accreditation department, which is funded from the proceeds of the accreditation process, accredited approximately 29 148 beds at 1 496 facilities in 2024.

NSFAS has confirmed its commitment to take over the accreditation function at all public universities and TVET colleges. It has initiated a pilot project for the accreditation of private student accommodation providers and identified a number of universities that would participate. NWU was not identified for the pilot project and hence the NWU accreditation department continued fulfilling this important function.

9.6.6 Construction and refurbishment

The progress of infrastructure projects previously affected by various external and unforeseen factors gained momentum during 2024. Major capital projects that had some challenges will be completed by July 2025.

9.6.7 Large capital projects and capital renewals during 2024

On the Mahikeng Campus, several large capital projects were completed in 2024. Among them was the interior and exterior upgrade of the Lost City Residence, the second phase of the IT offices at Building A1 and the renewal of laboratories in Building A12.

On the Potchefstroom Campus, we completed work on the new clubhouses and the refurbishment of vacant facilities as office space for the South African Centre for Digital Language Resources (SADILAR). We also refurbished and upgraded the premises that accommodate Strategic Management Information and the SIS, constructed a solar photovoltaic plant and refurbished the simulated manufacturing laboratory at the School of Pharmacy.

At the Vanderbijlpark Campus, capital renewal projects completed in 2024 included blocks D, E and F of the Faranani Residence and the rugby clubhouse bathrooms and cloakrooms and relocating the computer laboratory to Library Building A14.

9.6.8 Planned maintenance and minor building works completed during 2024

Across the campuses, we executed planned maintenance projects with a combined value of R53 million, and work is continuing to ensure that our facilities comply with the relevant occupational safety, environmental and national building regulations and provide a conducive working environment for students and staff.

Completed maintenance projects included upgrades to the ablution facilities at sports facilities, installation of inverters in lecture venues, ventilation compliance in lecture venues, upgrade of gas infrastructure on all campuses, expansion of emergency power at the Mahikeng Campus and general building maintenance.

9.6.9 Minor building works projects completed during 2024

Smaller projects with a combined value of R16 479 007 were completed as part of the minor building works across the NWU.

9.6.10 Projects carried over to 2025

Infrastructure projects for 2025 focus on implementing projects that relate to enabling the NWU's new strategic objectives. The combined value of these projects is R738 million.

The construction of the academic platform for the new Medical School will start around mid-2025 for completion in time for the first planned intake of 2028.

Facilities to enable the expansion of the NWU Business School were also approved for implementation.

The first phase of additional student housing was approved for the Vanderbijlpark Campus, based on the proposed NWU Student Housing Strategy. This phase will provide 252 beds on campus.

The second phase of the Universal Access Audit will be implemented on the Potchefstroom and Mahikeng campuses. We will also work on the first phase of a waterwise project for the Potchefstroom campus.

To ensure the alignment of infrastructure projects with the new NWU Strategy, several projects will be approved at the June 2025 Council meeting to support the new strategic intent for which R500 million was set aside in the budget.

9.6.11 Council statement on additional investment in infrastructure



9.6.12 Plans for the future

We are busy prioritising infrastructure developments for the future to ensure they are aligned with our new strategy, "Taking the NWU forward – 2024 and beyond".

In determining priorities, we are focusing on the Faculty of Natural and Agricultural Sciences, and student, on the Potchefstroom and Vanderbijlpark campuses. In addition, we are planning infrastructure upgrading projects to support sustainability and green campus initiatives.

We are also preparing business cases on investing in facilities to promote third-stream income activities to boost the NWU's financial sustainability.

9.6.13 IT infrastructure and developments

In 2024, we accomplished significant milestones in various areas, enhancing the NWU's IT capabilities and aligning with strategic goals. We have been systematic in updating infrastructure, improving integration, enhancing security and creating a dynamic technology ecosystem with a flexible IT operating model.

Infrastructure: We implemented "data protection" capabilities and enhanced our toolkit with cutting-edge backup and snapshot technologies for information protection. Embracing a philosophy of composable infrastructure, we integrated software and application programming interface-driven solutions across our network acquisitions. Introducing the NGDE container platform signifies a significant move towards containerisation, opening doors to a more flexible and expandable infrastructure. Furthermore, we significantly enhanced our WiFi and campus backbone to ensure our infrastructure could handle current and future requirements.

Integration platform: At the heart of our strategy was the integration platform, facilitating seamless communication between various applications and systems. This project was based on enterprise architecture principles and a gradual implementation of the NDGE platform. Our advancements in this field involved setting up a robust data architecture, revamping crucial organisational systems and advocating for a next generation digital learning environment to boost operational efficiency and encourage a culture of continuous enhancement.

Operating model: Our agile and adaptive operating model allowed us to quickly address changing business needs, technological advancements and market shifts. A strategic approach ensured that our IT initiatives aligned with our broader goals, enabling us to tackle new challenges effectively.

Security: This was a top priority. We created a comprehensive NWU enterprise security architecture to tackle vulnerabilities proactively. Emphasising our innovative approach, we established a hybrid security team and delved into automation for our patching processes. We contributed to national collaborative initiatives, demonstrating our commitment to enhancing cybersecurity and supporting the broader community. The department continues to engage independent cybersecurity professionals to audit the IT environment for vulnerabilities to ensure a cyber secure operating environment.

Technology ecosystem: Our technology landscape continues to expand substantially, developing into a comprehensive framework that bolsters our IT infrastructure and digital operations. This ecosystem serves as the cornerstone of our operational efficiency and strategic initiatives, highlighting the dynamic interaction of technology within our organisation.

The progress made in 2024 has established a strong base for future expansion, guiding us towards a more adaptable, safe and effective organisational environment.

9.6.14 Future outlook

IT will continue to drive digital transformation as a means to enable the institutional strategy. Building the requisite skills capability is key as we migrate to new technologies and evolve our operating model in response to a changing higher education and IT landscape. We focus on improving workforce diversity and service delivery efficiency, strengthening cybersecurity and effective oversight on strategic projects with specific focus on architecture alignment and governance. Enterprise change management has been flagged as an area that requires attention considering the changes brought about by the digital transformation roadmap.

With AI as the great disrupter, we are focusing on ensuring that we build technical capability to leverage opportunities brought about by AI. We will be running AI pilots in selected use cases to further understand and align AI capabilities to business needs. User/citizen computing is a new shift brought about by low code tools and easy accessibility of cloud-based tools. It is critical for IT to nurture and promote this change while ensuring a structured migration through adaptive governance.

We are emphasising innovation through AI strategies and advanced technology integration that bridge the gap between IT and business, enabling improved communication, stakeholder engagement and digital dexterity. We will prioritise core IT functions such as eResearch and high-performance computing, while also focusing on optimising service delivery and aligning IT practices with sustainability goals to create a resilient, future-ready and socially responsible IT landscape.

The implementation of the SIS is a big focus area considering the magnitude of the initiative, and all efforts will be made to ensure a successful delivery. We will continue to assess the new systems, including the LMS and human resources information system (HRIS), with the aim of making a suitable selection.

The DBS is our guiding document for digital transformation. IT's goals and strategies will be aligned to the six goals of the DBS for a structured implementation of the digital transformation roadmap underpinned by an institutional change management programme.

10 Governance: supporting and preserving value

10.1 Council statement on governance



COUNCIL STATEMENT ON GOVERNANCE

The NWU is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility, as advocated in the King IV Report.

Accordingly, Council endorses the Code of Practices and Conduct and the Code of Ethical Behaviour and Practice as set out in King IV, and has applied these in a rigorous way during the period under review. In supporting these codes, Council recognises the need to conduct the business of the NWU with integrity and in accordance with generally accepted good practices.

The monitoring of the NWU's compliance with these codes forms part of the mandate of the Audit, Risk and Compliance Committee.

A distinct difference exists in the roles and responsibilities of the chairperson of Council and that of the vice-chancellor.

Approved by the Executive Committee of Council on 26 June 2025 (as mandated by Council on 19 June 2025).

10.2 The role and function of Council and its committees

As the overall custodian of good corporate governance at the institution, the NWU takes its oversight and guidance role seriously.

We strive to provide a sound foundation for the creation of value, long-term growth and sustainability. For this purpose, the Council sets strategy, ensures proper governance, drives compliance and risk management and monitors the material activities of the university.

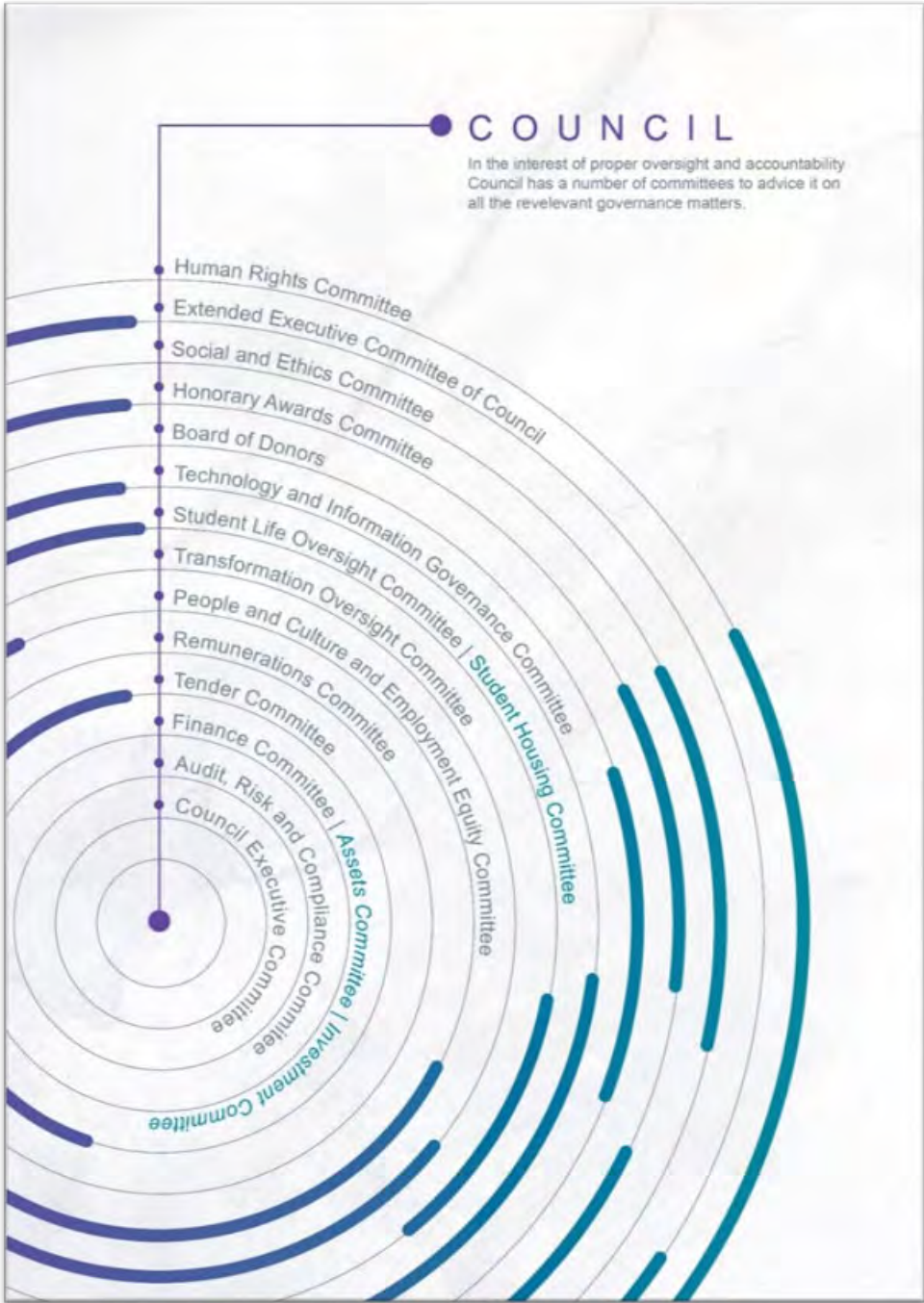
Council acts in strict accordance with the stipulations of the Higher Education Act and the NWU Statute. The latter was reviewed and published on 24 June 2022.

In 2024, under Council's leadership, the NWU continued to adhere to high governance standards while creating a value-driven governance landscape.

The composition of our Council is in accordance with the guidelines provided by the Higher Education Act and the university's Statute.

Of the 30 Council members, 60% are external and 40% internal, ensuring independence in the governance environment.

Council members externally elected or designated		Council members internally elected or designated	
Ministerial appointees	5	Management: vice-chancellor and vice-principal	2
Donors	3	Senate	3
Convocation	4	Academic employees	2
Community leaders	3	Support employees	2
Specific expertise	3	Student Representative Council	3
	18		12



The Council has a number of committees to advise it on all the relevant governance matters necessary for proper oversight and accountability.

The Finance Committee and the Assets Committee meet twice a year and report to Council twice a year. The remaining committees that meet more often are the Executive Committee of Council; Audit, Risk and Compliance Committee; Remuneration Committee; Transformation Oversight Committee; Tender Committee; Investment Committee; Technology and Information Governance Committee; Student Life Oversight Committee; Student Housing Committee; Human Rights Committee and Social and Ethics Committee; People and Culture and Employment Equity Committee; and the Honorary Awards Committee. They report to Council at each meeting.

In 2024, Council established two task teams, namely:

- Medical School Task Team
- Mineral and Mining Engineering Task Team

10.3 Council training

In 2024, we continued implementing the revised induction programme for newly appointed Council members. This followed Council's approval on 18 March 2021 of the revised programme, along with an ongoing capacity-building programme for members of Council and Council committees.

Feedback from Council members was that the induction programme was insightful and enabled new members to begin contributing quickly and effectively to governance oversight at both Council and Council committee levels.

10.3.1 Annual Council workshop

All Council members attended the annual workshop held on 13 March 2024, chaired by the chairperson of Council, Mr A Sorgdrager. The workshop covered the following three topics:

- **Taking a strategic view of funding of SA public universities:** A strategic discussion on the funding of South African public universities focused on financial challenges, policy issues and the impact of Covid-19 on higher education, particularly at the NWU. Experts highlighted the need for financial prudence, mitigation strategies and scenario planning to address funding uncertainties. Key measures included supporting online learning, maintaining staff salaries and managing cash flow. The discussion also examined evolving challenges, such as changes to NSFAS and state funding. Recommendations emphasised long-term financial planning, diverse funding sources and effective governance to ensure sustainability, equitable access and quality education.
- **The disruption of generative artificial intelligence (AI) on higher education:** The impact of generative AI on higher education was discussed, highlighting both opportunities and challenges. It emphasised the need for a strategic response, ethical guidelines and governance structures to regulate AI use. Concerns were raised about data privacy, intellectual property and institutional control over AI tools. The workshop also stressed the importance of digital literacy, adapting teaching methods and maintaining academic integrity. Universities were urged to proactively integrate AI while balancing innovation with the responsibility to ensure ethical and effective use in education.
- **Status update on the implementation of the NWU strategy 2024 and beyond:** The Council noted that the update on the implementation of the strategy highlighted a shift toward integrating units within the NWU enterprises framework to enhance agility, community engagement and knowledge sharing. It emphasised the institution's role in benefiting the university while creating opportunities for postgraduate involvement. A phased approach to project migration was adopted to ensure smooth integration. The strategy aimed to drive sustainable growth, operational efficiency and innovation, positioning the NWU for long-term success in higher education and research.

10.3.2 Special workshop

All Council members attended the special workshop regarding the alignment of the NWU's top management structure with the university's new strategy. Held on 21 May 2024, the workshop was chaired by Mr Sorgdrager, the Council chairperson. The Council was apprised of the key findings in terms of the benchmarking, key considerations in finding a workable proposal for the NWU, core elements of the proposed structure, the benefits of the proposed structure and the timelines for implementation and the associated change management process.

10.4 Code of Conduct and declarations of interest

The NWU Council Code of Conduct is binding on all members of Council and is revised as and when needed. The last review was conducted in March 2018. As part of the annual administration, all Council members need to sign the Code annually at the beginning of the year. Over the past few years' a 100% uptake had been achieved. All new Council members are also required to sign the Code of Conduct at the time of their appointment.

The Higher Education Act prescribes annual declarations of directorships and interest by members of Council and Council committees. We consider this requirement to be of the utmost importance in ensuring integrity in our behaviour at governance level and thus expect members of Council and Council committees to make such declarations regularly and timeously.

In its capacity as Council membership committee, the Council Executive Committee (Council Exco) receives and discusses quarterly declaration of interest audit reports for Council and Council committee members. These audit reports:

- deal with the payments made to entities in which members of Council and Council committees have an interest
- determine whether interests declared by members are confirmed through a check with the Companies and Intellectual Property Commission (CIPC);
- compare the available information with payment records on the university's financial system to determine whether, during the period of review, the NWU did business with entities in which members had an interest; and
- determine whether any member had possibly been involved in the approval of transactions between the NWU and the relevant entity.

These reports also serve as a standing item on the Council's agendas.

Council and Council committee members' declarations of interest are of such high importance that, as Council noted on 17 June 2021, sanctions can be imposed on members who do not comply with the legal requirements for declarations of interest. No such sanctions needed to be undertaken for 2024.

During 2024, Exco also continued regularly noting and discussing all declarations made by members of the University Management Committee (UMC) and referring any enquiries to the vice-chancellor.

10.5 Council membership as of 31 December 2024

• New Council members in 2024

The following new members joined the Council during the year under review:

- Prof NN Kgabi – Internal member elected by the support employees
- Prof N van der Merwe – Internal member elected by the academic employees
- Mr J Bezuidenhout – External member elected by the Board of Donors
- Mr CO van der Rheede – External member elected by the Board of Donors
- Prof JJ Janse van Rensburg – External member elected by the Convocation
- Dr JJ Faul – External member elected by the Convocation
- Mr K Zwane – Student Representative Council – President
- Mr R Coetzee – Student Representative Council – Deputy President
- Mr O Sefodi – Student Representative Council – Secretary General

The following members re-joined the Council for subsequent terms:

- Ms R Kenosi – External member appointed by Council for specific expertise (second term)
- Prof A Verhoef – Internal member elected by Senate (second term)
- Prof P Smit – Internal member elected by the academic employees (second term)

• Vacancies

- External member elected by the Board of Donors
- External members appointed by the Minister of Higher Education

10.5.1 Composition of Council

Meet our Council members

(Council membership as at 31 December 2024)



Prof MB Tyobeka (50)

Vice-chancellor

Qualifications: BScEd and MSc (applied radiation science and technology) (University of North West), MSc and PhD (nuclear engineering) (Penn State University, USA), MSc (management) (Colorado Technical University, USA)

Membership of Council committees:

All Council committees (except Audit, Risk and Compliance Committee – not a full member)

Term on Council:

Appointed for a five-year term from 2022 to 2027.

Two years, nine months into first term.

Number of committee meetings attended as Council member and average attendance:

90 meetings | 86% attendance

Directorships: USAf, NWU Property Development



Prof L du Plessis (55)

Vice-principal

Qualifications: PhD (education), MSc (computer science), BScHons, BSc (PU for CHE), Certificate for environmental educators (Unisa), Leadership in Higher Education (Institute for Educational Management Harvard), Certificate in ICT in Education for Policy implementers (Wits, Oracle University)

Membership on Council committees:

Council Executive Committee (Exco) | Medical School task team | School of Mining and Mining Engineering task team

Term on Council:

Appointed in 2020 for three years which was contractually extended to 31 August 2027.

Three years and four months into second term.

Number of committee meetings attended as Council member and average attendance:

56 meetings | 93% attendance

Directorships: None



Prof DM Modise (65)

Elected by Senate

Qualifications: BSc (horticultural sciences) (University of Bath), MSc (horticulture) (West Virginia University), PhD (plant sciences) (Nottingham University)

Membership of Council committees:

Student Life Oversight Committee | Honorary Awards Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025.

Two years, eight months into first term.

Number of committee meetings attended as Council member and average attendance:

30 meetings | 87% attendance

Directorships: Accesorise Internal Pty(Ltd), Melodi Farm



Prof AF Kotzé (60)

Elected by Senate

Qualifications: BPharm, MSc, PhD (PU for CHE)

Membership of Council committees:

Student Housing Committee | Honorary Awards Committee | Council representation on the Senate Executive Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025.

Two years eight months into second term.

Number of committee meetings attended as Council member and average attendance:

30 meetings | 87% attendance

Directorships: None



Prof AH Verhoef (52)

Elected by Senate

Qualifications: BA (US), BD Theology (US), BAHons Philosophy (US), MTh (US), DTh (US), PhD (Free University Amsterdam)

Membership of Council committees:

People and Culture and Employment Equity Committee I Honorary Awards Committee

Term on Council:

Appointed for a three-year term from 2024 to 2027.

One month into second term.

Number of committee meetings attended as Council member and average attendance:

19 meetings I 79% attendance

Directorships: None



Prof PA Smit (63)

Elected by academic staff members

Qualifications: BA (HED) (postgraduate), BAHons, MA, PhD (labour relations management)

Membership of Council committees:

People and Culture and Employment Equity Committee I Student Life Oversight Committee

Term on Council:

Appointed for a three-year term from 2024 to 2027.

Three months into second term.

Number of committee meetings attended as Council member and average attendance:

15 meetings I 80% attendance

Directorships: None



Prof N van der Merwe (43)

Elected by academic staff members

Qualifications: BCom Chartered Accountancy, Hons BCom Chartered Accountancy, MCom Management Accountancy, PhD Accountancy

Membership of Council committees:

Transformation Oversight Committee

Term on Council:

Appointed for a three-year term from 2024 to 2027.

One year into first term.

Number of committee meetings attended as Council member and average attendance:

10 meetings I 90% attendance

Directorships: None



Prof NA Kgabi (52)

Elected by support staff members

Qualifications: PhD (Environmental Science) (NWU), MSc (Physics) (UNW), MA (Evangelical and Charismatic Studies) (University of Birmingham), BSc Hons (Physics) (UNW), Postgraduate Diploma in Business Administration (Wits), BSc Ed (Physics and Chemistry) (UNW)

Membership of Council committees: None as at 31 December 2024

Term on Council:

Appointed for a three-year term from 2024 to 2027.

One month into first term.

Number of committee meetings attended as Council member and average attendance:

Appointed in November 2024, no meetings

Directorships: WRC Waterboard, SADC WaterNet



Ms MH Lekalakala (48)

Elected by support staff members

Qualifications: BCom (accounting) (University of Limpopo), BComHons (business management) (University of Limpopo)

Membership of Council committees: Social and Ethics Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025.

Two years, nine months into first term

Number of committee meetings attended as Council member and average attendance:
15 meetings | 100% attendance

Directorships: None



Mr RJ Coetzer (22)

Student Representative Council

Qualifications: Enrolled for LLB

Membership of Council committees: Student Oversight Committee

Term on Council:

Three months into term.

Number of committee meetings attended as Council member and average attendance:
6 meetings | 100% attendance

Directorships: Vice-Chairperson Project Youth South Africa



Mr O Sefodi (24)

Student Representative Council

Qualifications: Enrolled for master's degree in Mercantile Law

Membership of Council committees: Student Oversight Committee

Term on Council:

Three months into term.

Number of committee meetings attended as Council member and average attendance:
6 meetings | 83% attendance

Directorships: None



Mr K Zwane (29)

Student Representative Council

Qualifications: Enrolled for BEd Hons (Language Education)

Membership of Council committees: Student Oversight Committee | Student Housing Committee

Term on Council:

Three months into term.

Number of committee meetings attended as Council member and average attendance:
11 meetings | 82% attendance

Directorships: None



Ms EP Ramantswana (49)

Appointed by the Minister of Higher Education, Science and Innovation

Qualifications: BCom (University of KwaZulu-Natal), BComHons (Business Management) (University of KwaZulu-Natal), MBA (University of KwaZulu-Natal)

Membership of Council committees: Finance Committee | Assets Committee | Investment Committee | Medical School Task Team

Term on Council:

Appointed for a three-year term from 2023 to 2026.

One year, two months into first term.

Number of committee meetings attended as Council member and average attendance:
9 meeting | 100% attendance

Directorships: None

VACANT – 3 positions appointed by the Minister of Higher Education, Science and Innovation



Mr MSJ Thabethe (50)

Appointed by the Minister of Higher Education, Science and Innovation

Qualifications: National diploma (information technology), BTech (information technology) (TWR), MCom (information systems) (University of the Witwatersrand)
Membership of Council committees: Technology and Information Governance Committee | Audit, Risk and Compliance Committee | Social and Ethics Committee | Executive Committee of Council (alternate) | Extended Exco
Term on Council:
Appointed for a three-year term from 2023 to 2026.
One year, two months into third term.
Number of committee meetings attended as Council member and average attendance:
26 meetings | 92% attendance
Directorships: Sihlasi Technologies



Mr JJ Bezuidenhout (62)

Elected by the Board of Donors

Qualifications: B Com (NWU), Honours, MCom (UFS)
Membership of Council Committees:
Technology and Information Governance Committee
Term on Council:
Appointed for a three-year term from 2024 to 2027.
Six months into first term.
Number of committee meetings attended as Council member and average attendance:
3 meetings | 100% attendance
Directorships: None



Ms PS Moleke (57)

Elected by the Board of Donors

Qualifications: Honours (economics) (University of the Witwatersrand), master's degree (economics) (Georgia State University), BA (education) (Vista University)
Membership of Council committees:
Audit, Risk and Compliance Committee | Finance Committee | Investment Committee | Assets Committee | Tender Committee
Term on Council:
Appointed for a three-year term from 2022 to 2025.
Two years, two months into first term.
Number of committee meetings attended as Council member and average attendance:
25 meetings | 96% attendance
Directorships: None



Mr CO van der Rheede (60)

Elected by the Board of Donors

Qualifications: School of Music diplomas in Advanced Piano and Singing, a Higher Education Diploma in Music Education, BA in Psychology and Afrikaans (UWC), qualifications in Human Resource Management, Marketing, Financial and Management Accounting, General Business Management and an honour's degree in Public Leadership, Public Administration and Development Studies (US Business School), master's degree in Public Leadership and Administration (US School of Public Leadership)
Membership of Council committees:
People and Culture and Employment Equity Committee | Transformation Oversight Committee | Human Rights Committee
Term on Council:
Appointed for a three-year term from 2024 to 2027.
10 months into first term.
Number of committee meetings attended as Council member and average attendance:
7 meetings | 100% attendance
Directorships: ATKV, AgriSeta, Kgadiso Trust, Casidra



Mr A Sorgdrager (65)

Elected by the Convocation
Chairperson of Council

Qualifications: Bluris and LLB (PU for CHE), international executive programme (INSEAD Business School)

Membership of Council committees:

Executive Committee | Remuneration Committee | Finance Committee
| Honorary Awards Committee | Student Oversight Committee | Senate |
Medical School Task Team | Extended Exco | Mining and Mining Engineering Task Team

Term on Council:

Appointed for a three-year term from 2023 to 2026.

One year, five months into third term.

Number of committee meetings attended as Council member and average attendance:

63 meetings | 100% attendance

Directorships: Vaalrivier Steiltes Aandeleblok | Florida Buitemuurs | Nedbank Zimbabwe



Prof TP Venter (69)

Elected by the Convocation

Qualifications: master's degree (political science) (PU for CHE), master's degree (comparative politics) (State University of New York)

Membership of Council committees:

Technology and Information Governance Committee | Medical School Task Team | Mining and Mining Engineering Task Team

Term on Council:

Appointed for a three-year term from 2022 to 2025.

Two years, eight months into first term.

Number of committee meetings attended as Council member and average attendance:

19 meetings | 68% attendance

Directorships: None



Prof JJ Janse van Rensburg (73)

Elected by the Convocation

Qualifications: ThD New Testament Hermeneutics

Membership of Council committees:

Student Life Oversight Committee

Term on Council:

Appointed for a three-year term from 2024 to 2027.

Three months into first term.

Number of committee meetings attended as Council member and average attendance:

3 meetings | 100% attendance

Directorships: Noordelike Helpmekaar Studiefonds NPC, Village of Golden Harvest



Dr JJ Faul (55)

Elected by the Convocation

Qualifications: PhD (NWU), MBA (Management College of South Africa), Masters of Law (Sports Law and Practice) (De Montfort University),

Membership of Council committees:

Tender Committee | Audit, Risk and Compliance Committee

Term on Council:

Appointed for a three-year term from 2024 to 2027.

One month into first term.

Number of committee meetings attended as Council member and average attendance:

Appointed on 22 December 2024

Directorships: Titans Cricket Union, Titans Cricket Pty (Ltd)



Pastor PM Tlhabanyane (61)

Appointed from the community leaders

Qualifications: Dip PA, BPA, BAHons (theology)

Membership of Council committees:

Executive Committee | Student Life Oversight Committee | Student Housing Committee | Social and Ethics Committee | Independent Student Electoral Committee

Term on Council:

Appointed for a three-year term from 2023 to 2026.

One year, 9 months second term.

Number of committee meetings attended as Council member and average attendance:

70 meetings | 97% attendance

Directorships: None



Ms S Britz (63)

Appointed from the community leaders

Qualifications: Matric, NQF5 Real Estate

Membership of Council committees:

Executive Committee | People and Culture and Employment Equity Committee | Assets Committee | Transformation Oversight Committee

Term on Council:

Appointed for a three-year term from 2023 to 2026.

One year, 9 months into second term.

Number of committee meetings attended as Council member and average attendance:

42 meetings | 100% attendance

Directorships: IDUC NPC | Tlokwe Crisis Centre



Ms PP Thebe (37)

Appointed from the community leaders

Qualifications: BCom, PGCE

Membership of Council committees: Student Life Oversight Committee | Human Rights Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025.

Two years, six months into first term.

Number of committee meetings attended as Council member and average attendance:

16 meetings | 100% attendance

Directorships: None



Mr N Omar (37)

Appointed by Council for specific expertise

Qualifications: CA(SA) (Unisa)

Membership of Council committees: Investment Committee

Term on Council:

Appointed for a three-year term from 2022 to 2025.

Two years, six months into first term.

Number of committee meetings attended as Council member and average attendance:

11 meetings | 100% attendance

Directorships: Snap Consulting



Ms RA Kenosi (53)

Appointed by Council for specific expertise
Deputy Chairperson of Council

Qualifications: BComp Accounting, BComp Accounting (Hons), CA(SA) (Unisa)

Membership of Council committees:

Audit, Risk and Compliance Committee | Executive Committee | People and Culture and Employment Equity Committee | Remuneration Committee | Extended Exco | Mining and Mining Engineering Task Team | Medical School Task Team | Tender Committee

Term on Council:

Appointed for a three-year term from 2024 to 2027.
Nine months into second term.

Number of committee meetings attended as Council member and average attendance:

53 meetings | 100% attendance

Directorships: Fraudsmiths Pty Ltd | Bridging Concepts Financial Services Pty Ltd



Mr TV Mokgatla (49)

Appointed by Council for specific expertise

Qualifications: BCom (accounting) (University of North West), HonsBcompt/ Certificate of theory in accounting (CTA) (Unisa)

Membership of Council committees:

Audit, Risk and Compliance Committee | Assets Committee | Remuneration Committee | Extended Exco

Term on Council:

Appointed for a three-year term from 2022 to 2025.
Two years, six months into second term.

Number of committee meetings attended as Council member and average attendance:

19 meetings | 98% attendance

Directorships: Yebo Yethu (RF) Limited | Yebo Yethu Investment Company (RF) (Pty) Limited | MTBG Investments (Pty) Ltd |

South African Blood Services NPC (SANBS) | Stokfella (Pty) Ltd | Baphalane Siyanda Chrome Company | Atomic (Pty) Ltd | Baphalane Property Holdings | His Crown Apostolic Ministries | BBMIH Food (PTY) Textiles (Pty) Ltd Manufacturing (Pty) Ltd | Hyprop Investment Ltd | Philasini (Pty) Ltd | BBMIH (Pty) Ltd | Baphalane Property Holdings (Pty) Ltd

Diversity of skills and experience

Our Council members contribute a variety of valuable skills and experience. Their fields of expertise are given below:

- legal
- forensics
- strategic planning
- governance and ethics in general
- higher education governance
- student management and governance
- general management, business and industrial psychology
- science/innovation, technology and engineering
- communication and languages
- general legal expertise
- psychology and theology
- labour relations
- risk management, audit, accounting and financial management
- theological expertise.

When filling vacancies on the NWU Council, we seek particular skills that match the skills set decided on in November 2018. The Council took these skills into account in 2024 when seeking to fill vacancies in membership.

- General legal expertise
- Environment, land and indigenous law
- Global engagement expertise
- Data analytics expertise
- Audit and accounting expertise
- Investment expertise
- Fundraising expertise
- Finance and business expertise (medium to macro enterprises)
- Business administration and/or strategy expertise
- Governance and ethics expertise
- Corporate communication expertise
- Information technology expertise
- Technology transfer expertise
- High positive public profile – science
- High positive public profile – community engagement
- Arts/people management.

10.6 Council transformation

Council continued to focus on transformation targets for its membership and approved the following equity targets for Council to achieve by January 2025:

African female	African Male	Indian/Coloured/Chinese male/female	White female	White male	Vacancies	Total
7	8	2	6	7	0	30
23,3%	26,66%	6,66%	20%	23,3%	0%	100%
<i>Specific membership requirement: Council should include two members with disabilities (Council resolution of 8.9.2022).</i> <i>Currently none.</i>						

As of 31 December 2024, the equity profile of Council was as follows:

African female	African male	Indian/Coloured/Chinese male/female	White female	White male	Vacancies*	Total
4	7	3	3	10	3	30
13,3%	23,3%	10%	10%	33,3%	10%	100%
<i>Members with disabilities: None</i> <i>* Three external members appointed by the Minister of Higher Education</i>						

10.7 Council decisions impacting value creation

10.7.1 Key decisions taken by Council in 2024

The following table gives a summary of Council's value-creating decisions and the possible effect of these on future value creation.

Strategy and structure
- Approval of the date for the implementation of the new structure as 1 June 2025. - Approval of the top structure for the NWU. - Approval of the NWU structure 3B-1. - Approval of the NWU structure 3B-2 in the Registrar's environment. How this governance decision could affect future value creation: <i>As Council we are confident that the ongoing implementation of the strategy, structure and brand is shaping the NWU's operations and efficiency. We remain confident that the realisation of the strategic agenda of the NWU adds to the improved positioning of the university in the South African higher education landscape.</i>

Policies and rules
The Policy Refinement Committee continued with its activities in the drafting and review of policies. In ensuring compliance with national directives and mitigating possible risks facing the university, we approved 13 policies and one framework (either revised or new) in 2024: - NWU General Academic Rules - Policy on Student Discipline - Policy on Continuing Education - NWU Graduate Employability Framework - NWU Ethics Policy - Library and Information Services Policy - Policy and Rules for the Awarding of a Chancellor's Medal - Policy and Rules for the Awarding of Honorary Degrees

- NWU Policy on Academic Integrity
- Research Data Management Policy
- Community Engagement Policy
- Breastfeeding Policy
- Gender-Based Violence Policy
- Policy on the Promotion of Support Staff

How these governance decisions could affect future value creation:

The NWU's success model indicates that the university is committed to the continued adoption of responsible risk-embracing strategies and transformational practices. In line with this undertaking, and in adhering to the prescripts of the Statute, the university continually drafts and revises policies and rules.

Financial and infrastructure matters

We, as Council, approved the audited financial statements (consolidated statements of financial position and comprehensive income) for the year ended 31 December 2023.

In addition, the following financial approvals were among the highlights of 2024:

- Approval of the Residence Report on 31 March 2024 for submission to the DHET.
- Approval of the Revised Capital Programme Budget.
- Investigation of building own residences at the Vanderbijlpark Campus.
- Approval that the Facilities Department be given the mandate to pursue outstanding property portfolio matters.
- Approval – Mahikeng Campus regarding properties across from the main entrance gate: continuation of the process to receive the donation, subject to obtaining a sworn valuation and determining the full cost of this transaction.
- Approval – Potchefstroom Campus regarding 2 Swan Street: sale of the property as recommended by the Special Council Committee Task Team.
- Approval of the NWU Price Structure for the Studies Abroad Project between the NWU and University of Arizona.
- Approval of the 2025-2027 budget, subject to the principle that the budget would need to be adjusted when new information is received from the Minister (specifically with regards to the subsidy allocation and fee increase adjustment recommendation, as well as actual enrolments for 2025).
- Approval of the 2025 tuition fee inflation adjustment on all campuses to be the projected CPI for 2025 for contact students (worked into the budget as 4,5%) and 4,5% for distance students (2024 tuition fee inflation adjustment, aligned with the one-year lag principle as approved).
- Approval of the 2025 amounts payable at registration, previous year adjusted with the projected CPI for 2025 (tuition fee related) or CPI plus 2% (residence related).
- Approval of 2025 cash advances to students funded by NSFAS as recommended by the Finance Committee.
- Approval in respect of the 2025 Post Graduate Diploma and PhD fees in the NWU Business School.
- Approval in respect of international fees for students outside the SADC to allow for deviations from the current fee structure during negotiations with international students outside the SADC as and when necessary, as an interim arrangement until a fixed fee structure can be proposed.
- Approval of fee increases for leased residences linked to the Vanderbijlpark Campus fee to be aligned with the percentage increase in the lease agreements (a 7% increase for Bothlale and Moahi Residences and a 6% increase in Longfellow and Ebukhosini Residences).
- Approval of the 2024-2034 Strategy for Student Residences as recommended by the Finance Committee.
- Approval of a residence report as of 31 March 2023 to be submitted to the Department of Higher Education.
- Approval of the infrastructure project list, indicating funds allocated for macro-maintenance projects.
- Approval that management negotiate a one-year lease with Green Meadows for 628 beds for 2025.

- Approval regarding the Chapel Properties, that the process to receive the donation was to continue by means of the engagements that the deputy vice-chancellor Campus Operations were having with the property owners and the NPO.
- Approval regarding the purchase of GKSA Admin Buro Building to house the NWU Business School.
- Approval of the StarRez product and the budget for implementation for residence placements.

How these governance decisions could affect future value creation:

We are confident that the right decisions have been taken in the short term to enable the university to realise the goals in the Annual Performance Plan and to continue pursuing its strategic agenda. However, Council is on record that it expressed concerns on the medium and long-term effects of the national uncertainties around the sustainability of South African higher education. These uncertainties relate predominately to the funding of public higher education.

Tender matters

The following tenders were approved:

- Tender TR103/2021NW – Provision of Mass Secure Printing Services
- Tender NWUTR166/2023PC – Construction of new laboratory spaces for Education on the Potchefstroom Campus, to be awarded to Masakhane BC (Pty) Ltd.
- Constitution of the Professional Consulting Services Panel in the Built Environment for all campuses as recommended by the Tender Committee (Tender NWUTR173/2023NW) for a period of three years with the option to extend the terms for a further three years.
- Tender NWUTR060/2024MC – Construction of New Additional Lecture Halls on the Mahikeng Campus to be awarded to Mabra Konstruksie (Pty) Ltd.
- Extension of Leases for Student Accommodation at the Vanderbijlpark Campus as recommended by the Tender Committee, as follows:
 - Tender NWUTR1302021VC – to be extended with Amorispan (Pty) Ltd (Bohlale) for 660 beds for three years until 31 December 2027.
 - Tender NWUTR101202VC – to be extended with Amorispan (Pty) Ltd (Moahi Village) for 305 beds for three years until 31 December 2027.
 - Tender NWUTR1302021VC – to be extended with Buhle Houses 1 (Pty) Ltd (Longfellow and Ebukhosini) for 518 beds for three years until 31 December 2027.

How these governance decisions could affect future value creation:

As Council we ensure that the university procures services by means of a process that is fair, equitable, transparent, cost-effective and competitive, while also ensuring the realisation of transformation objectives. We are confident that the tenders that were awarded adhered to the principles laid down in relevant legislation.

Appointment of office bearers

We oversaw the process of appointing senior office bearers and approved the following:

- Appointment of Ms Busisiwe Ramabodu as Executive Director: People and Culture (designate) with effect from 1 June 2024.
- Election of Dr Anna Mokgokong as NWU Chancellor for a second term.
- Appointment of Mr Milton Nyamadzawo as acting Executive Director: People and Culture until a substantive appointment was made.
- Appointment of Prof Linda du Plessis as deputy vice-chancellor: Teaching and Learning.

How these governance decisions could affect future value creation:

We made sure that the appointment of these office bearers was informed by the Statute and relevant rules. The calibre of those who have been appointed was and is key to achieving the NWU's strategic objectives.

Governance matters

Key resolutions related to governance included the following:

- Approval of the following revised terms of reference for Council committees:
 - Human Rights Committee
 - Technology and Information Governance Committee
 - Assets Committee
 - Student Housing Committee
 - Extended Executive Committee
 - Remuneration Committee
- Approval of Council members nominated by the Executive Committee of Council as members of Council committees.
- Approval of the amended Rules for the Board of Donors.
- Approval to dissolve the Vanderbijlpark Students' Campus Council (SCC).
- Approval of procedures guiding the appointment of an SCC in accordance with paragraph 28.6 of the Institutional Rules on Student Governance.
- Approval of the list of eight SCC candidates for the Vanderbijlpark SCC.
- Awarding of honorary degrees of Philosophiae Doctor (honoris cause) to:
 - Prof Sir Hilary McDonald Beckles
 - Mr Peter Monametsi Chiepe
 - Prof Raymond Parsons
 - Prof Toyin Falola
- Awarding of a Chancellor's Medal to:
 - Prof Christa Rautenbach
 - Brigadier Steven Moodley
- Approval of the 2023 Governance Scorecard for submission to the DHET.
- Approval of the 2023 Integrated Annual Report as recommended by the ARCC for submission to the DHET.
- Approval of the Mid-Year Performance Report ending 30 June 2024 for submission to the DHET, as recommended by the University Management Committee and the Senate.
- Approval of the consolidated financial statements of financial position and comprehensive income for the year ended 31 December 2023 as recommended by the ARCC.
- Approval of the 2023 Financial Overview as recommended by the Finance Committee
- Approval of the Audit Report by Nexia SAB&T for the 2023 financial year.
- Recording of the list of recognised donors as approved by the Council Exco on 12 August 2024.
- Approval of the programme for the 2025 Council workshop.
- Approval of the establishment of a Task Team at the School of Mines and Mining Engineering, as well as its terms of reference as recommended by the Executive Committee of Council.
- Approval of the Employment Equity annual submission report for the period 2023/24 as recommended by the PCEE.
- Approval of the amendments to the NWU Statute.
- Recording of a startup capital loan for NWU Enterprises as approved by Council Exco on 14 October 2024.
- Recording of the Corrected Framework for the Academic Calendar 2025 as approved by Council Exco on 14 October 2024.
- Approval of the NWU top risks and strategic risk register as recommended by the ARCC.
- Approval of the 2025 Orientation Programme as recommended by the Student Life Oversight Committee

Significant matters as recommended by the Senate:

- Recommendation of the establishment of a Digital Humanities Centre in the Faculty of Humanities.
- Recommendation of the correction of organisational unit (OU) codes in the School of Philosophy and new OU code for Critical and Analytical Thinking in the Faculty of Humanities.

- Recommendation of the Framework for the 2025 Academic Calendar to Council for approval.
- Recommendation of the awarding of honorary degrees of Philosophiae Doctor (honoris cause) to:
 - Prof Sir Hilary McDonald Beckles
 - Mr Peter Monametsi Chiepe
 - Prof Raymond Parsons
 - Prof Toyin Falola
- Recommendation of the awarding of a Chancellor's Medal to:
 - Prof Christa Rautenbach
 - Brigadier Steven Moodley
- Recommendation of the APS for Pastoral Counselling and Psychology from 24 to 26.
- Recommendation of the upgrading of the niche area: Musical Arts in SA: Resources and Applications (MASARA) to a focus area.
- Recommendation of the establishment of the Centre for Teaching Learning and Curriculum Engagement in the Faculty of Humanities.
- Recommendation of the correction of OU codes in the School of Social Sciences in the Faculty of Humanities.
- Recommendation of the name of the to-be-established NWU Medical School as the "Desmond Tutu School of Medicine".
- Recommendation of the name change of the Organisation Unit Business Development and Stakeholder Engagement to Industry and Community Engagement in the Faculty of Engineering.
- Recommendation of the structure and organisation unit codes of the NWU Medical School.
- Recommendation of the fit-for-purpose structure of the Research Support Department.
- Recommendation of 2026 admission requirements (Life Sciences in the Bachelor of Health Sciences with Sport Coaching and Human Movement Sciences).
- Recommendation of the niche area: Global Innovative Talent (GIFT) to be reevaluated in March 2026.
- Recommendation of the focus area: Afrocentric Governance of Public Affairs to proceed as a focus area.
- Recommendation of the focus area: Community Based Educational Research (COMBER) to continue as a focus area.
- Recommendation of the upgrade of Indigenous Language Media in Africa (LIMA) from niche area to focus area.
- Recommendation of the name change from the focus area: Human Metabolomics (FAHM) to Biomedical and Molecular Metabolism Research with the acronym BioMMet.
- Recommendation of the establishment of a Centre for Professional Commerce Education in the Faculty of Economic and Management Sciences.
- Recommendation of the creation of a Sub-school of Academic Literacy within the School of Languages.
- Recommendation of the formation of a chart code for Academic Literacy.
- Recommendation of the creation of a Centre for Geopolitical Security and Strategy.

How these governance decisions could affect future value creation:

Through sound governance principles and practices, we create an ethical environment in which the NWU can realise its strategy.

10.7.2 Remuneration of externally elected Council members

Since 2009, following a Council resolution to this effect, the university has paid an honorarium to external members of Council and of Council committees.

The honorarium is considered a token of the NWU's appreciation for members' time and effort. The honorarium fee is paid twice a year, in August and December. The fee is linked to the university's annual cost of living adjustment (COLA) process, which the Remuneration Committee approves before implementation.

The following table shows the honoraria paid for each meeting attended:

Position	Honorarium 2023	Honorarium 2024
Council chairperson	R7 310	R 8 152
Council-appointed external expert, but not a Council member	R5 483	R 6 114
Chairperson of a Council committee that fulfils a statutory role (Reporting Regulations) • Finance Committee • Audit, Risk and Compliance Committee • Remuneration Committee • Tender Committee • Technology and Information Governance Committee	R5 483	R6 114
Chairperson of a Council committee	R4 604	R5 134
Deputy chairperson of Council for each Council meeting	R5 483	R6 114
Council chairperson or deputy chairperson as an ordinary member of a structure	R3 658	R4 079
Council member	R3 658	R4 079

10.7.3 King IV as the guiding framework for value creation through governance

After King IV came into effect on 1 April 2017, the NWU initiated an internal process to ensure compliance by aligning structures, policies and procedures with the necessary requirements. The connections between King IV and the corresponding internal structure or responsibility are shown below:

KING IV requirement	<Integrated Report> content element	Relevant governance structure
Leadership and ethics	Stakeholder engagement and relationships; governance	• Council • Social and Ethics Committee
Performance and reporting	Strategy and resource allocation; performance; outlook	• Exco • Finance Committee • Senate • Council
Governance structure and delegation	Governance and remuneration	• Council • Exco • Remuneration Committee
Risks and opportunities	Stakeholder engagement and relationships; risk and opportunity	• Audit, Risk and Compliance Committee (ARCC) (as primary committee for oversight purposes) • Other committees of Council (for risks and opportunities relevant in the identified area of oversight) • Senate • Council
Technology and information	Governance, risk and opportunity; strategy and resource allocation	• Technology and Information Governance Committee • ARCC • Exco • Council

KING IV requirement	<Integrated Report> content element	Relevant governance structure
Compliance	Governance	• ARCC • Other committees of Council (for compliance – matters relevant in the said area of oversight) • Council
Remuneration	Stakeholder engagement and relationships; remuneration	• Remuneration Committee • Council
Assurance	Governance; basis of preparation and presentation	• ARCC • Finance Committee • Senate • Council
Stakeholder relationships	Stakeholder engagement and relationships	• Social and Ethics Committee • People and Culture and Employment Equity Committee • Transformation Oversight Committee • Student Life Oversight Committee • Institutional Forum • Student Representative Council • Convocation • Board of Donors • Council • Human Rights Committee



Governance structures of the NWU

Council

The Council governs the NWU through the adoption of purpose and value statements, strategic plans and policies, as well as the Statute, the rules, processes and delegations of authority. Furthermore, Council monitors the operational performance of management and establishes committees and, together with Senate, joint committees, to ensure that the NWU achieves its purpose and values.

Executive Committee

The Executive Committee deals with important governance matters between meetings of the NWU Council and acts as a Council membership committee.

Remuneration Committee

The Remuneration Committee assists Council in carrying out its responsibilities regarding a fair and responsible remuneration philosophy and its implementation.

Finance Committee

The Finance Committee advises Council on financial and investment matters and on long-term infrastructure development at the NWU (also through obtaining specialist advice from the Assets and Investment subcommittees).

Tender Committee

The Tender Committee advises the Council on matters related to governance and oversight as these pertain to the NWU's procurement processes and ensures that these are fair, equitable, transparent, cost-effective and compliant to all relevant regulations and rules.

Technology and Information Governance Committee

The Technology and Information Governance Committee assists Council with the governance of all information and technology aspects at the NWU.

Institutional Forum

The Institutional Forum advises Council on the implementation of the Higher Education Act and national higher education policies, as well as on the fostering of a university culture that promotes tolerance, respect for human rights and an environment conducive to learning, teaching and research.

Board of Donors

The Board of Donors (elected every three years from among the recognised donors of the NWU) offers advice to the vice-chancellor or Council on matters of interest to the university or the donors.

People and Culture and Employment Equity Committee

The People and Culture and Employment Equity Committee advises Council on all matters relating to people and culture (human resources) and employment equity.

Transformation Oversight Committee

The Transformation Oversight Committee advises Council on the implementation of the transformational aspects of the Annual Performance Plan.

Student Housing Committee

The Student Housing Committee provides strategic direction, governance and oversight in regard to the relevant functions of the committee, particularly as this pertains to the provisioning of student housing in university-owned and university-leased facilities, as well as privately owned and university-accredited facilities.

Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee advises Council on the safeguarding of the NWU's assets, the maintenance of adequate accounting records, the development and maintenance of an effective system of internal control, overseeing management's role in creating and maintaining a proper risk management process, and authorising the annual audit fee for the external auditors. It also provides a channel of communication between Council, management, the internal audit function and the external auditors.

Honorary Awards Committee

The Honorary Awards Committee acts as a selection committee that screens and considers awards by the NWU, including honorary degrees, chancellor's medals, honorary naming or any other awards by means of which persons or entities are honoured, with the purpose of recommending such awards to Council.

Senate

The Senate is responsible for regulating all teaching-learning, research and academic support functions, as well as for determining academic policies and rules.

Convocation

The Convocation is the body of alumni that is constituted with the aim of creating a link between the university and its corps of alumni. It also designates four members to serve on Council.

Extended Executive Committee

The Extended Executive Committee discusses high-level issues, monitors the relevance and responsiveness of the NWU Quality Manual, monitors the effectiveness and efficiency of the implementation of Council action plans formulated in response to internal and external evaluations, and serves as monitoring and evaluation platform for implementation of Council resolutions.

Student Life Oversight Committee

The Student Life Oversight Committee advises Council on all relevant student matters and steers the strategic direction towards inculcating a unified and integrated student-life culture across NWU campuses characterised by optimal integration of student activities aimed at inclusivity and embracing multiculturalism and diversity.

Social and Ethics Committee

The Social and Ethics Committee provides oversight and guidance in assisting Council to develop an understanding of management and oversight about the positioning of the NWU as an integral part of the society in which it functions.

Human Rights Committee

The Human Rights Committee advises the Council on various matters pertaining to human rights and social justice. This includes advocacy efforts related to human rights, such as addressing incidents of gender-based violence, racism, intolerance and discrimination.

Student Representative Council

The Student Representative Council is the duly elected body within Student Life that oversees the management of organised student life and represents students on various governance structures.

10.7.5 Value creation through Council committee work

As indicated earlier, the Council committees assist us with our performance as Council.

All these committees are formally constituted, have terms of reference and consist of a majority of Council members who are neither employees nor students of our public higher education institution. The Council and its committees are chaired by external independent members with the necessary expertise and skills.

- **Quality Manual**

The Council Quality Manual was revised and approved by the Council on 22 June 2023. The NWU manual is based on the norms prescribed by the DHET Governance Scorecard.

The Council Quality Manual documents all aspects of achieving, sustaining, monitoring and quality-enhancing all levels of activity of the NWU Council, and aims to assist with governing the following matters:

- ascertaining the desired norm against which processes and procedures of Council are benchmarked;
- putting forward the monitoring mechanisms to determine the effectiveness and efficiency of the activities of Council;
- identifying risks relevant to the functioning of Council; and
- applying the relevant measurements to ensure consistent achievement of good results in all areas of operation.

The Quality Manual remained unchanged in 2024.

10.8 Council statement on sustainability as value add



COUNCIL STATEMENT ON SUSTAINABILITY AS VALUE ADD

At the NWU we define sustainability as the ability of the university to create value in the short-, medium- and long term by promoting stakeholder-inclusive approaches to developing a strategic response to the risks and opportunities faced. We consider material matters, whether financial or non-financial in nature.

Material matters of a social and environmental nature are as important as financial and economic issues in determining the overall value created by the NWU.

The NWU 2024 and beyond strategy is integral to the value-creation process and to ensuring our sustainability. Our vision is to discover new frontiers and opportunities to benefit society, advancing our relevance and impact, and our mission affirms our commitment to this through the provision of knowledge, excelling in innovative teaching and cutting-edge engagement with the community.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**

10.9 Ethics in action at NWU

10.9.1 Council statement on ethics and values



COUNCIL STATEMENT ON ETHICS AND VALUES

The NWU Code of Ethics commits the university to the highest standards of integrity, behaviour and ethics in dealing with all its stakeholders and society at large.

The Ethics Policy approved in June 2024 provides a governance framework to enable the highest standards of integrity in service of the role that NWU must fulfil as socially responsible corporate citizen and binds all its members, namely members of governing structures, all staff and all students.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**

10.9.2 Ethical leadership and corporate citizenship

Integrity is the basis of the university's leadership at all levels of governance and management, in line with our values statement.

In the past few years, we have invested in building on important concepts contained in King IV on the governance and management of ethics. This has borne fruit by ensuring the NWU is on track in setting its strategy, establishing the requisite governance measures and clarifying performance indicators.

We seek to mainstream operations relevant for ethical leadership and corporate citizenship across the university, in line with the statement of strategic ethical intent that Council approved in late 2021.

Ongoing oversight is essential in creating an environment conducive to detecting and countering possible negative outputs resulting from financial, societal and environmental practices. In 2024, the Social and Ethics Committee and the ARCC fulfilled this ongoing oversight role.

At policy level, the following Council-approved policies instil an ethical leadership culture and strengthen the NWU's position as corporate citizen:

- Policy and Rules on Conflict of Interest and of Declaration of Interest and of Gifts
- Policy on Employment Equity
- Policy on Employee Wellness
- Policy on Sexual Harassment
- Policy on Employees living with Disability
- Policy on Environmental Sustainability.

Council's approval of the reviewed NWU Code of Ethics in November 2022 was important in that the Code aims to provide a foundation for the implementation of the university's ethics strategy. This strategy guides our members on the expected ethical behaviour against the background of the university's values statement.

In advising Council on ethical leadership and corporate citizenship, the Social and Ethics Committee of Council emphasises matters that relate to the interdependencies between the university and the society in which it functions. This approach positions the NWU to fulfil its responsibility in terms of the environmental impact of its behaviour and supports value creation for its stakeholder communities.

The university's commitment to establish a management environment conducive to instilling ethics across the institution was strengthened with the approval of the ethics management plan. The main tenets of the ethics management plan are summarised as follows:

<u>Strategic focal area 1:</u> Governance and management commitment to ethics	At both management and governance levels, we ensure ethics risks receive attention through regular discussion of the risks and reporting. We focus on the extent to which Council and all levels of management are visibly committed to good ethical conduct; support employees to make better ethical decisions; fairly and consistently enforce policies, rules and procedures; and visibly serve as role models of ethical behaviour.
<u>Strategic focal area 2:</u> Ethics accountability	We put the right structures and reporting in place to facilitate the governance and management of ethics. Further, we develop clear, enforceable policies and ensure ethical risks receive attention at both management and governance levels through regular discussion and reporting of such risks. All persons (internal and external) are required to be aligned with the university's ethical standards and are held fairly and consistently accountable for any actions and decisions that do not meet these ethical standards. Employees at every level are expected to adhere to policies, procedures and frameworks. We see to it that employees and students are protected from victimisation when reporting on ethics matters.
<u>Strategic focal area 3:</u> Ethics talk and awareness	Employees receive ethics training to familiarise them with ethics and ethical conduct and ethics policies (i.e. the code of conduct) so that they know what is expected of them regarding ethical behaviour. Employees are guided to speak openly about ethics, ethical dilemmas and challenges, test decision-making and actions for ethical outcomes and feel comfortable addressing ethical concerns with peers and leadership.

As reported elsewhere, 2024 saw a concerted effort driving the NWU's institutional culture towards ensuring that students and staff buy into the NWU values and live these, with the purpose of ensuring that the values become engrained in the university's demonstrated and fostered culture.

10.9.3 Behavioural manual for staff

The NWU Behavioural Manual, which is in line with the provisions of the Labour Relations Act, is used to regulate employee conduct. The manual, which was updated in 2023 to incorporate the latest developments in law and approved by Council, became effective on 1 January 2024.

In 2024, disciplinary actions were taken against 34 NWU employees who were charged with misconduct. Some of these employees faced more than one allegation, resulting in a total of 59 transgressions for 2024.

The services of 13 employees were summarily terminated after a disciplinary process. Two employees resigned before the finalisation of their cases. A total of 16 matters were referred to the Commission for Conciliation, Mediation and Arbitration (CCMA). Of these, 11 matters were finalised and five are still ongoing.

10.9.4 Ombud office for language

The approach of the Language Directorate is to resolve language matters directly or as close as possible to the point where these originate and not to allow these to escalate.

Reporting can be done to the Ombudsperson in the Language Directorate via any of the NWU reporting channels or directly via email to the Ombud. Reported matters are investigated, resolved and reported on.

The ombudsperson was actively involved throughout 2024, with a noticeable increase in language-related inquiries and complaints. All of these were investigated, and effectively resolved, and clear guidance was provided with a focus on inclusivity, diversity and a commitment to ethical principles. Moreover, the ombudsperson served as an easily accessible point of contact for all university employees and students regarding language-related queries, complaints and issues.

10.9.5 Dealing with sexual harassment

The NWU is committed to creating a safe working environment free from the fear of sexual harassment.

Two allegations of sexual harassment cases were reported for the year under review; however, upon investigation it was revealed that one matter was not sexual harassment. In the matter, the employee went through the disciplinary process and was found not guilty.

10.9.6 Matters reported by employees or the public

The NWU maintains independence in the reporting and investigation processes pertaining to unethical conduct, as well as acts of bribery, corruption and fraud.

In accordance with the NWU Policy on the prevention of bribery, corruption and fraud and on whistleblowing (approved on 22 June 2023), the Internal Audit department is responsible for investigating matters that are reported through the established internal reporting procedure.

A dedicated fraud reporting weblink with an electronic reporting procedure and a dedicated email address (report-fraud@nwu.ac.za) is accessible to members of the public, students and/or employees to report incidents. Additionally, internal referrals and enquiries can be directed to the Internal Audit department, and physical reporting boxes on each campus are also available for reporting purposes.

All matters reported are updated within a dedicated investigation register, and the status and progress with investigations are reported to the Audit, Risk and Compliance Committee every quarter. The findings of the investigations are communicated to the appropriate line management, as well as Employee Relations and Legal Services Offices. Relevant offences are reported to the South African Police Services (SAPS), and instances of fraudulent and corrupt activities are addressed in accordance with the Prevention of Organised Crime (POCA) and the Prevention and Combating of Corrupt Activities (PRECCA).

The protection of whistleblowers is governed by UMC Guidelines and rules for an environment conducive to the prevention of bribery, fraud and corruption, and procedure on whistleblowing (approved 22 May 2024). Employees are protected in accordance with section 4 and 5 of the Protection of Disclosure Act Practical Guideline for employees.

10.9.7 Ongoing investigations - Cases dealt with during 2024

The Internal Audit function plays a crucial role in the ongoing investigation of suspected irregularities.

In the year 2023, a total of 53 investigations were reported, with 43 having been completed and 10 remaining in progress.

For the year 2024, the total number of reported cases stood at 51, of which 21 investigations were concluded, 20 are still ongoing, and 10 have been referred to a forensic firm for further examination.

The nature of investigations reported to Internal Audit include, but are not limited to, fraudulent alterations of documentation such as invoices/quotations, favouritism due to potential conflicts of interest, tender and admission irregularities, general misuse of NWU resources, fraudulent payments to suppliers/employees, cover quoting by suppliers, corruption, cybercrimes targeting students and employees, forgery and uttering, bribery, admission scams and mismanagement of NWU assets/funds.

10.9.8 Fighting fraud and corruption

The NWU Internal Audit's Anti-Fraud Strategy, as well as the NWU's policies and guidelines related to the prevention of bribery, corruption, fraud and facilitating of whistleblowing, include specific roles, responsibilities and accountability assigned to various role players. It is imperative that executive management, managers on all levels, process/system owners and designated departments, foster an ethical culture. Furthermore, different parties are responsible for the prevention, detection and investigation of irregular activities, the implementation of corrective action, and reporting of incidents to the relevant stakeholders and appropriate authorities.

In accordance with the UMC-approved guidelines and rules for an environment conducive to the prevention of bribery, fraud and corruption, and procedure on whistleblowing, the UMC has the obligation to ensure that such an environment is created, and the Internal Audit and People and Culture departments are responsible for launching annual fraud awareness campaigns across all campuses.

In November 2024, Internal Audit continued presenting fraud awareness sessions during International Fraud Awareness Week. These sessions were organised in collaboration with the SAPS, specifically the Directorate of Priority Crime Investigations, and an external forensic firm. A live session was also streamed on the NWU YouTube channel and social media platform.

Internal Audit's automated and continuous monitoring of transactions in specific areas (e.g. procurement, payroll, conflict of interest) serves as a measure to detect and proactively report deviations/irregularities to operational managers for follow-up and to identify possible cases that need to be investigated further.

• SAPS cases dealt with during 2024

We are committed to strengthening our relationship with the law enforcement authorities by regularly following up with the SAPS offices to provide feedback on the progress of reported cases to the Audit, Risk and Compliance Committee.

We have handed over seven cases relating to *inter alia* fraud, forgery and uttering and misappropriation of resources. One of these cases has been successfully concluded, resulting in the recovery of an amount totalling R86 785.

10.9.9 Compliance with laws, codes and standards

The NWU's regulatory universe currently consists of 139 pieces of legislative prescripts. Compliance self-assessments and monitoring are scheduled according to a three-year rolling plan, making use of the risk-based compliance method.

In 2024 the Compliance Department conducted the work for the year from the three-year rolling plan (2024 to 2026). With the migration to a new Risk and Compliance system during 2024/25, the three-year rolling plan was reviewed. The plan was drafted after review and consideration of the previous three-year risk and compliance rolling plan for 2024 to 2026. The new rolling plan (2025 to 2027) will include all high-risk legislation that was not assessed previously, other legislation that was never assessed previously, and legislation scheduled to be assessed in 2025.

From the first three-year rolling plan, the following learnings can be highlighted:

- That risk ratings could only be determined after the conclusion of in-depth risk assessments. Legislation on the regulatory universe can only be risk rated once in-depth assessments have been conducted. Determining the risk rating using an overview approach only provides a preliminary rating. It does happen that legislation previously rated as high risk was not in fact as high risk as per the initial overview assessment. The reassessment of the risk rating of legislation may differ from the initial rating due to amongst others a change in the compliance environment.
- Legislation that seemed to be applicable looking from an overview approach was determined not to be applicable when doing in-depth assessment, or the legislation was found not to have compliance requirements for the NWU.
- That the first cycle of the three-year rolling plan assisted to a great extent substantially in refining our understanding of the NWU regulatory universe., and the next three-year rolling plan will now include all other legislation that was not previously assessed. These will primarily be determined on a risk-assessment basis owing to the fact that these are regarded to be of high priority. The risk rating of such legislation on the regulatory universe will be conducted in greater depth. Comprehensive assessments of the regulatory universe will be conducted in the next cycle on a risk basis.
- The risk-based compliance approach proved to be successful in ensuring that the most important legislative requirements for the NWU always receive priority.
- The monitoring phase of compliance becomes redundant if the controls are written according to predefined standards and provided as a control library from which the controls can be chosen during self-assessments. The effectiveness of the controls is then also measured at the time of assessment. Therefore, controls can be predefined or, if the control is not yet listed in the predefined library, written correctly during the assessment phase and added to the library. The assessment and controls are then ready for the audit phase, without the compliance office having to undertake a monitoring exercise as an intermediate phase. Self-assessments will be undertaken in more detail (and might be more time-consuming) but will however include the measurement of the effectiveness and adequacy of the controls.
- That the Regular active oversight done by council committees over the past year on compliance management has proved to be highly effective and efficient in our pursuit to mitigating compliance risks. reporting to Council committees (in May and October) commenced during the roll-out of the three-year compliance plan. The oversight provided and feedback received from the Council committees on the pieces of legislation related to the committees' specific areas of expertise are valuable in ensuring the rolling plan is adequate and updated as required. The Compliance Department, in conjunction with the Secretariat, is putting processes in place to ensure proper follow-up of all matters raised at Council committees regarding compliance.

Compliance with the following 42 legislative prescripts were self-assessed in 2024:

- Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act 19 of 2006
- Advertising on Roads and Ribbon Development Act 21 of 1940
- Agricultural Product Standards Act 119 of 1990
- Basic Conditions of Employment Act 75 of 1997
- Conservation of Agricultural Resources Act 43 of 1983
- Companies Act 71 of 2008
- Competition Act 89 of 1998
- Consumer Protection Act 68 of 2008
- Control of Access to Public Premises and Vehicles Act 53 of 1985
- Employment Equity Act 55 of 1998

- Financial Intelligence Centre Act 38 of 2001
- Fire Brigade Services Act 99 of 1987
- Firearms Control Act 60 of 2000
- Higher Education Act 101 of 1997
- Immigration Act, 3 of 2002
- Labour Relations Act 66 of 1995
- Legal Deposit Act 54 of 1997
- Liquor Act 59 of 2003
- Maintenance Act 99 of 1998
- Mental Health Care Act 17 of 2002
- National Environmental Management Act 107 of 1998
- National Environmental Management - Biodiversity Act 10 of 2004
- National Environmental Management - Waste Act 59 of 2008
- National Forests Act 84 of 1998
- National Health Act 61 of 2003
- National Qualifications Framework Act 67 of 2008
- National Railway Safety Regulator Act 16 of 2002
- National Road Traffic Act 93 of 1996
- National Student Financial Aid Scheme Act 56 of 1999
- Prevention of Counterfeiting of Currency Act 16 of 1965
- Private Security Industry Levies Act 23 of 2002
- Project and Construction Management Professions Act 48 of 2000
- Promotion of Access to Information Act 2 of 2000
- Protected Disclosures Act 26 of 2000
- Protection of Personal Information Act 4 of 2013
- Public Holidays Act 36 of 1994
- Regulation of Interception of Communications and Provision of Communication-related information Act 70 of 2002
- Skills Development Act 97 of 1998
- Standards Act 8 of 2008
- Stock Theft Act 57 of 1959
- Trademarks Act 194 of 1993
- Unemployment Insurance Contributions Act 4 of 2002

The compliance work done by the Compliance Department is reported to the CAF and the ARCC and to the various Council committees.

Council receives quarterly reports on changes to legislation relevant to the higher education environment.

10.9.10 Compliance with the Promotion of Access to Information Act (PAIA) and Protection of Personal Information Act (POPIA)

The NWU is committed to complying with the PAIA of 2000 and the POPIA of 2013.

The NWU Information Manual is updated regularly as part of the compulsory annual Section 32 reporting requirement. The Section 32 report was submitted to the Information Regulator on its e-service dashboard in June 2024, together with the PAIA manual of the NWU in three official languages. The three versions of the PAIA manual were reviewed and approved by the UMC on 24 May 2023, and published on the NWU webpage.

The Information Regulator issued the NWU Information Officer Registration Certificate on 24 June 2024.

In 2024, the NWU received 56 PAIA requests. Of these, 39 were granted in full, 11 were refused in full and six were partially refused.

To ensure compliance with PAIA and POPIA, the Information Governance Coordinator reports on a regular basis to the Information Management Committee and in turn to the UMC and the TI Governance Committee of Council.

The work of the coordinator includes ensuring a fully functional online system to deal with all PAIA requests and POPIA complaints. The coordinator also undertakes confidentiality, integrity and availability assessments for all systems in the cloud, assesses POPIA-related risks and implements mitigation measures.

POPIA training has been developed and implemented online, and an attendance monitoring system is in place.

10.9.11 Providing integrated assurance

The CAF has existed at the university since 2012, with its functions have been aligned with the prescripts of King IV. The intention of the committee is to manage and limit the risk exposure of the university and to provide assurance.

The mandate of the NWU CAF is to advise on the establishment an adequate and effective control environment and to ensure the integrity of reports for better decision-making, while also establishing an assurance model.

In 2024, the NWU continued to implement a number of processes that were initiated in 2022 in terms of risk management. CAF noted the establishment of working definitions on risk appetite and risk tolerance for the NWU, and the overt linking of these to the goals in the APP.

Reviewing of the operational risk registers for faculties and several support departments is an ongoing process. Going forward, the faculties are required to prioritise risk management by including it as a standing item on the agendas of faculty meetings and to provide feedback to the Risk and Compliance Department, also reporting to the CAF.

The CAF fulfils a pertinent role in advising the UMC and the ARCC to fulfil its responsibility in giving assurance to Council.

Specifically, it provided assurance that the university's risk management, risk control and governance processes are adequately addressed. CAF also provided a platform for discussions on optimising risk management at the NWU and addressing management concerns about the processes for managing risks.

The CAF met on 16 May 2024 and 2 October 2024.

More information on risk management can be found in [section 7](#).

10.9.12 Human rights matters

The Human Rights Committee (HRC) met on 7 February, 15 May, 6 September and 29 October 2024.

The agenda has standing items that are related to the responsibilities of the committee as per the 2024 terms of reference.

Regarding human rights training, the HRC noted that:

1. the South African Human Rights Commission (SAHRC) conducted training for student leaders on human rights-related matters. The training covered the mandate of the SAHRC, the Social Media Charter and the Equality Act. It also focused on unfair discrimination, hate speech, harassment and the procedures in equality courts. Plans to extend the training to the broader student population were discussed.
2. in the sphere of mental health awareness, in collaboration with other stakeholders, the NWU participated in World Mental Health Day activities in Schweizer-Reneke on 10 October 2024. The link between mental health illness and gender-based violence (GBV) and substance abuse was addressed. The importance of good citizenry and responsible conduct was underscored. Plans to share the insights from the event with the NWU community were discussed, emphasising the need for ongoing mental health advocacy and support.

On the promotion of a general culture of human rights, the HRC discussed a comprehensive presentation and memorandum proposing the issues of xenophobia and digital privacy as the most relevant matters in the current university environment. The need to address xenophobia through awareness and education was emphasised and the topic of digital privacy was highlighted as a critical issue concerning students, particularly regarding social media use and cyber bullying. The HRC also discussed the Hate Speech Bill and its penalties.

The HRC noted discussions with Ms Shirly Mlambo, the Human Rights Commission's manager in the Northwest Province around regarding the formulation of the Memorandum of Understanding (MoU) between the NWU and SAHRC. The SAHRC welcomed the opportunity to be involved in policy formulation on human rights and advocacy initiatives of the NWU. Further, it was proposed that the Commissioner become more involved in the structure for reporting alleged human rights violations, throughout the investigation process, and assist in the resolution process. However, it was noted that the current structure was operating in accordance with requirements and expectations, and it was suggested that the SAHRC would only be involved if the NWU structure needed assistance or further support. This suggestion was supported by the vice-chancellor, Prof MB Tyobeka, and the HRC members.

The HRC noted the university's efforts to address GBV and sexual harassment, observing that the ongoing reviews of the NWU's policies were effective in addressing GBV and sexual harassment, and that awareness campaigns and educational projects aimed at sensitising students and staff were being held at the NWU. To enhance the university's response to GBV, collaboration with external stakeholders, including the SAPS and the National Prosecuting Authority, was important. Further, the HRC commented that the initiatives promoting proactive reporting of GBV and sexual harassment cases were being addressed with care and efficiency.

The HRC discussed human rights violations cases dealt with by Employee Relations and Student Judicial Services. Many of the cases were not deemed as human rights violations because, on investigation, it was found that the matters were related either to employee relations or were administrative complaints. Criteria for human rights infringements were developed to clarify if a matter received through the NWU Human Rights Complaint portal could be regarded as such and provided a framework on how alleged infringements would be handled. Outlines were provided for the following human rights infringements:

- a. Violation of dignity
- b. Discrimination and Equality
- c. Harassment and intimidation
- d. Physical harm and safety threats on an individual's right to life
- e. Infringement on freedom of expression
- f. Invasion of privacy
- g. Freedom of association
- h. Right to fair administrative action

Two cases of human rights violations were reviewed.

10.10 Council statements

10.10.1 Council statement on going concern



COUNCIL STATEMENT ON GOING CONCERN

We can confirm that the NWU is considered a going concern now and in the foreseeable future.

Approved by the Executive Committee of Council on 26 June 2025 (as mandated by Council on 19 June 2025).

The graphic features a teal speech bubble icon on the left, a teal title box at the top, and a teal-bordered box containing the statement and approval text. A teal line connects the icon to the title box.

10.10.2 Council statement on financial controls outside financial statements



COUNCIL STATEMENT ON FINANCIAL CONTROLS OUTSIDE FINANCIAL STATEMENTS

Internal controls and administrative systems, which have been designed to provide reasonable assurance regarding the integrity of the financial statements and that assets have been protected and transactions carried out in terms of the university's policies and procedures, are in place and are properly maintained on a cost-effective basis.

Approved by the Executive Committee of Council on 26 June 2025 (as mandated by Council on 19 June 2025).

The graphic features a teal speech bubble icon on the left, a teal title box at the top, and a teal-bordered box containing the statement and approval text. A teal line connects the icon to the title box.

COUNCIL STATEMENT ON TENDERS



The NWU requests tenders from the market for all purchases of goods and services with a total contract value exceeding R250 000.

Tenders are evaluated and approved strictly in line with tender policies and procedures and within approved authorisation mandates, with a focus on fairness and transparency.

The tender document forms the basis of the envisaged supply agreement, and the standard template was therefore checked and approved by the Legal Services Department of the NWU.

The evaluation criteria as specified in the tender document are:

for tenders with a total contract value of less than R1,5 million, 80% is awarded for price and 20% for the level of BBBEE; and

for tenders with a total contract value exceeding R1,5 million, 90% is awarded for price and 10% for the level of BBBEE.

Council has mandated the Tender Committee to consider and approve tenders with a total contract value of between R15 million and R50 million. For tenders with a total contract value exceeding R50 million, the Tender Committee will consider the tenders received and make a recommendation to Council for approval.

**Approved by the Executive Committee of Council on
26 June 2025 (as mandated by Council on 19 June 2025).**

COUNCIL STATEMENT ON FINANCIAL HEALTH AND VIABILITY



As a tertiary institution with the core business of teaching-learning, research and community engagement, the NWU again added material value to the economy and was able to achieve its financial goals in 2024. In this regard the following can be highlighted:

- NWU still provides affordable higher education.
- 13 563 students received degrees and diplomas during 2024.
- We contributed R281 million (2023: R250 million) for student bursaries, which is 7% of the total funds allocated for financial aid.
- R46,8 million (16%) of the funds allocated to financial aid were awarded to students on the basis of academic performance.
- Over R526 million was spent on capital works, planned maintenance and minor works across the three campuses.
- The total expenditure from the DHET Infrastructure Efficiency Grant was R80 473 401, with the bulk (R66 287 479) spent on the 2018/21 funding cycle. Eight projects from that cycle have been complete, and the remaining four are set to finish in 2025 during the fifth cycle. These include infrastructure developments on all three campuses, such as the Psychosocial building in Vanderbijlpark, education laboratories in Potchefstroom, and PABX and fire alarm system upgrades. For the 2023 funding cycle, there were 10 projects; two have been completed (eFundi storage and a learning records store), while the remaining eight are progressing well, with seven scheduled for completion in 2025.
- Student housing on or near the three campuses consisted of 48 university-owned residences and four leased accommodation facilities operated as formal residences. These facilities had the capacity to accommodate 12 904 students. We ensure that residence fees are appropriate and affordable, and that all residences comply with the national policy on minimum norms and standards for public universities in South Africa.
- A sound solvency position and optimal liquidity levels were maintained during the 2024 financial year to ensure that the NWU remains a going concern.
- Council and Management are committed to maintaining the university's financial health, despite dependency on state subsidies and tuition fee-related income, with the latter income totalling 70,6% of turnover (2023: 71,1% and 2022: 76,2%). The increase in NSFAS-funded students highlights this dependency. The NWU's financial results from recent years provide a solid foundation for navigating future uncertainties and challenges.
- A total surplus of R930,6 million (excluding other comprehensive income of R81,1 million) for 2024 is reflected in the consolidated statement of comprehensive income.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**

STATEMENT ON PENALTIES, SANCTIONS AND FINES



The NWU has no material regulatory penalties, sanctions or fines for contraventions or non-compliance with statutory obligations to disclose.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**



10.10.6 Council statement on contract management, Service Level Agreements and monitoring of suppliers' performance

COUNCIL STATEMENT ON CONTRACT MANAGEMENT, SERVICE LEVEL AGREEMENTS AND MONITORING OF SUPPLIERS' PERFORMANCE



The NWU has a centralised procurement management structure that provides control and coordination without inhibiting evaluation, recommendation and authorisation powers in respect of procurement needs on a decentralised divisional level.

This authority is regulated by the Policy on Delegations and the Schedule of Financial and Contractual Authorisation Levels as approved by Council.

We continually strive to obtain the best value for money on each procurement transaction while not compromising the requirements of fair and transparent trade ethics.

We also strive to adhere to the standards as required by the Public Procurement Act, and our tender processes are strictly controlled and monitored by the internal and external audit functions.

We place a high value on obtaining the university's requirements from BBBEE-qualified suppliers with a qualified BBBEE contribution exceeding 70%. The amended Preferential Procurement Strategy, which was approved during 2022, enables a much more focused approach to preferential procurement.

Contract management and service level agreements are decentralised to a divisional level, while problems with contracts and service delivery are referred to the Legal office for assistance.

**Approved by the Executive Committee of Council on 26 June 2025
(as mandated by Council on 19 June 2025).**

**MR BERT SORGDRAGER
CHAIRPERSON OF COUNCIL**

10.11 Report of the Institutional Forum

As a statutory body under the Higher Education Act, the Institutional Forum (IF) of the NWU provides advisory support to the university's Council on matters affecting the institution. The IF advises on the implementation of the Higher Education Act, national higher education policy and the development of an institutional culture that promotes tolerance, respect for human rights and an environment conducive to teaching, learning and research. The IF typically offers guidance on senior management appointments, policies concerning race and gender equity, codes of conduct, cultural diversity management, and mediation and conflict resolution procedures.

The following key issues were addressed in 2024:

10.11.1 Policy matters related to equity in respect of race, gender and disability

- **GBV in the employee environment:** The IF noted that the NWU conducted various training sessions focused on workplace harassment, mental health and team cohesion. These sessions showcased the university's commitment to a supportive workplace culture. However, the IF identified a gap in addressing male mental health and the experiences of men in relation to GBV, urging the university to implement more inclusive interventions.
- **GBV in the student environment:** The IF noted the ongoing discussions regarding the establishment of a consolidated GBV reporting system for incidents in student residences. This system was expected to be operational by the end of 2024. It was emphasised that GBV awareness initiatives have been conducted across on-campus and off-campus residences. The IF was assured that Student Life, in collaboration with Protection Services and Residence Management, provided immediate support when necessary.
- **Support for students with disabilities:** The IF acknowledged the NWU's efforts to create an inclusive environment for students with disabilities, including providing assistive devices, academic concessions and awareness programmes. It was stressed that staff training should also be improved to better support these students. Additionally, a collaboration between Student Life, the CTL and People and Culture was proposed to incorporate disability awareness into student orientation programmes and staff training initiatives.
- **Employment equity and disabilities:** The IF reviewed the university's employment equity reports and noted the recruitment of employees with disabilities across various faculties and departments, reflecting the NWU's commitment to inclusive hiring practices.
- **Resignations at the NWU:** The IF noted that the top reasons for staff resignations included better career opportunities elsewhere, lack of recognition and personal circumstances. To improve retention, strategies such as enhancing career development, improving compensation and strengthening organisational culture were recommended.

10.11.2 NWU Code of Conduct

The IF acknowledged the publication of the NWU Code of Ethics.

10.11.3 The management of cultural diversity across the NWU

- **Culture survey:** The IF noted the progress made in the 2024 culture survey aimed at aligning cultural diversity interventions with the NWU's refined values.
- **NWU Media and Organisational Citizenship Recognition Awards:** The IF noted the NWU combined Media and Organisational Citizenship Recognition Awards, part of the Organisational Citizenship Behaviours Project (OCBP), aimed at promoting a positive message about the university.

10.11.4 Fostering a university culture promoting tolerance and respect for human rights matters and conducive to teaching learning and research

The IF noted reports regarding potential human rights violations in the student environment and stressed the need for additional awareness campaigns and training to better educate students about expected behaviours. No violations were reported within the staff environment.

10.11.5 Transformation journey

The IF reviewed the progress made in the NWU's transformation journey, aligned with the university's strategy, "Taking the NWU Forward: 2024 and beyond". Key focus areas include transformation in staffing, the student environment, governance systems, digital strategy, teaching and learning, research, community engagement, procurement, communication, strategic partnerships and internationalisation.

10.11.6 Transformation in the curriculum

The IF noted reports that outlined the trends and progress made at NWU during 2024 in transforming its curriculum and aligning its student experience with Strategic Goal 1, which focuses on continuous curriculum transformation and renewal.

10.11.7 IF workshop

The IF held a workshop on 28 May 2024, facilitated by Dr R Levendal from Nelson Mandela University. The workshop focused on the IF's role in overseeing transformation at the NWU. Key actions identified included reviewing the state of transformation report, exploring the use of the new HE quality framework, and establishing a feedback loop with the NWU registrar to communicate transformation issues. Active participation of student leaders, especially Student Representative Council (SRC) members, was emphasised, and an induction programme for new IF members was proposed.

10.11.8 Advice on the appointment of senior office bearers

The Rules for the Appointment of Office Bearers determined that IF members need to be consulted on the appointment of senior office bearers, namely the vice-chancellor, vice-principal, deputy vice-chancellors, registrar, executive directors, executive deans, deputy deans and the internal auditor.

The IF provided advice on the appointment of the following senior office bearers:

- Deputy vice-chancellor: Teaching and Learning
- Executive director: People and Culture
- Executive dean: Faculty of Theology
- Executive dean: Faculty of Health Sciences
- Deputy dean: Research and Innovation (Faculty of Education)
- Deputy dean: Community Engagement (Faculty of Education)
- Deputy dean: Research and Innovation (Faculty of Humanities)
- Deputy dean: Teaching and Learning (Faculty of Natural and Agricultural Sciences)

10.11.9 Composition of the IF and Rules and Procedure of the IF

• Composition of the IF

The following table lists the constituencies of the IF as of 31 December 2024:

Constituency	Members
Member of Council	Prof TP Venter
University Management Committee	Mr NC Manoko
Senate	Prof V Leendertz (chairperson)
	Prof U Useh
	Prof O Ruzvidzo
Academic staff	Dr C Banda
	Ms E Kilian
	Mr MC Stoffels
Recognised union	Vacant (four positions)
Support staff	Ms A de Kock
	Mr O Mosiane
	Ms P Sundu
Campus Student Representative Councils (CSRCs)	Mr K Zwane (Vanderbijlpark Campus)
	Ms NL Hlongwane (Mahikeng Campus)
	Ms B Bizani (Potchefstroom Campus)
	Mr T Tau (Potchefstroom Campus)

Constituency	Members
	Mr O Sefodi (Mahikeng Campus)
	Mr D Dube (Vanderbijlpark Campus)
NWU Convocation	Mr B Mahlangu
	Ms K Brits
Special Expertise	Vacant
	Adv R Koraan

- **Rules of Procedure for the Institutional Forum**

The Rules of Procedure were revised by the IF and were approved by the NWU Council on 16 March 2023.

- **Functioning of the IF**

The IF's functions were prescribed in paragraph 24 of the NWU Statute, being to advise the Council on matters affecting the university. The IF performed these functions at each meeting, and the agenda of the IF was structured to address all these matters as per the IF Rules. The IF reported to the Council after each meeting, and the IF chairperson was a permanent attendee at Council meetings. Although she held no voting rights, she was invited to take part in discussions.

In accordance with the prescripts of the NWU Statute, the IF may have up to 25 members representing a broad range of stakeholder constituencies.

Regarding budget provision, the IF had the same standing as other statutory structures, such as the Board of Donors and the Convocation, and therefore budget and administrative support were provided by the registrar and the secretariat. The IF chairperson, through the IF secretariat, took responsibility for engaging IF members on the need for workshops and training, and for providing feedback to the registrar.

The IF also acknowledged the challenges surrounding union representation, as none of the unions met the required threshold for full recognition, which remained unresolved in 2024.

- **Meeting dates in 2024**

The IF convened on 26 February, 28 May (with an extended meeting on 4 June), 20 August and 28 October.



PROF VERONA LEENDERTZ
CHAIRPERSON OF THE INSTITUTIONAL FORUM

11 Incentivising for achievement

We have a strategy to encourage high performance and productivity. It includes offering performance incentives that are attractive and sustainable and are applied fairly and consistently.

We use integrated performance management to recognise superior organisational, team and individual performance.

11.1 Remuneration mix aligned to strategy

Market-related remuneration is essential for recruiting and retaining the best staff. Our remuneration mix has variable and fixed elements and includes monetary and non-monetary rewards. Variable pay includes performance bonuses and various value-adding allowances and is paid according to the results of individual remuneration reviews.

We conduct annual benchmark exercises to ensure continued competitiveness of guaranteed pay.

Employees are also members of the group life scheme where they are given the opportunity to flex their benefits between one time and five times of their pensionable earnings, over and above the pension benefit.

Our remuneration strategy is aligned with the overall NWU strategy, business drivers and values, ensuring a good skills and culture fit.

11.2 Remuneration governance and management

Through the Remuneration Committee, the NWU carries out its oversight role for remuneration at the university. This committee has been paying close attention to the income differentials between the higher and lower salary bands, how these affect fair and responsible remuneration, and the perceptions of employees and other stakeholders of the NWU as a value-adding institution.

Important objectives are to close the income differentials and address the enhancement of academic staff salaries. The salary increases agreed on through the Cost-of-Living Adjustment Committee and the employee inputs through the polling process for 2024 supported this by building on the differentiated increases that have been introduced from 2019 onwards to cater for academic staff and staff on the lower income bands.

11.3 Executive contracts

Council oversees and approves the appointment of the vice-chancellor, deputy vice-chancellors, the registrar, executive directors and deputy vice-chancellors for assignable functions and campus operations. These appointments are made in line with the NWU Statute and the Council's Rules.

Name	Title	Income (R)	Benefits (R)	Income other (R)	Grand total (R)
Prof RJ Balfour *	Deputy vice-chancellor: Teaching and Learning	2 146 458,67	222 223,94	821 884,37	3 190 566,98
Prof DM Balia	Potchefstroom Campus: Deputy vice-chancellor	2 745 210,26	250 915,89	439 862,73	3 435 988,88
Prof SC Chalufu	Executive director: Student Life	2 259 333,94	206 737,01	407 567,76	2 873 638,71
Ms E de Beer	Executive director: Finance and Facilities	3 094 734,72	306 213,10	350 022,55	3 750 970,37
Prof LA du Plessis	Vaal Triangle Campus: Deputy vice-chancellor	2 877 128,01	337 063,56	1 067 036,35	4 281 227,92
Mr NC Manoko	Executive director: Corporate Relations and Marketing	2 453 595,35	223 081,61	289 804,27	2 966 481,23
Prof JM Mphahlele	Deputy vice-chancellor: Research and Innovation	2 761 354,09	277 762,39	290 869,88	3 329 986,36
Prof V Singh *	Executive director: People and Culture	2 731 388,33	276 530,63	1 131 293,90	4 139 212,86
Prof S Swanepoel	Mahikeng Campus: Deputy vice-chancellor	2 408 241,36	379 776,83	481 337,71	3 269 355,90
Prof MB Tyobeka	Vice-chancellor	4 168 506,59	383 524,33	567 368,68	5 119 399,60
Prof MM Verhoef	NWU Registrar	2 880 856,35	519 332,65	316 783,79	3 716 972,79
Grand Total		30 526 807,67	3 383 161,94	6 163 831,99	40 073 801,60

These include annual remuneration, levies, bonuses and in the case of the vice-chancellor, housing benefits (refer to note 32 in the annual financial statements – related-party transactions).

- Dr M Singh retired on 31 December 2024, and the position is vacant. Mr M Nyamadzawo is acting as Executive Director: People and Culture.
- Prof RJ Balfour resigned on 30 September 2024 and thus not in service for the full year.
- Total as per financial statements (note 23) is R38 814 152,43 and differs from the amount above due to annualising as well as excluding of all exceptional payments, exceeding an annual aggregate of R249 999.

11.4 External members' fees

The remuneration of members of Council and Council committees comprises an honorarium paid as a token of our gratitude for their time and effort. The honorarium, paid in August and December, is linked to our annual COLA process and approved by Council's Exco.

[\(More information](#) about the honoraria that members received for each meeting attended.)

Honoraria payments (gross remuneration to Council members) in 2024:

Name	R value	Name	R value
Mr MSJ Thabethe	110 256	Mr N Omar	44 869
Mr CS Mabe	71 369	Ms RA Kenosi	241 737
Adv PG Seleka	24 474	Mr TV Mokgatlha	77 483
Ms SEP Ramantswana	36 711	Mr JJ Bezuidenhout	12 237
Ms PS Moleke	100 006	Prof JJ Janse van Rensburg	12 237
Mr S de Bruyn	69 325	Ms M van Zyl	42 798
Mr CO van der Rheede	28 553	Mr XV Hadebe	18 342
Mr AM Sorgdrager	411 751	Ms E Stander	18 342
Adv M Kruger	69 343	Mr L Seliane	24 456
Prof AL Combrink	61 185	Mr S Mohapi	34 724
Mr TP Venter	53 027	Ms M Chenia	23 476
Pastor PM Tlhabanyane	281 592	Adv Ilya Mwanawina	12 228
Ms S Britz	175 538	Prof H Pienaar	18 342
Ms PP Thebe	65 264	Mr A Cachalia	28 535
Grand total: 2 168 200			

11.5 Organisational culture

Goal 5.4 of the APP is to Cultivate and enhance an ethical, inclusive, welcoming and values-driven culture.

Over the past four years, the NWU has prioritised creating an inclusive, enabling and welcoming environment that fosters a strong sense of belonging among students and staff. By celebrating NWU values through culture-based activities and leadership initiatives, we continue to shape an institutional culture that promotes ownership, engagement and transparency.

In 2024, key interventions to reinforce NWU's values and culture included:

- team-building sessions in faculties and divisions to strengthen collaboration and inclusivity;
- training through the Leadership Academy, focusing on engagement, inclusivity and leading through cultural transformation;
- identifying values champions who model and promote the NWU Way through their leadership and daily actions; and
- a structured feedback culture, ensuring constructive two-way dialogue on performance management at all levels.

To assess the impact of these initiatives, the NWU conducted a 2024 Culture Survey to gauge staff and student perceptions and evaluate progress since 2020. The survey also examined the effects of COVID-19 on the work and student environments while aligning findings with NWU's refined values.

Key positive insights from the survey include a prevailing ethos of:

- strong involvement and participation in culture-building initiatives;
- appreciation for diversity, inclusion and autonomy within the university; and
- recognition of leadership, development opportunities and authenticity.

The Culture Improvement Plan is being refined based on faculty and divisional recommendations, ensuring continuous enhancement of the NWU's cultural landscape.

To further entrench a values-driven culture, the NWU emphasises rewarding ethical behaviour and performance, reinforcing a strong ethical foundation across the institution. Through ongoing culture initiatives, we aim to ensure that NWU's values are embraced and lived daily, shaping a university environment where students and staff feel genuinely part of the culture we aspire to foster

The Organisational Citizenship Behaviours Project (OCBP) aims to create and sustain a "feel-good" message about the university and its current values. The NWU Organisational Citizenship Recognition Awards seek to celebrate, recognise and award staff and students who live and demonstrate the NWU values.

In distinguishing the NWU from other institutions competing for talent, our comprehensive talent management strategy is critical.

Components of this strategy are an employee value proposition that increases engagement and belonging, competitive compensation and a programme for the recruitment and retention of scarce and critical skills.

12 Future outlook for the NWU

As we face the challenges that lie ahead – both in higher education as a whole and at the NWU – it is pivotal that we stay focused on our key priorities and make smart, thoughtful use of our resources to achieve them.

Our key priorities are:

Impact – Creating real academic and social impact by embracing, fresh, forward-thinking ideas and programmes.

Growth – Expanding the quality, impact and relevance of what we offer while also growing our postgraduate student community.

Diversity – Celebrating the diversity of the NWU's people by putting inclusive practices into action.

Partnerships – Achieving impact by working through meaningful, value-driven partnerships.

Internationalisation – Raising the NWU's global profile by building collaborations with international partners across a range of fields and expanding our international engagement in flexible learning.

Operational excellence – Consistently driving our strategy forward through strong, effective operations.

At the centre of our core mission is excellence and, student-focused teaching and learning that is relevant to our students while driving knowledge generation. We aim to continue investing in supporting the digital transformation of teaching and enhancing multilingualism.

Our research and innovation are strategically focused on creating global impact, fostering the next generation of researchers and raising our international profile, as well as the visibility of our researchers and academic staff.

We are committed to integrate CE with our teaching and research efforts.

In the medium term, we will move forward with establishing the Desmond Tutu School of Medicine and exploring the growth of sustainable mining, among others.

We are well aware of the multitude of challenges that await higher education internationally and nationally but know that our foundations and actions are well in place to transform these into opportunities of growth ensuring sustainability.

In summary

In 2024, as we looked back on two decades of excellence as an institution, we were also looking ahead to positioning the NWU as a university of choice.

We are striving to benefit society through the provision of knowledge, excelling in innovative teaching, cutting edge research and focused engagement with the community. With this in mind and our increased focus on impact and relevance, we are taking the NWU forward as we explore new horizons and possibilities.

While harnessing the potential of new technologies and the increasingly important role artificial intelligence plays in the academic environment, we prepared for the implement of the SIS in 2025.

By engaging in innovative research and sharing knowledge for the benefit of society, we have been able to attract excellent researchers and postgraduate students, while providing even greater value to the communities we serve.

In 2024, we strengthened our intellectual and collaborative networks both nationally and internationally, while delivering a new generation of NWU graduates into the world, ready to make an impact.

In a world that is constantly changing and bringing new challenges to the fore, we remain optimistic about the future. We recognise that the funding of higher education, along with water, energy and waste management, are key areas of concern.

13 Annexures

13.1 Annexure 1: 2024 Performance Assessment Report

ACCESS	Actual 2023	Target 2024	Actual 2024	Link to Goal
Contact First-time entering undergraduates	11 691	11 717	11 617	1
Distance First-time entering undergraduates	1 481	1 187	1 588	1

SIZE AND SHAPE	Actual 2023		Target 2024		Actual 2024	Link to Goal
Headcount enrolments	55 096		57 701		57 610	1
Headcount enrolments (Foundation Provisioning)	5 561		5 403		5 826	1
Headcount enrolments total UG	47 795		50 204		4 9873	1
Headcount enrolments total PG (Honours, Masters, PhD + PG Diplomas)	7 086		7 364		7 531	1
Science, Engineering, Technology	12 781		12 830		13 095	1
Business/management	12 547		12 234		13 179	1
Education	15 935		18 442		17 290	1
Other Humanities	13 833		14 196		14 046	1
Distance education enrolments	8 510		9 374		9 065	1
International student enrolment	1 311		1 532		1 264	1
Student mix: NWU Contact and Distance; All Campuses	African	71,36%	African	69%	African 73,46%	5
	Coloured	4,08%	Coloured	4%	Coloured 3,94%	
	Indian/Asian	1,07%	Indian	1%	Indian 1,4%	
	White	23,34%	White	26%	White 21,46%	
	Female	63,49%	Female	63,49%	Female 64,36%	
	Male	36,49%	Male	36,49%	Male 35,59%	

SUCCESS	Actual 2023	Target 2024	Actual 2024	Link to Goal
Graduates UG	9 321	11 466	10 248	1
Graduates PG	3 037	2 911	3 315	1
Graduates Master's degrees	750	741	788	1
Graduates Doctoral degrees	277	262	277	1
Success rate	84,27%	87%	86,89%	1
Percentage of students completing in minimum time	62,86%	66,5%	65,60%	1
Qualification duration factor	1,11	1,2	1,12	1
First-time entrant dropout rate for contact degrees	8,86%	Below 13%	9,35%	4

RESEARCH	Actual 2023	Target 2024	Actual 2024	Link to Goal
Average time in years for completion of the Master's degrees	2,24	2,9	2,99	1
Average time in years for completion of the PhD degrees	3,18	4,5	4,69	1
Publication units per FTE staff	1,02	0,94	1,04	2
Research Masters graduates	547,523	548	566,048	1
Doctoral graduates	277	262	277	1
Academic staff with doctoral degree qualifications (DHET target 75%)	57%	56%	59.08%	5
	Actual 2022	Target 2023 ¹	Actual 2023	Link to Goal
Research output: number of journal articles, books, chapters, and conference proceedings accredited by DHET	1706,20	1 555	1754,78	2
Innovative research: Number of disclosures (year to date)	21	7	16	2
Innovative research: Number of patents (year to date)	5	1	2	2

¹ The number of Research Master's graduates reflects the cumulative total of the research components of each individual Master's degree graduate, expressed as a decimal value based on the percentage of research credits in each programme.

² Publication data

1. 2023 data is submitted to DHET around May 2024
2. 2023 data is approved by DHET around May 2025
3. (Submitted one year after, approved 2 years after)

³ Research output refers to the number of DHET-accredited journal articles, books, chapters, and conference proceedings, measured in research output units (article equivalents). These units can be fractional because a single publication may be shared among multiple authors or institutions.

COMMUNITY ENGAGEMENT	Actual 2023	Target 2024	Actual 2024	Link to Goal
Annual Community Engagement report approved by Senate and Council	Senate and Council approved	Senate and Council approved	Senate and Council approved	3

STAFF	Actual 2023		Target 2024		Actual 2024		Link to Goal
% Staff with doctoral degrees	57%		56%		59.08%		5
Headcount and FTE of Permanent instructional/ Research professional staff	Headcount: 1 692 FTE: 1593.66		Headcount: 1 658 FTE: 1740		Headcount: 1 696 FTE: 1610.19		5
Ratio of FTE students to FTE instructional/research staff (including non-standard appointments)	28,59:1		28,2		30,09:1		4
Staff mix	African (%)	44,66%	African	45,3%	African (%)	48,52%	5
	Coloured (%)	7,38%	Coloured	7,9%	Coloured (%)	7,02%	
	Indian (%)	1,77%	Indian:	2,2%	Indian (%)	1,78%	
	White (%)	46,19%	White:	42,5%	White (%)	42,68%	
			Foreign National	2,1%	Foreign National	2,34%	

13.2 Annexure 2: List of Council committee meetings and attendance

Committee	List of meetings	% attendance 2022	% attendance 2023	% attendance 2024	Self-evaluation undertaken
Council	13 March 2024 14 March 2024 21 May 2024 13 June 2024 17 September 2024 18 September 2024 13 November 2024	94%	94%	95%	✓
Council Executive Committee (Exco) (also fulfilling the role of Council membership committee)	1 February 2024 4 March 2024 8 April 2024 13 May 2024 4 June 2024 28 June 2024 17 July 2024 24 July 2024 12 August 2024 29 August 2024 9 September 2024 14 October 2024 4 November 2024	95%	96%	98%	✓
Council Extended Exco	27 May 2024 21 October 2024	79%	96%	82%	✓
Finance Committee	23 May 2024 24 October 2024	100%	88%	100%	✓
Transformation Oversight Committee	20 February 2024 27 May 2024 15 August 2024 16 October 2024	92%	86%	92%	✓

Committee	List of meetings	% attendance 2022	% attendance 2023	% attendance 2024	Self-evaluation undertaken
Student Life Oversight Committee	20 February 2024 27 May 2024 15 August 2024 8 September 2024 5 November 2024	88%	90%	73%	✓
Student Housing Committee	8 February 2024 15 May 2024 28 August 2024 8 October 2024	91%	90%	97%	✓
People and Culture and Employment Equity Committee	22 February 2024 20 May 2024 17 October 2024	75%	82%	89%	✓
Tender Committee	11 March 2024 16 May 2024 11 August 2024 26 November 2024	100%	89%	96%	✓
Honorary Awards Committee	17 April 2024 6 May 2024 21 August 2024 10 October 2024	100%	90%	79%	✓
Audit, Risk and Compliance Committee (ARCC)	28 February 2024 10 June 2024 22 August 2024 22 October 2024 23 October 2024	96%	91%	93%	✓
Remuneration Committee	29 February 2024 30 May 2024 16 October 2024	94%	81%	96%	✓
Assets Committee	8 May 2024 9 October 2024	100%	100%	100%	✓
Investment Committee	28 February 2024 10 May 2024 16 August 2024 18 October 2024	100%	94%	94%	✓

Committee	List of meetings	% attendance 2022	% attendance 2023	% attendance 2024	Self-evaluation undertaken
TI Governance Committee	21 February 2024 27 May 2024 27 August 2024 5 November 2024	93%	91%	91%	✓
Social and Ethics Committee	12 February 2024 17 May 2024 27 August 2024 5 November 2024	82%	82%	92%	✓
Human Rights Committee	7 February 2024 15 May 2024 6 September 2024 29 October 2024	The committee was established in 2023.	82%	97%	✓

13.3 Annexure 3: Composition of committees as of 31 December 2024

13.3.1 Composition of the NWU Senate

	Reference to Statute	Description	Member name / vacancy	Ex officio Senate member	Campus
Vice-chancellor					
1	14(1)(a)	Vice-chancellor (Chairperson)	Tyobeka MB, Prof	Ex officio member	Potchefstroom Campus
Vice-Principal					
2	14(1)(b)	Vice-principal	Du Plessis, L, Prof	Ex officio member	Vanderbijlpark Campus
Deputy vice-chancellors					
3	14(1)(c)	Deputy vice-chancellor: Teaching-Learning	Du Plessis, L, Prof	Ex officio member	Vanderbijlpark Campus
4	14(1)(c)	Deputy vice-chancellor: Research and Innovation	Mphahlele, J, Prof	Ex officio member	Potchefstroom Campus
5	14(1)(c)	Deputy vice-chancellor: IT and Campus Operations (Potchefstroom)	Balia, D, Prof	Ex officio member	Potchefstroom Campus
6	14(1)(c)	Deputy vice-chancellor: Community Engagement and Campus Operations (Mahikeng)	Swanepoel, S, Prof	Ex officio member	Mahikeng Campus
-	14(1)(c)	Deputy vice-chancellor: Campus Operations (Vanderbijlpark) (acting)	Chalufu, S, Prof (see nr 11)		
Registrar					
7	14(1)(d)	Registrar	Verhoef, M, Prof	Ex officio member	Potchefstroom Campus
Executive Directors					
8	14(1)(e)	Executive Director: Finance and Facilities	De Beer, E, Ms	Ex officio member	Potchefstroom Campus
9	14(1)(e)	Executive Director: Corporate Relations and Marketing	Manoko, NC Mr	Ex officio member	Potchefstroom Campus
10	14(1)(e)	Executive Director: People and Culture	Singh, M, Dr	Ex officio member	Potchefstroom Campus
11	14(1)(e)	Executive Director: Student Life	Chalufu, S, Prof	Ex officio member	Potchefstroom Campus
Executive Deans					
12	14(1)(f)	Executive Dean: Law	Morei, N, Dr	Ex officio member	Mahikeng Campus
13	14(1)(f)	Executive Dean: Natural and Agricultural Sciences	Modise, D, Prof	Ex officio member	Vanderbijlpark Campus
14	14(1)(f)	Executive Dean: Engineering	Van Dyk, L, Prof	Ex officio member	Potchefstroom Campus
15	14(1)(f)	Executive Dean: Health Sciences	Kotzé, AF, Prof	Ex officio member	Potchefstroom Campus
16	14(1)(f)	Executive Dean: Theology	Goede, H, Prof	Ex officio member	Potchefstroom Campus
17	14(1)(f)	Executive Dean: Education	Conley, L, Prof	Ex officio member	Potchefstroom Campus
18	14(1)(f)	Executive Dean: Humanities	Moyo, D, Prof	Ex officio member	Potchefstroom Campus
19	14(1)(f)	Executive Dean: Economic and Management Sciences	Surujlal, B, Prof	Ex officio member	Mahikeng Campus
Deputy Deans					
20	14(1)(g)	Deputy Dean: Humanities (Research and Innovation)	Nel, M, Prof	Ex officio member	Vanderbijlpark Campus

	Reference to Statute	Description	Member name / vacancy	Ex officio Senate member	Campus
21	14(1)(g)	Deputy Dean: Humanities (Teaching and Learning)	Chaka, M, Prof	Ex officio member	Mahikeng Campus
	14(1)(g)	Deputy Dean: Humanities (Community Engagement)	Kotzé, H, Prof	Ex officio member	Potchefstroom Campus
22	14(1)(g)	Deputy Dean: Education (Teaching and Learning)	Reyneke, M, Prof	Ex officio member	Potchefstroom Campus
23	14(1)(g)	Deputy Dean: Education (Research and Innovation)	Dudu, W, Prof	Ex officio member	Mahikeng Campus
	14(1)(g)	Deputy Dean: Education (Community Engagement)	Kung, E, Prof	Ex officio member	Vanderbijlpark Campus
24	14(1)(g)	Deputy Dean: Natural and Agricultural Sciences (Teaching and Learning)	Medupe, TR, Prof	Ex officio member	Mahikeng Campus
25	14(1)(g)	Deputy Dean: Natural and Agricultural Sciences (Research and Innovation)	Van der Westhuizen, F, Prof	Ex officio member	Potchefstroom Campus
	14(1)(g)	Deputy Dean: Natural and Agricultural Sciences (Community Engagement)	Vacant		
26	14(1)(g)	Deputy Dean: Economic and Management Sciences (Teaching and Learning)	Van der Merwe, HJ, Prof	Ex officio member	Vanderbijlpark Campus
27	14(1)(g)	Deputy Dean: Economic and Management Sciences (Research and Innovation)	Leendertz, V, Prof	Ex officio member	Vanderbijlpark Campus
	14(1)(g)	Deputy Dean: Economic and Management Sciences (Community Engagement)	Moroke, ND, Prof	Ex officio member	Mahikeng Campus
28	14(1)(g)	Deputy Dean: Health Sciences (Research and Innovation)	Du Plessis, J, Prof	Ex officio member	Potchefstroom Campus
29	14(1)(g)	Deputy Dean: Health Sciences (Teaching and Learning)	Herbst, A, Prof	Ex officio member	Potchefstroom Campus
	14(1)(g)	Deputy Dean: Health Sciences (Community Engagement)	Useh, U, Prof	Ex officio member	Mahikeng Campus
30	14(1)(g)	Deputy Dean: Law (Quality Assurance and Stakeholder Relations)	Barnard, M, Prof	Ex officio member	Potchefstroom Campus

Deputy Registrar					
31	14(1)(h)	Deputy Registrar	Temane, QM, Prof	Ex officio member	Potchefstroom Campus

Chief Director of the NWU Business School					
32	14(1)(i)	Chief Director of the NWU Business School	Sekhampu, J, Prof	Ex officio member	Potchefstroom Campus

32 academic staff members elected by academic staff in the faculties								
Faculty of Economics and Management Sciences								
	Reference to Statute	Description	Member name/ vacancy	Category	Term starts	Term ends	Term	Campus
33	14(1)(j)	(1) Academic staff elected by academic staff in the faculties	Viljoen-Bezuidenhout, D, Prof	Associate Professor	3 Febr 2023	2 February 2026	First term	Vanderbijlpark Campus
34	14(1)(j)	(2) Academic staff elected by academic staff in the faculties	Vacant	Professor				
35	14(1)(j)	(3) Academic staff elected by academic staff in the faculties	Mosenohi, IB, Ms	Senior Lecturer	19 November 2022	19 November 2025	First term	Vanderbijlpark Campus
36	14(1)(j)	(4) Academic staff elected by academic staff in the faculties	Els, C, Prof	NRF-rated researcher	29 March 2021	29 March 2024	First term	Potchefstroom Campus
Faculty of Education								
37	14(1)(j)	(1) Academic staff elected by academic staff in the faculties	Geduld, BW, Prof	Associate Professor	23 February 2022	23 February 2025	First term	Potchefstroom Campus
38	14(1)(j)	(2) Academic staff elected by academic staff in the faculties	Mgqwashu, EM, Prof	Professor	6 September 2023	5 September 2026	First term	Potchefstroom Campus
39	14(1)(j)	(3) Academic staff elected by academic staff in the faculties	Samuel, KB, Dr	Senior Lecturer	6 August 2024	5 August 2027	First term	Potchefstroom Campus
	14(1)(j)	(4) Academic staff elected by academic staff in the faculties	Meyer, S, Prof	NRF-rated researcher	6 September 2024	6 September 2025	First term	Potchefstroom Campus
Faculty of Engineering								
41	14(1)(j)	(1) Academic staff elected by academic staff in the faculties	Narasigadu, C, Prof	Professor	15 October 2024	14 October 2025	First term	Potchefstroom Campus
42	14(1)(j)	(2) Academic staff elected by academic staff in the faculties	Vacant	Associate Professor				
43	14(1)(j)	(3) Academic staff elected by academic staff in the faculties	Nzo, AB, Mr	Senior Lecturer	23 February 2022	23 February 2025	First term	Potchefstroom Campus
44	14(1)(j)	(4) Academic staff elected by academic staff in the faculties	Naicker, VV, Prof	NRF-rated researcher	22 February 2024	21 February 2027	First term	Potchefstroom Campus
Faculty of Health Sciences								
45	14(1)(j)	(1) Academic staff elected by academic staff in the faculties	Vacant	Professor				
46	14(1)(j)	(2) Academic staff elected by academic staff in the faculties	Monyeki, A, Prof	NRF-rated researcher	6 August 2024	5 August 2027	First term	Mahikeng Campus

47	14(1)(j)	(3) Academic staff elected by academic staff in the faculties	Sparks, M, Prof	Associate Professor	4 March 2022	4 March 2025	First term	Potchefstroom Campus
48	14(1)(j)	(4) Academic staff elected by academic staff in the faculties	Eksteen, E, Dr	Senior Lecturer	6 September 2023	5 September 2026	First term	Potchefstroom Campus
Faculty of Humanities								
49	14(1)(j)	(1) Academic staff elected by academic staff in the faculties	Molope, MP, Prof	Associate Professor	6 August 2024	5 August 2027	First term	Mahikeng Campus
50	14(1)(j)	(2) Academic staff elected by academic staff in the faculties	Hofisi, C, Prof	NRF-rated researcher	3 October 2022	3 October 2025	First term	Vanderbijlpark Campus
51	14(1)(j)	(3) Academic staff elected by academic staff in the faculties	Verhoef, AH, Prof	Professor	17 March 2024	16 March 2027	Second term	Potchefstroom Campus
52	14(1)(j)	(4) Academic staff elected by academic staff in the faculties	Falude, PF, Dr	Senior Lecturer	18 March 2024	17 March 2027	First term	Potchefstroom Campus
Faculty of Law								
53	14(1)(j)	(1) Academic staff elected by academic staff in the faculties	Erlank, W, Prof	Professor	29 April 2024	28 April 2027	First term	Potchefstroom Campus
54	14(1)(j)	(2) Academic staff elected by academic staff in the faculties	Raboshakga, NI, Prof	Senior Lecturer	21 April 2020	21 April 2023	First term	Mahikeng Campus
55	14(1)(j)	(3) Academic staff elected by academic staff in the faculties	Combrinck, H, Prof	Associate Professor	22 April 2023	21 April 2026	First term	Potchefstroom Campus
56	14(1)(j)	(4) Academic staff elected by academic staff in the faculties	Viljoen, G, Prof	NRF-rated researcher	6 August 2024	5 August 2027	First term	Potchefstroom Campus
Faculty of Natural and Agricultural Sciences								
57	14(1)(j)	(1) Academic staff elected by academic staff in the faculties	Moloto, KD, Dr	Senior Lecturer	12 June 2023	11 June 2026	First term	Potchefstroom Campus
58	14(1)(j)	(2) Academic staff elected by academic staff in the faculties	Ruzvidzo, O, Prof	Professor	15 August 2022	15 August 2025	First term	Mahikeng Campus
59	14(1)(j)	(3) Academic staff elected by academic staff in the faculties	Nemakonde, LD, Prof	Associate Professor	19 November 2022	19 November 2025	First term	Potchefstroom Campus
60	14(1)(j)	(4) Academic staff elected by academic staff in the faculties	Kriek, RJ, Prof	NRF-rated researcher	29 April 2024	28 April 2027	First term	Potchefstroom Campus
Faculty of Theology								
61	14(1)(j)	(1) Academic staff elected by academic staff in the faculties	Magezi, C, Dr	Senior Lecturer	15-Aug-22	15-Aug-25	1 st term	Mahikeng Campus
62	14(1)(j)	(2) Academic staff elected by academic staff in the faculties	Magezi, V, Prof	Professor	17 March 2024	16 March 2027	Second term	Vanderbijlpark Campus

63	14(1)(j)	(3) Academic staff elected by academic staff in the faculties	Freeks, FE, Prof	Associate Professor	15 August 2022	15 August 2025	First term	Potchefstroom Campus
64	14(1)(j)	(4) Academic staff elected by academic staff in the faculties	Hobyane, RS, Prof	NR-rated researcher	17 March 2024	16 March 2027	First term	Potchefstroom Campus

Non-academic staff elected by non-academic staff (support staff)							
	Reference to Statute	Description	Name	Term starts	Term ends	Term	Campus
65	14(1)(k)	(1) Non-academic staff elected by non-academic staff (support staff)	Chaacha, TZ, Ms	20 September 2024	19 September 2027	First term	Vanderbijlpark Campus
66	12(1)(k)	(2) Non-academic staff elected by non-academic staff (support staff)	Msi, A, Ms	26 July 2023	25 July 2026	First term	Potchefstroom Campus

SRC members						
	Reference to Statute	Description	Name	Term starts	Term ends	Campus
67	14(1)(l)	SRC President (SRC chairperson)	Andreas, Y, Mr	September 2024	September 2025	Vanderbijlpark Campus
68	14(1)(l)	Students designated by the SRC: Fundraising	Hlongwane, N, Ms	September 2024	September 2025	Mahikeng Campus
69	14(1)(l)	Students designated by the SRC: Deputy President	Coetzer, C, Mr	September 2024	September 2025	Potchefstroom Campus
70	14(1)(l)	Students designated by the SRC: Academic	Manqele, C, Mr	September 2024	September 2025	Vanderbijlpark Campus

Chairperson of Council or delegate and one other council member							
	Reference to Statute	Description	Name	Term starts	Terms ends	Term	Campus
71	14(1)(m)	Chairperson of Council	Sorgdrager, B, Mr	28 July 2023	27 July 2026	Term on Council	External
72	14(1)(m)	Delegate Council member elected by Council	Janse van Rensburg, JJ, Prof	10 September 2024	9 September 2027	Term on Council	External

Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committee (Faculty Board)							
	Reference to Statute	Description	Name	Term starts	Term ends	Term	Campus
73	14(1)(n)	Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees (F-EMS)	Lodewyk, R, Ms	4 April 2022	4 April 2025	Second term	Potchefstroom Campus
74	14(1)(n)	Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees (F-EDU)	Matos, ME, Mr	10 June 2022	11 June 2026	First term	Potchefstroom Campus
75	14(1)(n)	Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees (F-ENG)	Motlhakudi, I, Mr	22 February 2024	21 February 2027	First term	Potchefstroom Campus
76	14(1)(n)	Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees (F-HUM)	Rabé, M, Ms	29 April 2024	28 April 2027	First term	Potchefstroom Campus
77	14(1)(n)	Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees (F-HEALTH)	Abrahams, C, Ms	4 March 2022	4 March 2025	First term	Potchefstroom Campus
78	14(1)(n)	Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees (F-LAW)	Mashiane, KF, Mr	29 April 2024	28 April 2027	First term	Mahikeng Campus
79	14(1)(n)	Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees (F-NAS)	Serake, MO, Mr	15 August 2022	15 August 2025	First term	Vanderbijlpark Campus
80	14(1)(n)	Academic staff members co-opted by the Senate upon the advice of the Senate Standing Committees (F-THEO)	Davis-Esterhuisen, SV, Ms	13 October 2024	12 October 2027	Second term	Mahikeng Campus

13.3.2 Composition of the Finance Committee

The table shows the composition of the committee at the time of the October 2024 meeting:

Name	Designation
Chairperson	
Vacant	
Standing members	
Ms PS Moleke	External member of Council and chairperson of the Assets Committee
Mr A Sorgdrager	External member of Council and chairperson of Council
Mr S Mohapi	Chairperson: Investment Committee
Prof MB Tyobeka	Vice-Chancellor
Ms P Ramantswana	External member of Council
Prof M Verhoef	Registrar (ex officio secretary)
In attendance	
Ms E de Beer	Executive Director: Finance and Facilities
Ms T Sekopane	Chief Director: Finance

* All Council committees are chaired by external independent members with the required skills and expertise.

13.3.3 Composition of the Audit, Risk and Compliance Committee

The table shows the composition of the committee at the time of the October 2024 meeting:

Name	Designation
Chairperson	
Mr TV Mokgatlha*	External member of Council
Standing members	
Mr MSJ Thabethe	External member of Council
Ms P Moleke	External member of Council
Vacant	External member of Council
Ms M van Zyl	External expert
Ms R Kenosi	External member of Council
Prof M Verhoef	Registrar (ex officio secretary)
In attendance	
Prof MB Tyobeka	Vice-Chancellor
Ms E de Beer	Executive Director: Finance and Facilities
Ms M van der Merwe	Director: Internal Audit
Ms S du Toit Mr G Janse van Vuuren	Nexia-SAB&T
Ms Z Myeni	Representative: Auditor-General

* All Council committees are chaired by external independent members with the required skills and expertise.

13.3.4 Composition of the Remuneration Committee

The table lists the members of the Remuneration Committee at the time of the December 2024 meeting:

Name	Designation
Chairperson	
Vacant	External member
Standing members	
Mr A Sorgdrager	External member and chairperson of Council
Ms R Kenosi	External member and chairperson of the People and Culture and Employment Equity Committee
Mr TV Mokgatlha	External member and chairperson of the ARCC
Vacant	External member of Council
Prof MB Tyobeka	Vice-Chancellor
Prof M Verhoef	Registrar (ex officio secretary)
In attendance	
Prof M Singh	Executive Director: People and Culture
Ms E de Beer	Executive Director: Finance and Facilities

* All Council committees are chaired by external independent members with the required skills and expertise.

13.3.5 Composition of the Tender Committee

Note: The Reporting Regulations for Public Higher Education Institutions stipulate that certain details of the Tender Committee's work must be disclosed annually. These include significant tenders adjudicated in the year under review, along with details of the Tender Committee's terms of reference, activities and membership.

The membership of the Tender Committee at the time of the October 2024 meeting is listed below:

Name	Designation
Chairperson	
Mr R Kenosi*	External member of Council
Standing members	
Ms S Britz	External member of Council
Ms P Moleke	External Member of Council
Vacant	External tender expert
Prof MB Tyobeka	Vice-chancellor
Prof M Verhoef	Registrar (ex officio secretary)
In attendance	
Ms E de Beer	Executive Director: Finance and Facilities
Mr N Kunene	Chief Director: Physical Infrastructure and Planning
Mr E Mostert	Director: Purchases and Payments

* All Council committees are chaired by external independent members with the required skills and expertise.

13.3.6 Composition of the Technology and Information Governance Committee

The membership of the TI Governance Committee at the time of the October 2024 meeting was as follows:

Name	Designation
Chairperson	
Mr MSJ Thabethe*	External Council member
Standing members	
Vacant	External Council member
Prof TP Venter	External Council member
Dr AA le Roux	Internal Council member
Mr XV Hadebe	Independent external IT expert
Ms E Stander	Independent external information expert
Prof MB Tyobeka	Vice-chancellor
Prof M Verhoef	Registrar (ex officio secretary)
In attendance	
Prof D Balia	Deputy vice-chancellor: Information Technology
Mr CE Pretorius	Chief director: Information Technology

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

13.3.7 Composition of the Social and Ethics Committee

The membership of the Social and Ethics Committee at the time of the November 2024 meeting was as follows:

Name	Designation
Chairperson	
Mr MSJ Thabethe*	External Council member
Standing members	
Vacant	External Council member
Past P Tlhabanyane	External Council member
Prof AL Combrink	External Council member
Ms MH Lekalakala	Internal Council member
Prof D Modise	Internal Council member
Prof MB Tyobeka	Vice-chancellor
Prof M Verhoef	Registrar (ex officio secretary)
In attendance	
Prof LA du Plessis	Deputy vice-chancellor: Teaching and Learning
Prof J Mphahlele	Deputy vice-chancellor: Research and Innovation
Prof S Chalufu	Acting Deputy vice-chancellor: Vanderbijlpark Campus Operations
Ms E de Beer	Executive director: Finance and Facilities

Name	Designation
Prof M Singh	Executive director: People and Culture
Mr C Manoko	Executive director: Corporate Relations and Marketing

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

13.3.8 Council committee reports

13.3.8.1 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 risk and compliance management, assurance functions and related services.

There is a particular focus on combined assurance arrangements (including external audit, internal audit, risk-management oversight and the finance function). Other key focus areas are the integrity of the annual financial statements, the financial reporting process, the system of internal control, the risk management process and 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, Nexia SAB&T.

Based on these, the ARCC's mandate is to declare whether it is satisfied or not with the following:

- the expertise, resources and experience of the institutional finance function;
- the independence of the external auditor, the adequacy of the financial statements and the accounting practices; and
- 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 reported to the Council 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 2024: General update – a brief overview of matters;
- June 2024: Annual report and financial statements, as well as progress made by Internal Audit against the audit plan;
- August 2024: Focus on risk and compliance, as well as a brief update by Internal Audit; and
- October 2024: Detailed planning of Internal Audit, performance evaluations, self-evaluations, other matters (risk and compliance) and external audit planning.

Paragraphs [13.2](#) and [13.3.3](#) include the composition and meeting attendance information.

Key decisions in 2024: recommendations to Council for approval
• Selection of Nexia SAB&T as external audit firm for the 2023 and 2024 audit periods. • Consolidated financial statements for the year ended 31 December 2023. • 2023 Integrated Annual Report
Key decisions in 2024: approvals and resolutions
• Letter of engagement of the newly appointed External Auditors, Nexia SAB&T. • External audit plan for 2024. • Final management letter from the external auditors for the year ended on December 2023. • Annual evaluation of external auditors.

Key discussions in 2024

- Nexia SAB&T's report to the ARCC regarding the consolidated financial statements for the year ended 31 December 2023.
- Risk and compliance matters, especially the emerging risk regarding the NSFAS funding model and water issues.
- Migration to Dilligent as the preferred risk and compliance system.
- Status update regarding NWU policies review processes.
- Declaration of interest of staff members and an ongoing concern about the declaration of student assistants.
- Annual internal quality review 2024.
- Internal Audit Charter 2025.
- Business continuity matters.
- Outcome of the 2023 self-evaluation of the ARCC.
- Progress with internal audit assignments and activities.
- Progress with special investigations.
- Progress with continuous monitoring.
- Appointment of the external auditors.
- Internal audit workshop.
- Update on SIS implementation.

13.3.8.2 Finance Committee

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

The committee reinforces the governance function of the Council regarding sound, responsible and effective financial planning, financial administration, financial governance and financial reporting.

Paragraphs [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 in 2024: recommendations to Council for approval

- Amended terms of reference
- Annual financial review 2023
- Financial statements for the year ending 2023
- Asset matters:
 - The request for a donation by the owners to transfer some of the properties to the NWU at a nominal cost.
 - Vacant property (ERF 3145 – POTCHEFSTROOM – The matter is still under investigation.
 - Purchase of properties leased from Transnet – The property has been purchased and the transfer completed.
 - Donation of property by Rustenburg Municipality to the NWU for the development of the School of Mining and Mining Engineering – The legal office proposed that the NWU initiate negotiations with all private property owners within the main campus boundary walls to sign first right of refusal to sell contracts. This might prevent property developers from purchasing these properties in future. This process will continue.
- Infrastructure projects and revised project budgets 2024
- 2025-2027 budget
- Mid-year report on financial information 2024
- The advance of NSFAS allowances to students to support the start of the 2025 academic year

- 2024-2034 strategy for student residences
- NWU's three-year infrastructure plan

Key decisions in 2024: approvals and resolutions

- The standard rebalancing of foreign exposure due to performance in the with the strategic asset allocation (SAA) and further resolved that the reallocation would take effect after the period of national election in 2024.
- The Arizona Fee Structure matter that was concluded on 6 September 2024.
- The Northwest Enterprise P2I limited loan that was concluded on 9 October 2024.

Key discussions in 2024

- List of donations made in 2023.
- Management statements as on 30 September 2024
- Variance reports of 31 March 2024
- Student finances reports on 31 March 2024 and 30 September 2024
- Sundry debtors on 31 March 2024 and 30 September 2024
- Residence reports on 31 March 2024
- NWU property portfolio
- Investment matters i.e. portfolio correlation and diversification, NWU long-term portfolio, money market portfolio
- Integrated annual report 2023
- Risk and compliance relating to finance matters
- Outcome of the 2023 self-evaluation of the Finance Committee

13.3.8.3 Tender

The purpose of the Tender Committee is to advise the Council on matters related to governance and oversight as these pertain to the NWU's procurement processes. The aim is to ensure that these processes are fair, equitable, transparent, cost-effective, competitive and compliant with all relevant regulations and rules.

Reports to Council

The Tender Committee reported to Council on tenders considered for specific contracts within its mandate and the Schedule of Financial and Contractual Authorisation Levels.

Key decisions in 2024: recommendations to Council for approval

- Tender TR103/2021NW – Provision of Mass Secure Printing Services.
- Tender NWUTR166/2023PC – Construction of new laboratory spaces for Education on the Potchefstroom Campus to be awarded to Masakhane BC (Pty) Ltd.
- Constitution of the Professional Consulting Services Panel in the Built Environment for all campuses as recommended by the Tender Committee (Tender NWUTR173/2023NW) for a period of three years with the option to extend the terms for a further three years.
- Tender NWUTR060/2024MC Construction of New Additional Lecture Halls on the Mahikeng Campus to be awarded to Mabra Konstruksie (Pty) Ltd.
- Extension of Leases for Student Accommodation at the Vanderbijlpark Campus as recommended by the Tender Committee, as follows:
 - Tender NWUTR1302021VC to be extended with Amorispan (Pty) Ltd (Bohlale) for 660 beds for three years until 31 December 2027.
 - Tender NWUTR101202VC to be extended with Amorispan (Pty) Ltd (Moahi Village) for 305 beds for three years until 31 December 2027.
 - Tender NWUTR1302021VC to be extended with Buhle Houses 1 (Pty) Ltd (Longfellow and Ebukhosini) for 518 beds for three years until 31 December 2027.

Key decisions in 2024: approvals and resolutions

- Tender NWUTR143/2023PC – Transforming Teaching and Learning Spaces for Blended Learning, Building E7 on the Potchefstroom Campus.
- Tender NWUTR120/2023VC – New building for Student Life on the Vanderbijlpark Campus.
- Tender NWUTR124/2023PC – Macro update of the Eco Rehabilitation Estate on the Potchefstroom Campus.

- Tender NWUTR095/2023MC – Plumbing maintenance contract for Mahikeng Campus.
- Tender NWUTR013/2024PC – Installation of PV and emergency power for the K block building on the Potchefstroom Campus.
- Tender NWUTR022/2024PC – Refurbishment of JS van der Merwe building E6 on the Potchefstroom Campus.
- Tender NWUTR033/2024MC – Installation of PV plant on the Mahikeng Campus.
- Tender NWU TR036/2024NW – Waste recycling services for the NWU on all three campuses.
- Tender NWUTR072/2024PC – Installation of PV plant on the Potchefstroom Campus.
- Tender NWUTR081/2024MC – Waterwise infrastructure upgrades on the Mahikeng Campus.
- Tender NWUTR087/2024PC – Construction of a new building for Computer Sciences on the Potchefstroom Campus.
- Development of a Bid Evaluation Process document to provide clear guidelines on the NWU tender evaluation process.
- Tender NWUTR058/2024MC – Construction of new laboratory spaces for Geography and Life Sciences on the Mahikeng Campus.
- Creation of a register of non-performing contractors.
- Establishment of a panel of service providers who will bid on specific projects with the intention of being able to better manage and audit the performance of the service providers.
- Tender NWU TR011/2024MC – Construction of a new academic writing centre for the Faculty of Humanities on the Mahikeng Campus.
- Tender NWUTR0532024PC – Provision of catering personnel for food and beverage services on the Potchefstroom Campus.
- Tender NWUTR0682024MC – Construction for the upgrade of teaching and learning facilities at Molelwane farm on the Mahikeng Campus.
- Tender NWUTR1142024PC – Mechanical works, reservoir and pump station on the Vanderbijlpark Campus.
- Tender NWUTR1142024PC – Provision of cleaning services in the student residences on the Potchefstroom Campus.
- Tender NWUTR1152024VC – Civil and sport specialist works on the Vanderbijlpark Campus.
- Tender NWUTR1552024PC – Construction for the refurbishment of first floor research laboratories building G16 on the Potchefstroom Campus.
- Tender NWUTR1592024PC – Construction to relocate staff from buildings F4 and E8 with related refurbishment of building E9 on the Potchefstroom Campus.
- Tender NWUTR1632024PC – Construction capital renewal of Ferdinand Postma Library (archives and museum), building E7 on the Potchefstroom Campus.
- Tender NWUTR1702024PC – Construction macro maintenance of Ratau Residence north and south buildings C2 and C8 on the Potchefstroom Campus.
- Tender NWUTR1812024PC – Construction capital renewal of the conservatory, building K1 on the Potchefstroom Campus.
- Tender NWUTR1982024MC – Construction of modular classrooms and ablution facilities to address classroom shortage at the Mahikeng Campus.
- Tender NWUTR2052024PC – Construction for the transformation of teaching and learning spaces for blended learning and Covid-19 compliance, building E7 on the Potchefstroom Campus.
- Tender NWU TR2062024VC – Construction for the completion of the new building for psychosocial health on the Vanderbijlpark Campus.
- Tender NWUTC2482024NW – Acquisition of new VMware VCF licences and the renewal of existing VMware VDF licences for the NWU.
- Two-tier procurement strategy for the NWU School of Medicine Academic Platform.

Key discussions in 2024
• Outcome of the 2023 self-evaluation of the Tender Committee • Risk and compliance matters. • Notice of investigation from the Public Protector into allegations of apparent irregular procurement of goods and services by the NWU. • IT procurement strategy.

13.3.8.4 Remuneration Committee

The mandate of the Remuneration Committee is to assist Council in carrying out its responsibilities for 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.

Paragraphs [13.2](#) and [13.3.4](#) include the composition and meeting attendance information.

Key decisions in 2024: approvals and resolutions
• Alignment of junior promotions to 85th compa-ratio of the internal salary scales. • Bonus payments to the UMC members. • Alignment of the honorarium payments to Council members. • Performance management process in 2024. • Performance management bonuses in 2024. • Note 24 of the annual statements that reflect executive remuneration. • Moderated scores of UMC members and the Director: Internal Audit. • Job evaluation grades for the top structure.
Key discussions 2024
• Components related to remuneration • General staff policies and conditions of employment • Succession planning of UMC members • Terms of office of UMC members and executive deans • Ex gratia/ex lege payments • Honoraria paid to Council members • Risk and compliance matters • Vice-chancellor's remuneration • Strategies related to remuneration • COLA implementation 2024 • Performance management process 2025

13.3.8.5 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 a TI governance framework that sets the 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; and
- 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.

Paragraphs [13.2](#) and [13.3.6](#) include the composition and meeting attendance information.

For the Council Statement on IT, see paragraph [9.1.7](#).

Key decisions in 2024: recommendations to Council
No matters were recommended to Council for approval.
Key decisions in 2024: resolutions
• Approval of the implementation of the StarRez product and the budget for residence placements. • In-principle approval of the amended budget for the implementation of the Cayuse/Skillsforge product to address the gaps identified in respect of the management of higher degrees administration in faculties.
Key discussions 2024
• Technology and information as strategic assets • Progress made with the implementation of the DBS • Implementation of the new Student Information System • Replacement of the Learning Management System • IT strategy • IT investment and expenditure • Technology architecture mapped to the Higher Education capability model • Third-party providers • ZOHO system (company providing cloud software) risk • Cloud strategy • Audit findings relating to IT matters • Student registrations • Information governance and management matters, including the Data and Analytics Strategy and Operating Model (DASOM) project and management and compliance with POPIA and PAIA at the NWU • Risks related to technology and information governance as contained in the NWU Strategic Risk Register • Business continuity and disaster management matters • Self-evaluation report feedback from 2023 • Information management, including the management of compliance with POPIA and PAIA at the NWU • Compliance with technology and information-related legislation • Implementation of the Information Governance Framework of the NWU • Policy development to give effect to the information governance framework • Capacity building for AI and cybersecurity

13.3.8.6 Social and Ethics Committee

The mandate of the Social and Ethics Committee is to provide oversight and guidance in assisting Council to develop an understanding of management and oversight about the positioning of the NWU as an integral part of the society in which it functions.

Reports to Council

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

Paragraphs [13.2](#) and [13.3.7](#) include the composition and meeting attendance information.

For the Council Statement on ethics and value, see paragraph [10.9.1](#).

Key decisions in 2024: recommendations to Council
No matters were recommended to Council for approval.
Key decisions in 2024: resolutions
• Hotline for anonymous tip-offs • ESG matters
Key discussions 2024
• SEC monitoring and reporting framework • Implementation of the Stakeholder Engagement Framework • National university partnerships

- Capacity building needs of the SEC
- NWU interdependencies at the provincial level
- Relevance and impact of the academic offering in terms of the role of the NWU in society
- Environmental management, general compliance and responses to audit findings
- Corporate citizenship and ranking and rating of the NWU
- Creating value for stakeholder communities
- Young Eagles project that target high-performing individuals from local communities starting from grade 10
- Initiatives undertaken in the People and Culture environment aiming at cultivating and enhancing an ethical, inclusive, welcoming and values-driven culture
- NWU Ethics Policy
- Risk and compliance matters relating to SEC matters
- Preferential procurement and local SMME involvement in procurement
- Community engagement
- Sustainable and integrated development of the NWU
- Academic excellence campaign
- Implementation of the NWU Ethics Management Plan
- Culture survey in the employee and student environments
- NWU combined Media and Organisational Citizenship recognition awards
- Teaching and learning agreements
- Infrastructure projects carried out with the assistance from the DHET or other partners
- Donations and sponsorships
- International imperatives (SDGs and ESG)
- Internationalisation strategy

13.3.8.7 Council Membership Committee

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

In this regard, Council fulfils the role of a Council Membership Committee (*as per R464, 9 June 2014, GG37726* (refer to paragraph 2.5 of the Exco terms of reference), as follows:

- considering nominations for vacancies related to Council and Council committee membership in terms of the Statute;
- overseeing nomination and election processes for vacancies and noting the outcomes of election audit reports;
- dealing with all other membership matters as contained in the Code of Conduct for Council members and taking the necessary steps to empower Council to deal with membership matters on a higher level, including matters related to declarations of interest made by Council members and members of Council Committees;
- having the mandate to form and delegate authority to subcommittees as deemed necessary;
- overseeing the attendance of Council members at Council and Council committee meetings and taking corrective action;
- overseeing the self-evaluation results (appraisals) of the performance of the Council and its committees and taking corrective action where necessary; and
- in accordance with the Statute, recommending the establishment of committees necessary for the performance of the functions of the Council, including joint committees with the Senate where appropriate.

During 2024, Exco at each ordinary meeting noted and considered the vacancies and imminent vacancies on Council and the processes for filling and scrutinising these vacancies.

Exco continued to follow the prescribed process for the filling of vacancies as approved by Council in June 2021, these being to:

- continue with the setting of the skills and diversity matrix (as approved by the Council in November 2018) to guide the nominations and elections; this process should take place formally at three-year intervals;

- proactively manage the process of filling vacancies, in ongoing communication with the stakeholder constituencies from which members would be nominated and elected;
- proactively consider the diversity and skills set profile of the Council; this should be done six months before the expiry of a Council member's term, obviating the need for the diversity and skills profile to be included in the call to the constituency for nominations;
- publicise the identified skills and diversity needs when the call for nominations is made;
- ensure that Exco is informed of the outcome of the nomination process before the commencement of the election process; this will enable Exco to determine the extent to which the requirements have been met; and
- request one further round of nominations in instances where the relevant skill set and diversity criteria were not displayed during the nomination process, after which the election process would continue.

Exco also continued to receive a list of all vacancies in Council committees and made recommendations for the filling of these vacancies to Council for approval at each meeting.

13.4 Annexure 4: NWU Combined Risk Register as of 31 December 2024



Combined Risk Register

Strategic Risk Register

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		CR	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name	
					Impact	Likelihood	Exposure		Impact	Likelihood											
42	DVC IT	Strategic	Cyber Security	Cyber security is not adequately addressed at the NWU and is the number one IT issue nationwide. An attack on the NWU is likely. Digital transformation will increase the cyber security risk.	5	5	10	25	0	0	0.20	20	10	2021/07/19	Risk Appetite	Cyber crime is increasing. There are inadequate measures in place to adequately protect against this crime. Measures include cyber security positions, security strategy, security software etc. " Lack of awareness. Under staff	The University has successfully deployed a SIEM. The SIEM works by collecting log and event data generated by host systems, firewalls and bringing it together into a single centralized platform with dashboarding and artificial intelligence as to identify anomalies in the NWU's IT environment. (Also anomalies to Cybersecurity). This dashboard is currently monitored by IT-OT-Systems and escalates if any major cybersecurity anomalies to Cyber incident response team. " The Cybersecurity Strategy has been approved by IT Governance committee. Targets in terms of just budgeted R&D profile improvements (to Cybersecurity capabilities) have been achieved. The targets were improving detection capabilities and identifying capabilities. " PaloAlto Firewall solution, rated by Gartner in leader quadrant, subscription AI feed (wildfire) identifies threats proactively world wide, updated hourly doing continuous checks. All threats identified are monitored by IT-OT-Infrastructure. Only resort on exceptions to Cyber Incident Response(CIR) team. " Institution-wide use of network access control system, all clients registered and authenticated when logging in to prevent unauthorized access and identify vulnerabilities on the device of the user. When vulnerabilities are detected the user will automatically manually be forced into isolation. Incident detected in device manager, user put in isolation and IT service desk ensures safe computer environment before allowing on network again. " The use of external vulnerabilities scanning abilities such as SecurityScorecard, Shodan and Shadowserver are monitored to complement internal vulnerabilities scanning. SecurityScorecard is a subscription service that provides monthly reports and interactive dashboard (it scans the environment on daily basis). The report and access to the dashboard is distributed to the relevant IT division. SecurityScorecard is a major dashboard and used in reporting infrastructure security posture to relevant internal stakeholders. " Auditing the network environment through network access control. " Asset management process in place to determine the age of critical equipment. Contractual end-of-life agreements are also being monitored. " 3 Monthly Nessus scans on the operating systems and server software.	50% of			Guidelines for staff when downloading unsupported IT programs. " Budget adequate to support comprehensive digital strategy. " Possible outline Business Strategy

04-Oct-2024

04-Oct-2024

Combined Risk Register

Strategic Risk Register

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		OE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
16	Registrar, E&O, FF	Strategic	Fraud	The risk that fraudulent activities could be prevalent in some business process environments and could impact negatively on the reputation of the NWU.	5	4	RO	20	0	0	0,20	16	RO	2024/04/16	Risk Appetite	NWU members standing in a conflict-of-interest relationship with the NWU that is not disclosed and regarded non-compliant to stipulations of HEA, NWU Policy on Interest, also possibly contributing that leads to possible misappropriation of funds/processes; * Leaking of exam papers; * Forging of degree certificates and transcripts; * Possible lack of sufficient internal controls giving rise to internal misappropriation of university funds; * NWU employees failing to report unethical behavior.	XFS process established and implemented by Finance to detect and prevent transactions between NWU and staff; * Reporting to UMC and to ARCC which covers the risk; * Awareness campaigns are driven by Internal Audit by means of the regular annual programme across NWU; * NWU Policy and Rules on Conflict of Interest and on the declaration of interest and of gifts approved and implemented; * Internal Audit reporting to UMC and to ARCC the details of incidents; * Antifraud Policy, incl antifraud strategy in place to guide the correct understanding of the subject matter and the prevention thereof; * Training programme rolled out across NWU to create awareness around fraudulent activities; * Zero tolerance approach in dealing with disciplinary cases where academic dishonesty is displayed; * SCC Rules, Student Disciplinary Rules, and Residence Rules; * Secure process implemented for the drafting, printing and transport of examination papers; * Policy and Manual on Student Discipline approved, implemented and monitored.	Goal 6	Antifraud Policy, incl antifraud strategy under development to guide the correct understanding of the subject matter and the prevention thereof; * Installation of software to check graduation status, transcript, and degree certificate.	
309	UMC members, DVC, IT	Strategic	The implications and demand for digital transformation on the NWU's business after COVID-19 and in support of the NWU Strategy 2024 and beyond	Uncertainties evident about the impact of the digital business strategy. Digital transformation will have a severe impact on operational models, structures, people, processes and roles.	4	4	RO	16	0	0	0,00	16	RO	2024/07/08	Risk Appetite	Current use of technology is not strategic and innovative; * 1) There is a structural disincentive for researchers to advance their inventions after publication and patenting. It typically requires more work and dedication to get it market ready for sale or licensing; * 2) Our inventions are seldom caused by "industry pull" forces, often leaving it irrelevant or of little interest to industry; * Covid-19 pandemic; * It is not clear any more what the competitive advantage of the NWU would be in a post-COVID era; * The impact of the global pandemic has an effect on	HIRA's completed before staff returned to work. CHS conducted audits on all workplaces and the communication and implementation of assessments; * The VC established a COVID-19 Response Team on 4 March 2020 to ensure the ongoing drafting of an appropriate response by the NWU on the risks posed by the pandemic; * The Response Team operates in accordance with an approved ToR and reports regularly to the VC, the UMC and all relevant governance structures; * Response plans for all mission-critical operations have been drafted, approved, communicated to the relevant stakeholders and are managed within the respective lines; * Guidelines and protocols have been drafted and approved, and communicated on the dedicated NWU internet platform; * In line with the NWU Crisis Communication Plan, communication is published only by the VC; * In instances where discretion is to be exercised, the relevant	Goal 1; * Goal 2; * Goal 3; * Goal 4; * Goal 5; * Goal 6; * Enabler 1; * Enabler 2; * Enabler 3; * Enabler 4	The Dxi implementation roadmap will allow for a coordinated implementation of Dxi initiatives thereby controlling costs and minimizing operational disruption; * The Institutional Change Management programme will provide training, communication and institutional support to Departments and Faculties to mitigate Dxi-related operational and people impact.	

04-Oct-2024

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name	
					Impact	Likelihood	Exposure		Impact	Likelihood											
																the realisation of the NWU's 2015-2025 strategy. *The five-year strategic plan, the realisation of the 2020 APP and the 2021 APP are all impacted by the COVID situation *Every established internal business process/business operation is impacted by the COVID situation	approvals from management and governance structures are obtained, documented and communicated to relevant stakeholders by the responsible UMC member * "An NWU Financial Impact Model has been developed by the ExDir FF and is updated in an ongoing manner to ensure management control on the financial sustainability of the NWU *The DHET is updated on a monthly basis by the Office of the VC on matters relevant to key-performance indicators, " Redirection of existing funds, such as infrastructure grants. Building a reserve as a result hereof, " The DHET is updated on a monthly basis by the Office of the VC on matters relevant to key-performance indicators, " Teaching and Learning and Assessments plans, Faculty Integrated TL plans and Faculty Assessment plans, Faculty reintegration plans, Faculty TL Contingency plans assessed every semester, " Strategic projects facilitated by IT, the Centre for Teaching and Learning and Space Management to position the NWU (e.g. "Integrated facilities project, "student information system renewal project, the work-integrated learning and service learning (WISL) system, e-assessment and proctoring platforms/ software, further development of the NWU LMS with additional online functionalities), as overseen by Senate and UMC, " IT Committee advises UMC on the optimisation of IT infrastructure to meet current and future business needs, " Strategic Intelligence Reports provided at regular intervals to FMCs and other structures for monitoring and informed decision-making purposes, " Online open days, a panels presenting, people can join online, can post questions and inquiries in the chatbox, interactive sessions. All questions answered by the Deans and Panel. Overall open day and then follow up sessions are presented that are more faculty-specific. Marketers go to schools to get information and prepare on what matters should be addressed during sessions. Targets are guided by the enrolment plan. Reports are available to see who attended the online sessions and out of that who enrolled. " Requirement for admission of FTE students to have a				

04-Oct-2024

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		OE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
																	laptop/computer from 2021, approved by Council. Well-equipped computer laboratories are available for students without laptops. * Virtual tours of all campuses for parents and students that can not attend face to face , posted on the website and app. This videos are preloaded on the respective platforms. This is managed by Marketing and Student recruitment by the Manager – Recruitment Events. * Marketers provide assistance with the application process for students in rural areas with mobile units while in the field. * My NWU App where prospective, registered students and stakeholders can get information on all NWU information and communicate with the NWU, linked with Whatsapp/email and sms line, a team under the management of the Senior Manager Digital Media responsible to attend to this information and ensure that all communication are followed up on and directed to the correct platform. Surveys done to follow up on effectiveness, overall very good feedback and experience. Reports also generated on stakeholder experience of the app. * Piloting of technology solutions ensures that initiatives are trialed on a small scale in order to understand and mitigate inherent risks before wider implementations can be undertaken. * Digital transformation increases the likelihood of cybersecurity attacks, continuous evaluation, and mitigation of vulnerabilities on all critical IT systems to protect against cyber attack, Continuous staff awareness			

Combined Risk Register

Strategic Risk Register

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		OE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
230	Registrar	Strategic	Data and Information Governance	Data and Information Governance- inadequacies around a focused approach to data and information governance implementation could hamper the NWU's operations and expose the NWU to compliance risks.	5	4	R.O	20	0	0	0,20	16	R.O	2024/04/16	Risk Appetite	Current use of technology is not strategic and innovative. * Cyber crime is increasing. There are inadequate measures in place to adequately protect against this crime. Measures include cyber security positions, security strategy, security software etc. * Inadequate measures to ensure integrity of information due to poor input control. * Ineffective and inefficient administrative processes and systems. * Unauthorised access might be possible to NWU information due to improper access control and information stored on computers and not according to records management procedures. * Reports might be based on incorrect information or data that is possibly not trustworthy. * Destruction of records procedure not followed. * Lack of data security measures. * The integrity of student records might be compromised and not be trustworthy because of multitude of users of VSS who might not have been properly trained. * Non-compliance to important pieces of legislation regulating information management regulating information management (POPIA, GDPR, PAIA)	TIGOV Committee provides oversight on information governance matters. * POPIA task team appointed in the sphere of the Registrar to consult on all information related investigations. * Privacy Impact Assessments on projects are done by the POPIA task team, when requested. * Employees have access to the NWU IGF and know what the framework entails. Structures and projects have been established from the IGF to ensure implementation of IGF. * A POPIA project is documented and implemented in accordance with project deadlines to ensure compliance to key aspects as identified by Information Regulator by 1 July 2021. * Structured programme for training and awareness implemented and overseen by IMCom. POPIA training compulsory for all NWU staff and to be repeated every 4 years. * Training in records management is compulsory in accordance with the new Ram policy and Ram rules - this includes training on POPIA. Records management rules were approved by UMC in August 2022 as part of Ram policy approved by the Council in June 2022. * Electronic storage areas to be managed by a set of rules (provided for in the reviewed RM policy) - Rules to be provided by RAM after approval of the policy. * Systematic annual review process implemented involving all owners of legislation with the aim to complete compliance checklists, draft improvement plans that are, in turn, monitored by management and governance structures. * Information Management Committee as a sub-committee of the UMC implemented to advise the UMC on the implementation of policies relevant to information management and the monitoring of information management matters at the university. * Information Governance Coordinator appointed to oversee all information management matters.	Enabler 1: * Goal 6		

Strategic Risk Register

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		OE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
313	Exec. Dir. P&C	Strategic	Loss of productivity due to excessive use of sick leave	Inadequate management of sick leave by line managers may lead to failure to detect potential risk claims and loss of productivity.	4	5	R0	20	0	0	0,20	16	R0	2024/07/11	Risk Appetite	Abuse of sick leave, * Excessive use of sick leave by employees and line managers not managing the sick leave properly.	Return to work interview by line manager after each absence for sick leave, * Monthly Reports are being shared with line managers for them to manage sick leave, * Monthly meetings are held between P&C, Discovery, and ASI to ensure that potential causes are addressed.	Goal 5		

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		OE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
232	Executive Director Finance and Facilities	Strategic	Funding and fee regulation	Government funding model is not sustainable, the HE sector is not sufficiently informed by the DHET, also the impact is not known, exacerbated by an over-dependence on a single source of income (government subsidies and sustainability of NSFAS) which is further exacerbated by uncertainty of overall sustainability due to unofficial regulation of fee increases since 2016 and the uncertainties brought about by the process already commenced to regulate fees by DHET. The continued capping of increases in residence fees, far below the inflation rate of specific cost items in the residence environment (such as electricity and back up power costs of generator power with diesel), is increasing the risk of the environment becoming more unsustainable and will lead to unsatisfactory service delivery and in turn could lead to student unrest on the campuses.	4	4	RO	16	0	0	0,20	13	RO	2022/10/26	Risk Appetite	Inadequate funding to sustain growth and sustainability. * NWU is overdependent on government and NSFAS grants with limited income from other sources. * Sustainability of NSFAS; * DHET wants to control the cost of education as they have to fund it. * Free education in an ever declining State income environment main cause. 0% fee increase announcement in Oct 2020 and the expectation created by the previous President that fee free education is possible in future	NWU is part of the Fee Regulation Task Team (USAF). NWU representative part of fee-regulation task and technical task team in DHET for the HE sector. Financial strategy task team input in the development of Financial Model for the sector. Keeping HE fee inflation above CPI. * Initiatives in regard to fundraising and endowment to ensure new sustainable source of income. * Preserving available and growing reserves by ExDir FF and financial team to cover at least one year's operational expenses for sustainability purpose. Capitalising on reserves by creating a sustainable source of investment income - Money Market. * Building optimal relationships with funders; facilitating start-up capital by TTIS. * NWU Fundraising advisory group with members that are well known in the business world sitting twice a year to oversee projects that require funding in SA and Internationally. Director Stakeholder Relations are responsible for Fundraising since 2019. Fundraisers are appointed and responsible to drive these initiatives. Targets set in the Directors performance agreement. * Targeted initiatives focusing on alumni and potential international sources. * Comprehensive, regularly updating and reported on 3-year rolling Financial Plan to various committees (UBC, UMC, Fin Asset Committee, Council, etc.) linked to specific goals/targets as performance measurement. E.g. initiatives - Staff Cost Mitigation - Finance and P&C involved. * Focus on increasing throughput in the academic environment to effectively utilise subsidy. Targets and approaches followed to support and follow-up on students' academic progress? * UCE - Strategic project to ensure a sustainable source of income through continued education - UCE and executive studentstraining at the PBS - focus on building 3rd stream income. * Growing of research income from international/national/government research funders/institutions. Income generation (2nd Stream). * Informal discussions to release NSFAS funding. Part of decision making regarding receiving of, and making NSFAS money available to students.	Enabler 4	UCE strategic project to generate a 3rd stream income	

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
8	DVC R&I, B&D, FF	Strategic	PG Students	Poor financial support to PG students resulting in loss of student income and continuity from UG to PG. Furthermore postgraduate numbers dependency on bursaries.	3	5	R0	15	0	0	0,20	12	R0	2022/04/25	Risk Appetite	Inadequate funding to sustain growth and sustainability. * Declining bursaries for PG students, * NRF reduced, bursaries for PG studies (Masters and PhD - 20% cut).	Post-graduate special funding model is sustained where merit bursaries are availed for qualifying students who received NSFAS funding during UG studies. * Masters & PhD, and doctoral students receive an additional bursary for one year to support completion.	Goal 2		
9	DVC RI	Strategic	Research Quality	Poor quality of research products due to decline or inadequate resources for research and research chairs.	3	5	R200 000 000	15	0	0	0,20	12	R160 000 000	2022/06/09	Exposure, Single Transaction, Risk Appetite	NRF reduced, bursaries for PG studies (Masters and PhD - 20% cut). * Incentive NRF funding not available any more (only R30 000 one-off payment to NRF-rated staff membership, no further payments made to NRF-rated researchers). * Inadequate incentives to staff for publishing. Improvement of REA funds had been put on hold. * Research integrity challenges	NWU budgetary process to focus on sustaining and enhancing the research function. * Processes to detect and manage instances of academic misconduct in place. * Internal audit executing ongoing compliance audits on Policy on Academic Integrity. * SOIMAGO tool in place to independently determine the quality of research products before the research paper is sent to journals. * RISC webinars and awareness on academic integrity in place. * System in place (control sheets) to monitor spending of research funds in the office of the DVC R&I, to avoid money being returned to the funders. * Turn it in system to submit research work for plagiarism check, the responsibility of DVC RI, and monitored by the Library.	Goal 2		
17	Registrar	Strategic	Academic Integrity	Inconsistent application of the NWU Policy on Academic Integrity resulting in negative impact on the reputation of the University, the issuing of penalties, revoking of qualifications and loss of income from subsidised publications.	5	4	R3 000 000	20	0	0	0,50	10	R1 200 000	2024/04/16	Risk Appetite	Students and staff not sufficiently made aware and trained in ethical academic practices. * Policy and process not sufficiently inculcated in faculty practices to create and nurture an environment conducive to academic integrity. * Teaching-learning delivery during COVID situation gave rise to higher incidents of academic dishonesty. * Internal Audit report of 2020 pointed to a number of instances where the policy is not properly implemented by all roleplayers. * Faculty reports in 2020 indicated escalated instance of transgressions on academic integrity matters.	Policy and Rules on Academic Integrity approved by Council and implemented, incl clear rules on the manner in which alleged cases are to be interpreted and managed. * In student environment, the Writing Laboratories across campuses and the Student Judicial Office collaborate in regard of all cases related to transgressions pertaining academic integrity matters. * Ongoing refinement of capabilities to execute technical investigations in order to produce credible and trustworthy reports. * Capability in regard to similarity software expanded by the implementation of homegrown application that focus on style and register of writing. * DVC R&I hosted webinars on academic integrity to enhance general awareness thereof in the research environment. * Faculties embarked on awareness campaigns to enhance awareness to academic integrity amongst students. * Policy and Rules on Academic Integrity were revised and approved by Council in June 2021.	Goal 1, * Goal 2		

Combined Risk Register

Strategic Risk Register

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40	UMC	Strategic	Environmental Management	Inadequacies around a focused approach to environmental management could hamper the NWU's operations and expose the NWU to compliance risks.	4	3	R10 000 000	12	0	0	0,20	10	R4 800 000	2024/05/23	Risk Appetite	Environmental operation are placed in Dept Safety, Health and Environment (SHE) and awareness in collaboration with CE activities.	Awareness campaigns are driven by Sustainability and Community Impact unit. ; * SHE Charter with NWU Sustainability policy and guidelines. ; * SHE Policy approved by Council. ; * Hazardous Waste Management - All waste collect by approved specialist service provider and in accordance with applicable Environmental Legislation. ; * General Waste - Service providers appointed to collect and dispose of waste for each campus at local municipal licensed dumping site. ; * Facilities Dept. 2017 to current: Install water meters to measure water use and monitor excessive use and possible wastage. ; * Maintenance 2016 to current: Upgrading of water networks (bulk supply and one-line supply to buildings). ; * SHE Dept launched a new SHE webpage and use as platform to share environmental sustainability information. ; * The NWU conducted their first Carbon footprint calculation and this information has been shared with NWU to create awareness. ; * NWU environmental sustainability policy and guidelines approved by Council. ; * Water and energy saving strategy compiled and implemented.	Enabler 4	Environmental Gap Analysis with action plan to close gaps (June 2022 to September 2022) Internal and external SHE (project team). Environmental impacts will ranked and action assigned to close / management the impacts as per legislative requirements. ; * SHE system: Bench-marking, development and implementation (2022/2023). Internal and external SHE (project team). SHE system to facilitate management of SHE requirements at the NWU will be acquired, implemented and developed. SHE system will ensure all required facilities and departments can manage and monitor their SHE risks/impacts; * Action from Carbon footprint report.	
5	EOir P&C, All line managers; EOir CRM; EOir Deans	Strategic	Diversity	Insufficient levels of diversity in staff and student environment undermining the university strategy	3	4	R0	12	0	0	0,20	10	R0	2022/05/10	Risk Appetite	Market related salaries not paid and employee value proposition not understood. ; * Lack of a proper recruitment strategy. ; * Lack of talent pool in the academic environment.	EE targets built into the performance agreements of SMC members and is measured as part of the performance evaluation process. ; * Clear position profiles for senior management indicating roles and responsibilities. ; * Staff cost mitigation plan. ; * The purposes of this policy are to ensure that the university creates equal opportunities for all its employees and prospective employees and to remove all barriers. ; * Headhunting process for senior management staff. the responsibility of Client Services. ; * Succession Planning Guidelines has been finalised starting with mission critical positions and UMC positions. ; * Succession Planning has been cascaded down for other critical and scarce persons and positions. ; * Control mechanisms have been implemented to monitor the appointment of non-designated candidates.	Goal 1; Goal 4; * Goal 5	Better communications of recruitment process to line managers and create and communicate an EVP. ; * Successive EE Plan for 2024-2025 has been drafted with the below strategies. ; * Identify and address barriers for attracting people from the designated groups and people living with disabilities. ; * Acceleration of women in leadership positions. ; * Succession Planning for critical and scarce positions. ; * Retention strategies. ; * Embedding an inclusive organisational culture.	

Combined Risk Register

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41	ExDn P&C	Strategic	Staff	Perceived lack of competitive salaries in the academic and support environment might lead to exodus of talent leading to possible loss of accreditation	3	4	R.O	12	0	0	0,20	10	R.O	2022/06/10	Risk Appetite	Moratorium on re-evaluation of positions; * Limited funds and resources available for staff costs; * External influence of HE institutions; Unrealistic salary increases in the higher education sector; * Allowances are paid in some instances but it does not increase the take-home pay-out	IRP guidelines strictly applied for the purpose of addressing disparities, the guidelines provide the details within parameters; * Clear position profiles for senior management indicating roles and responsibilities; * Private Work Policy; * Scarce skills allowance for academic and IT, differentiated COLA; Differentiated IRP; * Succession Planning Guidelines has been finalised starting with mission critical positions and UMC positions; * Succession Planning has been cascaded to other levels focusing on scarce positions and scarce person.	Goal 1 and Goal 5	Next phase of differentiated COLA - 5 year implementation; * Position evaluations for new and mission critical positions; * Staff cost optimisation process	
231	Registrar and DVC:IT	Strategic	BCP and DRP	Lack of regular testing on disaster recovery plan and business continuity management processes could hamper the NWU's operations and lead to financial losses, and reputational damage.	4	3	R.O	12	0	0	0,20	10	R.O	2024/05/23	Risk Appetite	Inadequate BC planning; * Lack of institution-wide approach to DR/BCP contributes to duplication of effort and inefficiencies; * NWU's business-continuity governance and management environment not sufficiently established to have ensured an appropriate response	BCP and Contingency planning in place at execution of key processes e.g. registration etc. BCP Policy approved by Council; * Development of new Student Information System underway; * Refining of business processes in order to remove redundancies; * UMC approved a 3 year plan to implement a BCP governance and management process. Process is underway; * Council approval of BCP policy; * Rules for Business Continuity approved by the UMC; * The University has successfully deployed a SIEM. The SIEM works by collecting log and event data generated by host systems, Firewall and bringing it together into a single centralized platform, with dashboard and artificial intelligence as to identify abnormalities in the NWU's IT environment. (Also abnormalities to Cybersecurity). This dashboard is currently monitored by IT-CI-Systems and escalates of any major cybersecurity abnormalities to Cyber Incident response team; * The Cybersecurity Strategy has been approved by TI Governance committee. Targets in terms of NIST targeted NWU profile improvements (to Cybersecurity capabilities) have been achieved. The targets were improving Detection capabilities and Identifying capabilities; * Paloalto Firewall solution, rated by Gardner in leader quadrant, subscription AI feed (wildfire) identifies threats proactively world wide, updated hourly, doing continuous checks. All threats identified are monitored by IT-CI-Infrastructure. Only report on exceptions to Cyber Incident Response (CIR) Team; * Institution-wide use of network access control system, all clients registered and	Enabler 2; * Enabler 1, Goal 6		

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					Impact	Likelihood	Exposure		Impact	Likelihood										
																	authenticated when logging in to prevent unauthorized access and identify vulnerabilities on the device of the user. When vulnerabilities are detected the user will automatically/ manually be forced into isolation. Incident identified in service manager, user put in isolation and IT service desk ensures safe computer environment before allowed on network again. ; * Auditing the network environment through network access control ; * The use of external vulnerabilities scanning facilities such as SecurityScorecard, Shodan and Shadowserver are monitored to complement internal vulnerabilities scanning. SecurityScorecard is a subscription service that provides monthly reports and interactive dashboard (it scans the environment on daily basis). The report and access to the dashboard is distributed to the relevant IT-directors. SecurityScorecard is a major dashboard and used in reporting nwu's security posture to relevant internal stakeholders. ; * 3 Monthly Nessus scans on the operating systems and some software. ; * Asset management process in place to determine the age of critical equipment. Contractual end-of-life agreements are also being monitored.			

Combined Risk Register

Strategic Risk Register

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B10	DVC Integrated Planning; Registrar, DVC IT, DVC TL, Deans DVC R&I, ExOr FF; Ex.Dr.R&C;	Strategic	Inadequacies in business processes	The NWU academic project could be in jeopardy because of ineffectiveness and inefficiencies of support functions, possibly leading to loss of income and potential growth, loss of staff, and negative impact on the reputation of the NWU	4	4	R.O	16	0	0	0,50	8	R.O	2024/07/08	Risk Appetite	Current use of technology is not strategic and innovative; * Ineffective and inefficient administrative processes and systems; * Challenges are experienced in the conversion to an electronic learning environment; * Inability to deliver WIL; * VSS architecture is outdated; securities not watertight; reporting not sufficient; * Space management is not optimal; * Moratorium on re-evaluation of positions; * Business processes not sufficiently lean, flat, effective, and efficient; many redundancies; * Inadequate understanding of roles and responsibilities; * Silo functioning hampering optimisation of service delivery; * Predominant manual processes in the admin environment result in duplication of effort, lack of effective and efficient service delivery; * VSS not adequately positioned to cater to HD students;	BCP and Contingency planning in place at execution of key processes e.g. registration etc. BCP Policy approved by Council; * Productivity and Human Resource Allocation Model (P&C); * A controlled environment is established in SALA in which each of the sections understands the university policies relevant to their environments, the structure, and brown/yellow lines of operation; * The job descriptions of support staff in the Registrar's portfolio are up to date and the annual performance appraisal process contains personal development plans to assist with knowledge enhancement; * The assignment of authority within the SALA environment is clearly defined; * Clarity on roles and responsibilities guide the implementation of the responsibility matrix; * A quality manual has been developed, approved, and is implemented; * Scheduled meetings between Deputy Registrar and ExDeans; * The NWU values were launched; * Team buildings are being held in various faculties and divisions; * The NWU Organisational Citizenship Recognition Awards have been established to commend, acknowledge, and honor staff and students who actively embody and demonstrate the NWU values.	Goal 2; * Goal 1	STS development and stakeholder engagement towards implementation to account for HD needs.	

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80	ExOff	Strategic	Infrastructure	Loss of opportunity income, subsidy and loss of return, loss of students and staff and compromise in teaching quality due to limited and inadequate infrastructure planning for teaching. Availability of facilities and infrastructure	3	5	R0	15	0	0	0,50	8	R0	2021/08/13		Inadequate information pertaining to facilities and capacity utilisation. ; * Absence of tracking physical infrastructure, a new system is required to track utilisation of infrastructure. ; * Inadequate integration between academic planning and infrastructure planning, long lead times of project delivery.	Enrolment plan (2020-2025) developed and approved. ; * Institutional Budget Committee makes provision for infrastructure planning in budgeting planning. ; * Space management project established to optimise governance and management of space across NWU (teaching spaces and non-teaching spaces) ; * IWMS. ; * IWMS system implemented to manage facilities-related processes. The second phase of IWMS is underway to digitize all spaces (AutoCAD project) to link spaces with space bookings in order to draw utilization reports. ; * Project Steering committee establishment. ; * All spaces are linked to CU codes to enable utilisation reporting for each department. ; * Spatial Development Framework for Infrastructure Planning in place and reviewed in 2023. ; * Toolkit developed to support applicants in infrastructure requests.	Enabler 4	Utilization report will be compiled to input infrastructure planning. ; * Project Steering committee establishment. ; * Implementation of Asset Management System (17 Elements).	
89	Vice-Chancellor	Strategic	Staff	Key person dependencies leading to loss of institutional knowledge and create vacuum in key functional areas	3	3	R0	9	0	0	0,20	7	R0	2021/07/16	Risk Appetite	Market related salaries not paid and employee value proposition not understood. ; * The NWU does not have shadow posting opportunities.	Leadership coaching and mentoring programme implemented in order to ensure capacity building and meeting position profile requirements. ; * Differentiated COLA for academic staff	Goal 6	Better communications of recruitment process to line managers and create and communicate an EVP. ; * Employment Value Proposition to be implemented. ; * Succession planning built into the performance agreements of senior functionaries.	

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811	DVC Assigned Functions and Mahikeng Campus Operations	Strategic	Community Engagement	Possible ethical issues when engaging with communities especially when research involves vulnerable populations or sensitive topics. Ethical dilemmas may arise, and these could lead to reputational damage.	3	3	R0	9	0	0	0,20	7	R0	2024/07/09		The lack of understanding of what CE entails, this is a change management process and we are doing road shows and training to assist such as the introduction to CE for new staff, as well as targeted interventions working with the deputy deans. People are uninformed regarding the details of the CE policy and use sharing of expertise as a fall back strategy rather than doing planned CE projects.	The ethics process requirements for faculty Research Ethics Committees (RECs) are currently in place and being followed. A database is maintained where relevant questions are asked and tracked. However, there are no specific outreach requirements established yet. It is the responsibility of management to decide how these outreach activities will be handled moving forward. The next step involves planning potential methods for outreach interventions once management provides guidance on this matter. * To promote the value of the scholarship of engagement among staff and students, several measures have been implemented. These include requiring all relevant projects to be registered, ensuring that staff request a budget from the Deputy Dean for planned activities, and linking engagement efforts to performance agreements and promotions. Additionally, the annual Community Engagement (CE) awards serve as recognition for outstanding contributions in this area. This approach involves careful planning, monitoring and evaluation (M&E), and impact measurement to ensure meaningful participation and outcomes. * To enhance the promotion of the scholarship of engagement, impacts are recorded in the Community Engagement (CE) database. This includes gathering academic outputs and reports, ensuring they align with the Sustainable Development Goals (SDGs). The process is overseen by middle management, with senior and top management responsible for overall execution through the chain of command. The recording and reporting are completed annually to maintain accountability and track progress.	Goal 3	There is a plan possible methods for interventions. ; * A potential new intervention is the development of an incident reporting dashboard, potentially aligned with Occupational Health and Safety (OHS) and campus safety measures. This dashboard would require collaboration with relevant stakeholders, including faculties and Student Life, to ensure comprehensive reporting and monitoring. The project would likely be led by someone in the SC1 department, subject to agreement from the involved parties. This intervention is in the planning stage and has not yet been implemented.	

Combined Risk Register

Strategic Risk Register

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5	Ex Dir, P&C	Strategic	Staff	Difficulty to recruit and retain qualified and talented staff due to challenges in staff morale due to change and uncertainties and perceived non-implementation of retention strategies.	2	4	R.O	8	0	0	0,20	6	R.O	2021/07/16	Risk Appetite	Market related salaries not paid and employee value proposition not understood, * Loss of staff to competitors in public sector, private sector and better resourced universities. Loss of approved, * Differentiated COLA for academic staff and an inability to design specific career paths for existing support staff, * Employee value proposition not clearly understood and communicated across the institution, * The lack of quality teachers and researchers impacts on the throughput rates and thus impacts on the DHET subsidy, * Inadequate implementation of the Scarce Skills Guidelines resulting in challenges with the attraction and retention of scarce skills, * Dependencies on key staff leads to loss of key skills when such staff members resign, * Lack of a proper recruitment strategy for international students and internal processes for welcoming international students not optimal.	Provision for a scarce-skill allowance, * Succession Planning Framework in place, * Communication of a clear employee value proposition, * Well-defined recruitment and admission process in place, * Scarce Skills Policy and Strategy developed, consulted, and approved, * Differentiated COLA for academic staff	Goal 5	Establishment of a talent management programme, * Better communications of recruitment process to line managers and create and communicate an EVP	
23	DVC:IT	Strategic	DRP	Possible inadequate Disaster Recovery Plan within IT could halt the operations of the NWU	4	3	R.O	12	0	0	0,50	6	R.O	2021/04/29	Risk Appetite	Inadequate BCP planning, * Cyber attacks, * Lack of environmental control (redundant chiller plant)	Monitoring of machine rooms, * Disaster Recovery Plan, * Replicated site on campus	Goal 6, enabler 2	Addressing cooling risk in Datacentre 2 in 2021	

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8	DVCRI, ExDir CRM	Strategic	Internationalisation	Global engagement/internationalisation effort not sufficient with the effect that the NWU has little international exposure in terms of attracting international staff, students, investment and sponsoring of research. Financial constraints hampering internationalisation	3	4	R0	12	0	0	0,50	6	R0	2021/07/12		Lack of a proper recruitment strategy for international students, and internal processes for welcoming international students not optimal; * Global engagement office not sufficiently strategically positioned; * Concerns exist on the lack of international funders of cooperative agreements and lack of partnerships with international funders. Also, there is inadequate budgeting and planning to launch a strategic drive, also to steer a process by relevant functionalities to collect and visit philanthropists; * Covid-19 pandemic; * Lack of sufficient funding opportunities nationally, necessitating an international drive for fundraising and international investment opportunities, while this is market remains untapped; * Lost opportunities possible in regard to commercialisation of research products in TEH.	Internationalisation Policy approved by Council (Sept 2019); * Business process established to ensure a well-organised process in place in regard to cooperative agreements by the DVC R&I; * GE office footprint established on MC and Vob C; * Commercialisation and investment opportunities explored in international markets; * Campaigns targeting alumni living abroad for donations.	Goal 2	Development and implementation of an integrated student recruitment strategy focusing on international students; * Developing new initiatives with regard to fundraising, investment raising and endowment to ensure new sustainable source of income	Newly approved Internationalisation Policy
29	ExDir P&C	Strategic	Staff	Absenteeism leading to loss of productivity and optimal functioning	3	4	R25 331 618	12	0	0	0,50	6	R10 132 648	2021/03/18		Moratorium on re-evaluation of positions; * Absence of promotion/progress policy for support staff; * Limited funds and resources available for staff costs; * Leave conditions not implemented strictly enough by line managers - line managers not vigilant enough	Positions on P7 and below advertised internally first to provide growth opportunities for staff within the NWU; * Line managers have access to the P&C Dashboard reflecting absenteeism trends in their respective environments	Goal 5	Return to work interview by line manager after each absence for sick leave; * Line management to be trained on courageous conversations.	

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85	ExDir: Student Life, DVC: Campus Operations	Strategic	Sexual and Gender based Violence	Presence of sexual and gender-based violence on campuses.	3	4	R0	12	0	0	0,50	6	R0	2021/07/16		Incidents of sexual assault and gender-based violence against students on campus.	Protection services at all campuses operating in accordance with pre-determined SOPs. * All campuses are access controlled. * Well-described process to deal with any instances of crime as establishment of Joint Operating Teams including SAPS, liaison with Public Order Policing and Intelligence Services. * Protection services together with SAPS visit residences during R&O to conduct crime awareness by distributing pamphlets and discussing the abuse of alcohol and drugs. * GBV campaigns are conducted to increase awareness.	Goal 4, Goal 5	Three priority crime investigators have been appointed to investigate GBV cases at all three campuses. * Disciplinary steps will be instituted when students make false charges regarding GBV.	
180	ExDir SL and ExDir FF	Strategic	Campus and Safety	Student safety on and off-campus at risk due to escalation in criminal activities on and around campus.	3	4	R0	12	0	0	0,50	6	R0	2022/05/23		Incidents of sexual assault and gender-based violence against students on campus. * Protection services have limited jurisdiction when incidents happened off campus. * Inadequate residence on campus (MC and VTC). * Poor access management to campus grounds. * Private accredited accommodation not complying to campus accommodation safety standards.	Protection services at all campuses operating in accordance with pre-determined SOPs. * All campuses are access controlled. * Well-described process to deal with any instances of crime as establishment of Joint Operating Teams including SAPS, liaison with Public Order Policing and Intelligence Services. * Protection services together with SAPS visit residences during R&O to conduct crime awareness by distributing pamphlets and discussing the abuse of alcohol and drugs. * Cachet Park City Improvement District Non Profit Company (Cachet Park CID NPC) and rolling out of initiative to other campuses. * To gain from the outcomes of the USAF-SAPS Task Team on Campus Safety, GBV and the Protection of Vulnerable People dealing with safety and security on and off campuses of PSET institutions. Instances of GBV, interrelationships between private security, SAPS and institutions of higher learning, as well as matters related to student transport and student accommodation as these pertain to safety. * GBV Policy approved by Council in June 2021. * Higher Health telephone number to report any criminal activities.	Goal 4	Investigate emergency app for students and staff. * Assessment of strategic placement of additional cameras on campuses. Roll out of purple routes on MC.	

Combined Risk Register

Strategic Risk Register

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20	ExDir SL; Campus DVCs; DVC IT	Strategic	Standardising	Varied student experiences across campuses might lead to dissatisfaction because of the possible negative effect of not 'standardising' student life across campuses and the management of student life in new structure.	3	3	R0	9	0	0	0,50	4	R0	2024/05/23		Inadequate funding to sustain growth and sustainability. * The student profile at the NWU is constantly evolving and becoming widespread in terms of academic capacity, socio-economic profile and demographic trends. * Student life differs between the three campuses, an measures must be in place to prevent resentment among groups of students. * Electricity and water supply not similar to other campuses. * Stakeholders regarding electricity a problem. Will impact our strategic goals. Lack of maintenance on generators a problem (2 generators, 1 broken). * Wifi not equally available on MC. Some accommodations do not have wifi in their bedrooms but only in living room. * Loadshedding can impact academic activities.	Student satisfaction survey done annually. * IT service (Call centres, wifi) equally shared and aligned on all 3 campuses. * Facilitated an e-learning environment during lockdown, by ensuring that students in need received a laptop and data are provided to students to participate optimally in the TL environments. * 0 rated website facilitated by IT after Covid started. * CTL call centers on all 3 campuses. * Monthly meetings at campus level with at SL Directors Forum aimed at alignment. * COSSS operating as a reporting forum of campus COSSS. * Internal loadshedding introduced to ensure business continuity and regular communication to stakeholders regarding electricity challenges.	Goal 4	SL Policy out for consultation, the policy is aimed towards student experience and that it is equitable across all campuses.	
21	DVC TL; DVC R&I; DVC Integrated Planning; ExDir FF; Registrar	Strategic	Programme Offering	Possibility that UG and PG academic offering and services related to offering are not responsive, price appropriate and that the quality is not of the required standard.	3	3	R0	9	0	0	0,50	4	R0	2021/03/23		Insufficient IP representation on committee level for academic offerings. Inherent demand for students decreases. * Roll players not having input in the academic planning.	Executing a situational analysis for new products before development. * Rigorous planning process in place for new academic offerings, after the completion of the HEQSF process. * Productivity measurement tool has been implemented in all faculties. * Planned roll-out of IPEs and EPEs in faculties and support departments. * Productivity and quality model designed for departments to give objective insight. * Scheduled IPEs and EPEs evaluation in faculties and support department.	Goal 1		
38	DVC: TL	Strategic	Business Model	Uncertainties in regard to the language plan implementation in the unitary model could lead to disruption	3	3	R0	9	0	0	0,50	4	R0	2021/01/23			Faculty language plans, CRM language plan and SL plans approved. * Leadership coaching and mentoring programme implemented in order to ensure capacity building and meeting position profile requirements. * Monitoring and evaluation of implementation in place by Senate Committee. * SLPs on multi lingual pedagogies developed for offering to academic staff.	Goal 1 and Goal 4		

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Combined Risk Register

Strategic Risk Register

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					Impact	Likelihood	Exposure		Impact	Likelihood										
181	DVCTL and DVCRJ	Strategic	Programme Offering	Possibility that UG and PG academic offering and services related to offering are not responsive, price appropriate and that the quality is not of the required standard. Slow external approval process of qualifications/programmes leading to loss-of-opportunities and possible irrelevance of NWU programme offering.	3	3	R0	9	0	0	0,50	4	R0	2021/09/13		Qualification approval process: Slow external process of programme approval leads to loss-of-opportunities and possible irrelevance of NWU programme offering. * Insufficient IP representation on committee level for academic offerings. * Inherent demand for students decreases. * Roll players not having input in the academic planning.	External (HEQC) and Internal (Q&APP) workshops hosted to ensure a proper understanding of relevant regulatory frameworks. * Clear internal and external business processes to ensure academic programme development, sufficient curriculum design, and clarity on internal and external approval processes in place. * NWU TL Strategy. Teaching-Learning and Assessment Policy and Rules clarifies the purpose and scope of sound academic programme development at macro, meso, and micro levels. * Regular opportunities exist for the quality review of internal and external academic programmes. * Productivity measurement tool has been implemented in all faculties. * Productivity and quality model designed for departments to give objective insight. * Rigorous planning process in place for new academic offerings, after the completion of the HEQSF process. * Planned roll-out of IPEs and EPEs in faculties and support departments. * Scheduled IPEs and EPEs evaluation in faculties and support department.	Goal 1; * Goal 2		

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
2	ExDir FF	Strategic	Student Debt	Increase in student debt as a result of non-paying culture, exacerbated by uncertainties on the sustainability of the NSFAS model	3	3	R500 000 000	9	0	0	0,50	4	R150 000 000	2021/03/23	Exposure, Single Transaction	Inadequate funding to sustain growth and sustainability. * NWU is overdependent on government and NSFAS grants with limited income from other sources; * Students allowed to register with outstanding debt it is a significant financial risk and contributes to negative cash-flow; * Students only pay the minimum payable amount to register and no further payments are made, or do not keep to payment arrangements made. Students who were previously funded by NSFAS and did not meet the requirements to proceed with funding, made arrangements to register but failed to keep to it. Senior NSFAS students qualifying for NSFAS for the first time with outstanding debt in the years they were not funded by NSFAS are allowed to register, but their debt of the previous years are not covered.	Careful implementation of Financial Rules guidelines; * Consistent information-sharing and communication on NSFAS processes by Student Finance Department to NWU student population; * Preserving available and growing reserves by ExDir FF and financial team to cover at least one year's operational expenses for sustainability purpose. Capitalising on reserves by creating a sustainable source of investment income - Money Market; * Building optimal relationships with funders; facilitating start-up capital by TTIS; * NWU Fundraising advisory group with members that are well known in the business world sitting twice a year to oversee projects that require funding in SA and Internationally. Director Stakeholder Relations are responsible for Fundraising since 2019. Fundraisers are appointed and responsible to drive these initiatives. Targets set in the Directors performance agreement; * Process in place by Student Finance dept. to follow-up on student debt matters, such as ongoing communication with students, pre-registration finance committee structures at respective campuses, various options to students to pre-agree on settlement of debt.	Enabler 4		
015	Executive Director Finance and Facilities	Strategic	Possible water shortage across Campuses	Uncertain or interrupted supply of water from the Municipality	4	4	R0	16	0	0	0,75	4	R0	2024/07/17		Historically it was not necessary to have a licence. Application was done upon awareness of non-compliance. No feedback have been received from the Department of Water Affairs and Forestry. We cannot ceased to use the boreholes due to contaminated, insufficient and no water supply from the local authority.	MC: Installed boreholes as emergency water supply (and water is tested monthly to declare safe human consumption) installed two water storage reservoirs that supplement the Campus in addition to the boreholes (The total capacity of both reservoirs 2,5 million liters. Jojo tanks are placed at strategic areas on Campus/VC. On the Faranani residence which is mostly affected, installed reservoir and Jojo tanks are placed at strategic areas. PC: Three reservoirs are installed on the Campus spaces to supply fresh water for human consumption which can supply a total of 20 hours supply on average.	Enabler 4	Strategic projects across Campuses to install additional back up water supply & water treatment plant facilities are underway in 2024 due estimated completion latest 2027.	

Combined Risk Register

Strategic Risk Register

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		OE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
B5	Registrar	Strategic	Compliance	Financial losses, possible imprisonment and penalties due to lack of compliance to legislation, statutory requirements, licenses and other legal requirements.	4	4	R0	16	0	0	0,75	4	R0	2024/04/16		Lack of awareness of compliance requirements, absence of consequences to non compliance, some inefficiencies in the implementation of the process and compliance responsibilities; * Lack of follow-through on the implementation of policies; * Ethics risk assessment indicating that NWU could be prone to members disregarding policies and not adhering to these, bypassing rules and organisational procedures.	Systematic annual review process implemented involving all owners of legislation with the aim to complete compliance checklists, draft improvement plans that are, in turn, monitored by management and governance structures; * Reporting to UMC and to ARCC which covers the risk; * Risk and Compliance Policy approved by Council to guide institution-wide implementation; * OHS committee functionalities (16(1) and 16(2)) and committee structures finalised and operational; * Governance oversight done by ARCC who reports to Council	Goal 6, Enabler 1	Development of three-year Ethics Management strategy and Ethics Management Plan; Ethics awareness training flowing from audits; establishment of dedicated portal to report transgressions; * Policies to be supplemented with implementation plan/rules and assignment matrix (the latter as per the NWU Policy on delegations, assignments and advocacy)	
B1	VC, Ex-Dir FF, UMC	Strategic	OHS Compliance	Loss of lives, financial losses and closure of business due to non compliance to health and safety laws.	4	2	R100.000	8	0	0	0,50	4	R20.000	2022/07/22		Inadequate management of health and safety requirements; * Lack of awareness of compliance requirements, absence of consequences to non compliance, some inefficiencies in the implementation of the process and compliance responsibilities	Continuous OHS training and monitoring per schedule and budget. Departmental Health and Safety reps. Health and safety appointments such as 16(2); * NWU OHS management system implemented; * Compliance to the OHS national legislative environment; * NWU OHS Policy approved, supported by the relevant rules and standard operating procedures; * Regular self-assessment compliance audits; also compliance audits by Internal Audit; * OHS gadget launched via iWMS to report OHS hazards; * Master faculty/dept sheet developed to assess unit compliance; * Health, Hygiene and ergonomics assessment	Enabler 4	NWU SHE system in place.	

Combined Risk Register

Strategic Risk Register

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
13	DVC TL and Vice Deans	Strategic	Student Throughput	Decline in student throughput and student success due to external factors such as NSFAS rules, lack of focus of student support services and other factors	3	5	RO	15	0	0	0,75	4	RO	2021/07/12		NSFAS rule to pay cash to students possibly contributing to students not attending sufficiently to an academic project; * Throughput rate of students in UG and PG programmes not managed sufficiently resulting in pressure on enrolment plan and strain on resources; * The services in regard to academic support to distance students are not optimised; * Academic and other support to FTEs not optimised	Admission tests and placement tests are performed to guide admission into qualifications and allocation of students to second and third choices if admission requirements to preferred choice have not been met; * Measuring tools in place to trace and track student success; * Faculty plans in place to enhance and manage student throughput; * Offering of supplemental instruction (SI) interventions, group, and individual tutorial interventions, and one-on-one student support and walk-in services. Each faculty has student advisors (usually honours or master's students) who mentor junior students; * NWU 2015-2025, as well as subsequent APPs, determine the thresholds for student success; * NSFAS rules set clear boundary conditions for eligibility in regard to NSFAS funding; * Facilitated an e-learning environment during lockdown, by ensuring that students in need received a laptop and data are provided to students to participate optimally in the TL environments; * Keep on Teaching and Learning - Website of CTL	Goal 1	SIS - students at risk system within SIS, 2-3 years into the future. CTL is working on this endeavor.	Regular reporting to Senate and Council on student throughput (2x p.a.)
22	Ex-Dir CRM	Strategic	Protecting the brand and reputation of the NWU	A reputational risk is evident if the public and stakeholders do not believe the university is living up to its promise of social justice. The perceptions of stakeholders with regard to the NWU's standing in comparison with other HEIs.	3	4	RO	12	0	0	0,75	3	RO	2021/07/02		Varying levels of client service resulting in poor customer satisfaction; * Under developed ethical culture at the NWU; * Market research amongst FTEs who do not take up the offered spaces, some hold the perception that the NWU is not as good as other universities; * Poor client service evident in some departments leading to complaints on social media and HelloPeter; * The exit interviews of some employees indicate unhappiness with their experience at the NWU; * Complaints on social media indicate unequal treatment; * Ethics assessment of 2020 shows that the NWU has an underdeveloped ethics culture.	The marketing strategy promoting multi-lingualism; * The recruitment strategy currently focuses on quality of TL delivery; * Message to stakeholders focuses on the delivery of the promise of academic excellence and overtly moving away from any notion related to "campus niche".	Enabler 3		

04-Oct-2024

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
12	DVC Integrated Planning	Strategic	Enrolment	Over and under enrolment resulting in financial losses	3	4	R100 000 000	12	0	0	0,75	3	R20 000 000	2021/07/07		Risk of not reaching enrolment targets; * Decline in distance students over time; * Haphazard process admitting FTEN students in instances where first choice could not be implemented.	Enrolment plan (2020-2025) developed and approved; * Well-defined recruitment and admission process in place	Goal 1; *Enabler 4		
11	DVC TL	Strategic	Technology Based Learning	Apparent unpreparedness for functioning in blended-learning environment, exacerbated by the perception that technology does not support the Teaching-Learning effort in an optimal way, leading to missed opportunities for blended learning.	4	3	R0	12	0	0	0,75	3	R0	2021/08/11		Current use of technology is not strategic and innovative; * 1) There is a structural disincentive for researchers to advance their inventions after publication and patenting. It typically requires more work and dedication to get it market ready for sale or licensing; 2) Our inventions are seldom caused by "industry pull" forces often leaving it irrelevant or of little interest to industry; * Ineffective and inefficient administrative processes and systems.	Induction programme on blended teaching offered by CTL even within the online context; * NWU Teaching-Learning and Assessment policy guides the implementation of a blended model aimed at enhancing access and success; * Bi-annual/Annual report on TL support activities to provide an update on the scope and extent of technology uptake in TL environment; * Vigorous training programme for staff and students in the online and face-to-face context is continuous and often on a daily/weekly basis by the CTL staff; * TL Strategy 2021-2025 has been approved after wide buy-in was sought from all the faculties and support departments and approved by all the relevant structures up to the level of Council - the blended approach and increased use of appropriate technologies during teaching and learning thus have wide support. All procedures are being updated that give operational effect to the TL strategy; * Video platform Panopto. UCDG funding has been received to pilot its use through licensing. Lecture capturing hardware and software download, (more enabling environment for what is available in the CTL space). One button studios on campuses - technology for lecturers to capture the class and upload for students to watch repeatedly. Voice-over powerpoints have become common and effective in the online environment; * LMS functionalities have been well enhanced.	Goal 1	Assessment platform - pilot phase. Agreement with proctoring software company - will assist with assessments from home (security issues being addressed).	

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		OE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
312	Executive Director - Student Life	Strategic	Student Leadership Elections	Non-completion of election of the SRC, DSO, SCCs, HCs, SACs and other subordinate student leadership structures, which can result in: 1. Disruption in the stable and continuous representation of students' interest in a coordinate and systematic manner. 2. Disruption and possible stoppage of the coordination of Student Life and co-curricular activities done by student leaders. 3. Above disruptions can, negatively impact the student value proposition, continuous student life service delivery, creating student unrest on campus, etc.	4	3	R0	12	0	0	0,75	3	R0	2024/07/09		The ongoing possibility for student unrest and violence at the various campus levels; as well as the inadequacy of security services (incl electronic equipment) at campus levels to contain possible unrest situations; * Political national agendas; * Lack of implementing record management process; * Non-adherence to prescribed process stipulated in Institutional Rules on Student Governance and other related rules and process; * Insufficient orientation and education of the student population on electoral process and requirements; * Interdependencies of electoral process at different levels - can cause a delay in the election of subordinate student leadership.	Electoral process of Students Campus Council, SRC; Distance Student Officer, and subordinate student leadership structures are prescribed and regulated through: 1. Institutional Rules on Student Governance (2023); 2. Rules of the Subordinate Student Leadership Structures of the SRC and SCC's of the NWU (2022).	Goal 4		
25	Registrar; DVC TL	Strategic	Commercialisation	Commercialisation risks - offering of non-compliant SLPs, income not coming to NWU	3	4	R0	12	0	0	0,75	3	R0	2021/08/11		No process in place for the governance and quality control of SLAs in regard to commercialisation and stream income in faculties.	Oversight body - Registrar's Committee for TL-related agreements - established in 2014 to guide the approval process; * Establishment of UCE with a clear mandate to work proactively with faculties towards income stream 3 to add value; * Faculties implemented a process by means of which responsibility of ExDean and involvement of Legal Office are spelled out and reporting to mentioned committee; * Monitoring by UMC and Senate in place.	Goal 3		
27	ExDir: Student Life	Strategic	Student experience	Non-compliance with measures that create a welcoming student environment at the NWU.	3	3	R0	9	0	0	0,75	2	R0	2024/06/25		Inculcate a welcoming environment during the R&O programme; * Uncertainties of roles and responsibilities in mandate of SCCs and residences to exercise disciplinary measures; * Ineffective training to make student leaders aware of positive values.	Thoughts and complaints line. Inclusive planning process takes place with all the stakeholders. Planning includes feedback from the Thoughts and Complaints line process; * Defined process to appoint and train house parents; * Aligned R&O programme across all 3 campuses	Goal 4		

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
19	ExDir Student Life; Campus DivCs; Registrar	Operational	Protest	Unpredictability of external factors influencing the possibility of student protests/unrest on campuses disrupting academic activity and endangering staff and student safety.	3	3	R50 000 000	9	0	0	0,75	2	R7 500 000	2021/07/11		The ongoing possibility for student unrest and violence at the various campus levels; as well as the inadequacy of security services (incl electronic equipment) at campus levels to contain possible unrest situations; * Lack of an optimal model to deal with student grievances before such become the cause for disruption; * #Feesmustfall movement possibly erupting again; * Political national agendas; * Damage to property is possible, also the risk of safety of staff and students.	Well-described process to deal with any instances of crime as established by Joint Operating Teams including SAPS, liaison with Public Order Policing and Intelligence Services; * Protection services at all campuses operating in accordance with pre-determined SOPs; * Policy and Rules on Gatherings, Demonstrations and Picketing; * Emergency contingency plans in place; * Continuous engagement with stakeholders; * Monitor and identify any possibility for unrest at campus due to elections; * Template for dealing with concerns and giving proposals, by Student leaders for UMC members to respond. Regular meetings with SCC and student leaders to share information and provides a reciprocal communication channel. This leads to improved communication with student leaders and regular meetings with key UMC members.	Goal 4	Replacing all desktops with laptops for agility purposes.	APP as prescribed by SRC Constitution to be converted annually into plans of action; * Contingency measures
14	DVCTL; ExDeans; Registrar	Strategic	Programme Offering	Slow external approval process of qualifications/programmes leading to loss-of-opportunities and possible irrelevance of NWU programme offering.	3	3	R0	9	0	0	0,75	2	R0	2021/09/11		Qualification approval process: Slow external process of programme approval leads to loss-of-opportunities and possible irrelevance of NWU programme offering.	External (HEQC) and Internal (Q&APP) workshops hosted to ensure a proper understanding of relevant regulatory frameworks; * Clear internal and external business processes to ensure academic programme development, sufficient curriculum design, and clarity on internal and external approval processes in place; * NWU TL Strategy, Teaching-Learning and Assessment Policy and Rules clarifies the purpose and scope of sound academic programme development at macro, meso, and micro levels; * Regular opportunities exist for the quality review of internal and external academic programmes; * Productivity measurement tool has been implemented in all faculties; * Productivity and quality model designed for departments to give objective insight.	Goal 1	PQM Internal audit that will be done over 3 years; * PGM review in planning phases; SI finalising the dashboard that will be used for the review; every faculty will have the chance to review its academic offering over a three-year period to decide on relevance and sustainability in order to better refine the responsiveness of the NWU PGM; * Rigorous planning process in place for new academic offerings, after the completion of the HEQSF process; * Planned roll-out of IPES and EPES in faculties and support departments.	The consequences of 2019/2020 PGM review and subsequent engagement with the DHET; * Outcomes of internal reviews, soft reviews, and external reviews of academic programme; * PGM audit;

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		OE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
10	DVCTL: Executive Deans	Strategic	School Leavers	Standards gap between basic and tertiary education leading to ill preparedness of school leavers for tertiary education	3	3	R120 000 000	9	0	0	0,75	2	R18 000 000	2021/08/11		Basic Education curriculum and teaching quality not sufficient. Students entering HE are not adequately prepared for university studies. The general quality of entering students into HE is declining, leading to under preparedness. The declining quality of entering students has a knock-on effect on the realisation of the enrolment plan. * The Covid-19 pandemic also influenced 2020 (and 2021) matriculant progress significantly as all needed to go online. Quality remains speculative.	Admission tests and placement tests are performed to guide admission into qualifications and allocation of students to second and third choices if admission requirements to preferred choice have not been met; * Faculty plans in place to enhance and manage student throughput; * Offering of supplemental instruction (SI) interventions, group, and individual tutorial interventions, and one-on-one student support and walk-in services. Each faculty has student advisors (usually honours or master's students) who mentor junior students; * Offering of Academic Literacy module that runs over the whole first year including components of reading, writing and basic computer literacy, also providing guidance in terms of learning strategies; * Offering of bridging courses to augment skills of university entrants; * NWU TL Strategy (2016-2020) indicating that the NWU student-value proposition is amongst others, underpinned by the equity of access and an empowering and supportive learning experience; * Strategic Intelligence Reports provided at regular intervals to FMCs and other structures for monitoring and informed decision-making purposes.	Goal 1	Plan for a diversified academic offering for entering students to allow for enhanced access, but not to set students up for failure. Programme development and admission requirements are thus carefully managed by faculties and approved through Senate sub-committees such as SCAS and the ARC. Continuously improve the effectiveness of orientation programmes that familiarise students with the demands of their academic programmes, the academic environment at the university, and the range of available support services.	

Combined Risk Register

Strategic Risk Register

Risk No	Risk Owner	Risk Type	Risk Name	Risk Description	Inherent			IR	Residual		CE	RR	Residual Exposure	Last Assessed	Reasons For Above Appetite	Risk Cause Description	Current Controls	Strategic Objective	Planned Controls	Task Name
					Impact	Likelihood	Exposure		Impact	Likelihood										
7	DVCTL	Strategic	Marketplace Expectations	Perceived inability to meet market-place expectations in that graduates do not find employment quickly enough.	2	3	R0	6	0	0	0,75	2	R0	2021/08/11		1) There is a structural disincentive for researchers to advance their inventions after publication and patenting. It typically requires more work and dedication to get it market ready for sale or licensing. 2) Our inventions are seldom caused by "industry pull" forces, often leaving it irrelevant or of little interest to industry. * Skills mismatch of students into labour markets (mix and levels) considering mega trends. The materiality revolves around: n(i) evident gaps between skills required by workplace and the content of academic programs, (ii) the inability to have a smooth integration of Work-Integrated-Learning opportunities into mainstream offerings	Participation of NWU in ratings and rankings process by means of clear focus and strategy and with bespoke data. * The NWU, through the development of graduate attributes and integrating these into module outcomes, better prepares its students to lead fulfilling and productive professional, public and personal lives and afford them a strategic edge in the world of work; *Stronger focus on entrepreneurial skills through various initiatives within but also external to academic programmes. * Through proper academic-programme planning and curriculum design, the NWU's PQM is relevant and responsive. * The NWU Career Office provides services to NWU students and potential employees to ensure the relevance of the graduate output of the NWU. * Through regular engagements with the industry, the NWU ensures that its graduate output meets professional demands.	Goal 1	Micro-credentials framework is in development which will provide for the development of specific transferable but also subject-specific skills that students will acquire and be recognised for through digital badges. Stronger focus on WIL and SL and its management through the WISL system - prepares students better for world of work requirements.	

04-Oct-2024

13.5 Annexure 5: Annual Financial overview 2024

Report of the chairperson of the Finance Committee and the Executive Director: Finance and Facilities

Purpose

This report presents a summary of the financial results of the North-West University for the year 2024. It provides an overview of the budgeting and budgetary control processes implemented and highlights the financial achievements during this period.

Budgeting and Budgetary Control Processes in 2024

13.5.1 Budgeting process

To ensure a transparent and effective budgeting process, the University Management Committee (UMC) annually approves the budget principles and timeline prior to the commencement of the budgeting activities. For the 2024-2026 period, the University followed an interactive budget process that involved the following steps:

1. **Integration with strategy and performance plans:** Managers were required to link their department's strategy and Annual Performance Plan (APP) with the required resources. This approach ensured that financial planning was directly aligned with strategic objectives.
2. **Consideration of various factors:** During the budgeting process, several key factors were considered, including:
 - o Past trends and data
 - o Assumptions and forecasts
 - o Risks and concerns, internal and external
 - o Benchmarking against similar institutions
 - o Application of zero-based budgeting principles where feasible
3. **High-level budget framework:** A high-level medium- to long-term budget was compiled, considering the approved Annual Performance Plan and viability and sustainability indicators. This high-level budget served as the overarching framework during the budget process.
4. **Detailed budget preparation:** Managers revised the detailed budgets for 2024 and 2025 and compiled detailed budgets for 2026 using the IDU budgeting software. This involved meticulous planning and allocation of funds at account level. These detailed budgets had to fit into the high-Level Budget Framework.

13.5.2 Budget Approval Process

The approval process for the 2024–2026 rolling budget was consistent with previous years and involved multiple levels of scrutiny and recommendation:

- **University Budget Committee:** Initial approval and recommendations.
- **University Management Committee:** Further evaluation and endorsement.
- **Finance Committee:** Detailed financial review and recommendation.
- **University Council:** Final approval.

Task teams assisted in formulating recommendations on personnel cost budget allocation, infrastructure plans, and strategic fund allocation to ensure a comprehensive and well-rounded budget.

13.5.3 Budget control process

The budget control process remained robust, with all levels of management actively involved in budget oversight. Key aspects included:

- **Performance Agreements:** All staff performance agreements were linked to the Annual Performance Plan, ensuring accountability and alignment with the University's financial goals, highlighting the financial management responsibility for all managers as well.
- **Variance Reporting:** Monthly variance reports were generated and closely monitored. These reports were reviewed quarterly at the University Management level via Management Statements, which were also presented biannually to the Finance Committee of Council.
- **Income-Linked Expenditure:** For sources of funds (SOF) 2, 3 and 5, expenditure was restricted to actual income received, thus preventing overspending and ensuring financial discipline.

Conclusion on budgeting and budgetary control processes for 2024

The University achieved significant financial milestones in 2024, demonstrating resilience and strategic management amidst challenges. Key financial achievements include:

- **Balanced Budget:** Despite the ongoing impacts of the economic outlook, the University maintained a balanced budget, ensuring financial stability.
- **Revenue Growth:** Effective resource allocation and strategic planning led to notable revenue growth, especially investment income, enhancing the University's financial position.
- **Cost Efficiency:** Implementation of zero-based budgeting and stringent budget control measures resulted in improved cost efficiency across various departments.
- **Infrastructure Investment:** Essential infrastructure investments, supporting the University's long-term sustainability and growth, as well as strategic projects.

In summary, the University's financial results for 2024 reflect a well-managed budgeting process and effective budgetary control, contributing to significant financial achievements and ensuring a strong foundation for future growth.

OVERVIEW OF FINANCIAL ACHIEVEMENTS

The financial achievements of the North-West University (NWU) for the year ended 31 December 2024 are reviewed with the context of the COVID-19 pandemic's impact over the last four years in mind. This period has been characterised by delayed operations and altered spending patterns, as well as slow economic growth.

The financial review for the year ended 31 December 2024 is presented under the following headings:

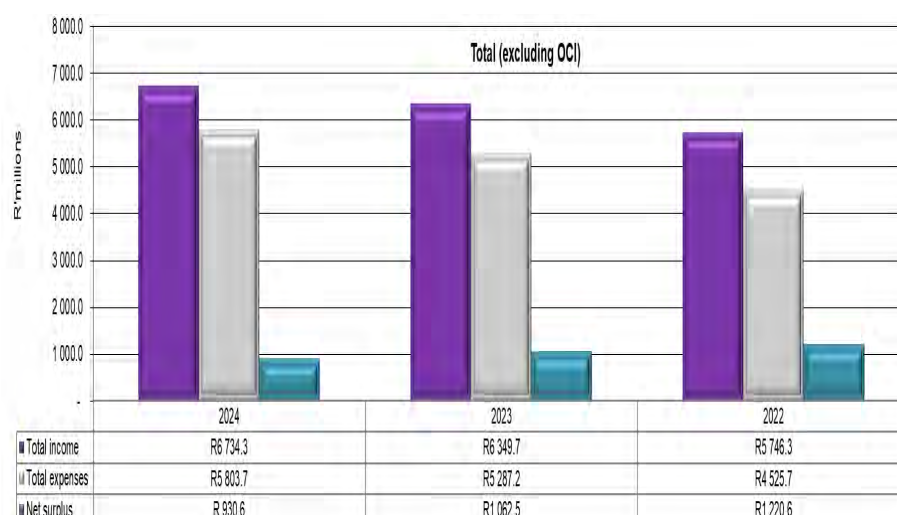
• Surplus and growth

The total surplus for 2024 is R930,6 million (2023: R1 062,5 million and 2022: R1 220,6 million) and decreased by 12,4% compared to 2023. The total surplus expressed as a percentage of total income was 13,8% for 2024 (2023: 16,8% and 2022: 21,2%). The total surplus can be divided into surplus from recurrent activities of R829,7 million (2023: R974,9 million and 2022: R1 272,2 million) and surplus from non-recurrent activities of R100,9 million (2023: R87,6 million deficit and 2022: R51,6 million surplus). Expressed as a percentage, surplus from recurrent operations represents 12,3% of total income for 2024 (2023: 15,4% and 2022: 22,1%) and non-recurrent surplus of 1,5% (2023: 1,4% deficit and 2022: 0,9% surplus).

The total income of the University increased by 6,1% during 2024 to R6 734,3 million compared to the previous year (2023: R6 349,7 million) and increased by 10,5% in 2023 compared to 2022 (R5 746,3 million). Total expenditure of R5 803,7 million increased by 9,8% for the 2024 financial year (2023: R5 287,2 million). Total expenditure increased in 2023 by 16,3% compared to 2022 (R4 525,7 million). Operating expenditure increased due to operating activities increasingly returning to normal spending patterns, while capitalising on efficiencies.

The impact of IAS19 valuations on expenses is an increase of R2,2 million for 2024 (2023: R4,5 million increase), compared to the increase of R2,9 million for 2022.

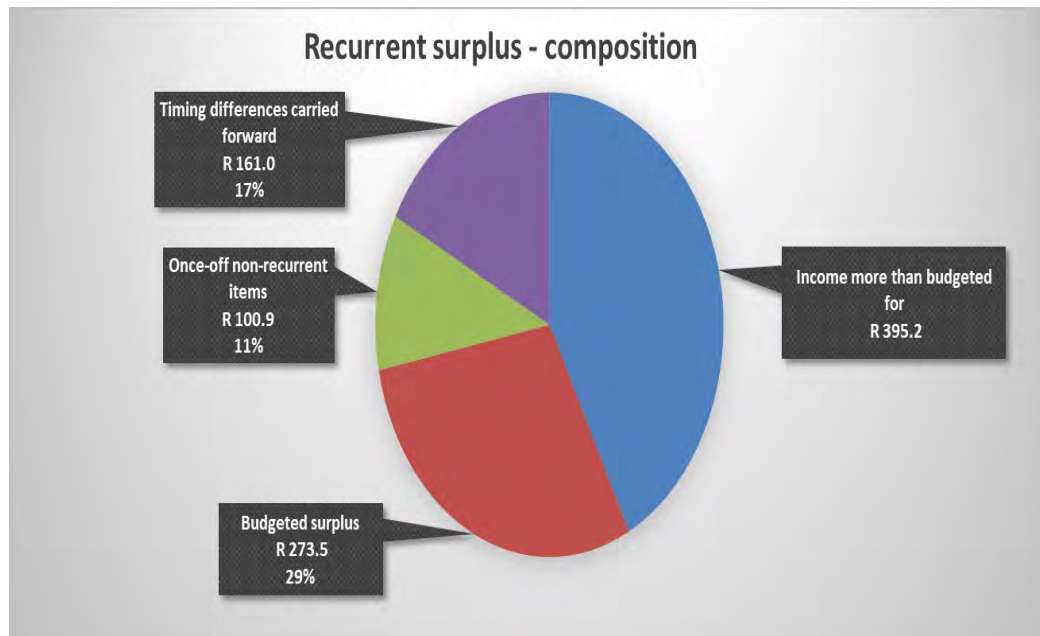
Other comprehensive income (OCI) for 2024 totalled a surplus of R81,1 million (2023: R59,6 million and 2022: R17,0 million). This gave rise to a reportable total comprehensive income for the year of R1 011,7 million (2023: R1 122,1 million and 2022: R1 237,6 million).



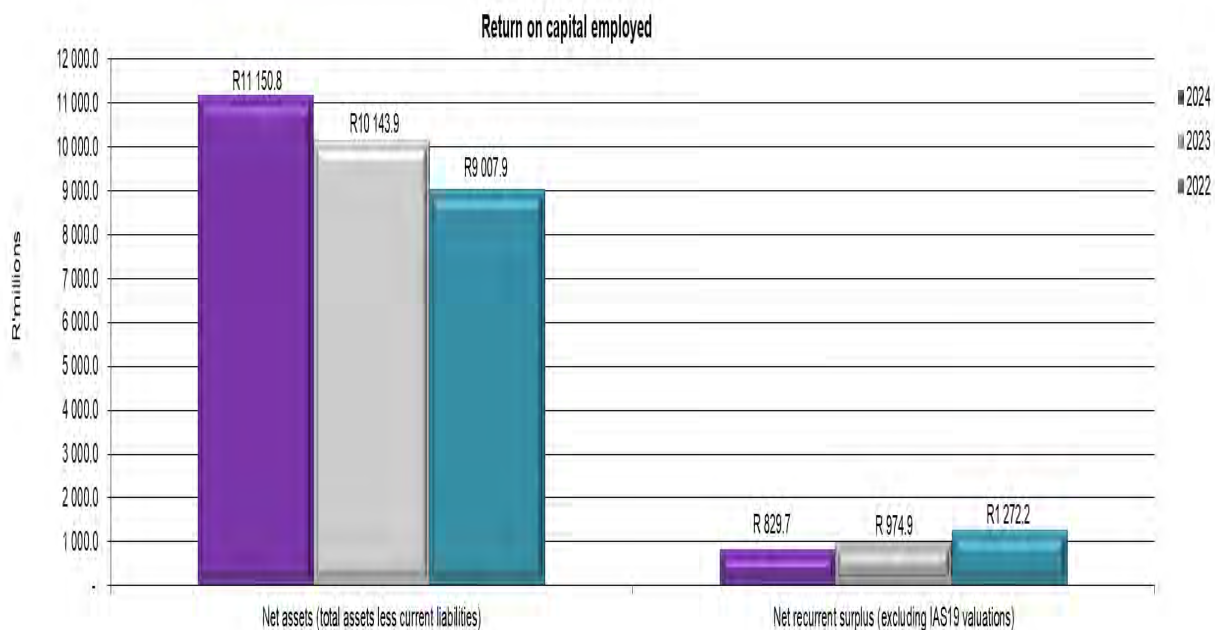
The income of the University from recurrent activities increased by 6,1% to a total income of R6 625,7 million, while the total expenses from recurrent activities increased by 10,0% to a total expenditure of R5 796,0 million for 2024. The surplus for the 2024 financial year from recurrent activities represents 12,5% (2023: 15,6% and 2022: 22,1%) of the total recurrent income.

The surplus from recurrent activities is attributed to:

- Budgeted surplus of R273,5 million (2023: R211,5 million and 2022: R106,8 million);
- the infrastructure efficiency earmarked grant for infrastructure projects that is recognised only as and when the expenses are incurred;
- timing differences due to for example research projects, as well as strategic projects not completed during the year, which were carried over to 2025; and
- favourable investment returns on a growing long-term investment portfolio and an increase in the interest rate.

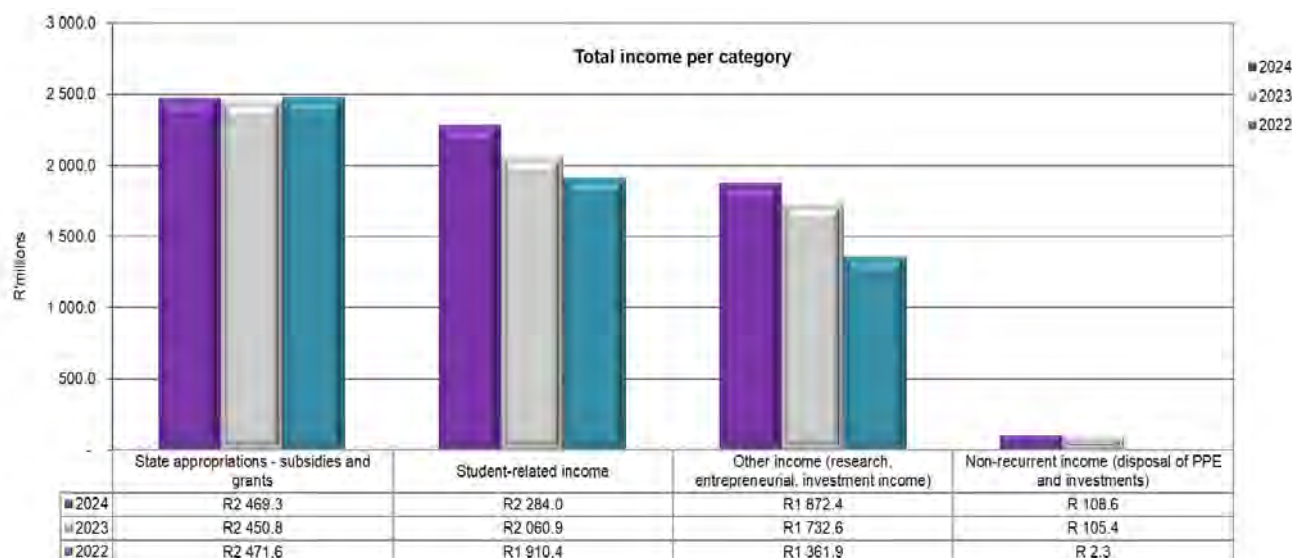


The University's return from recurrent operating activities on capital employed (total assets less current liabilities) decreased to 7,4% (2023:9,6% and 2022:14,1%). This is mainly due to an increase of 9,9% in net assets and a decrease in the recurrent surplus.

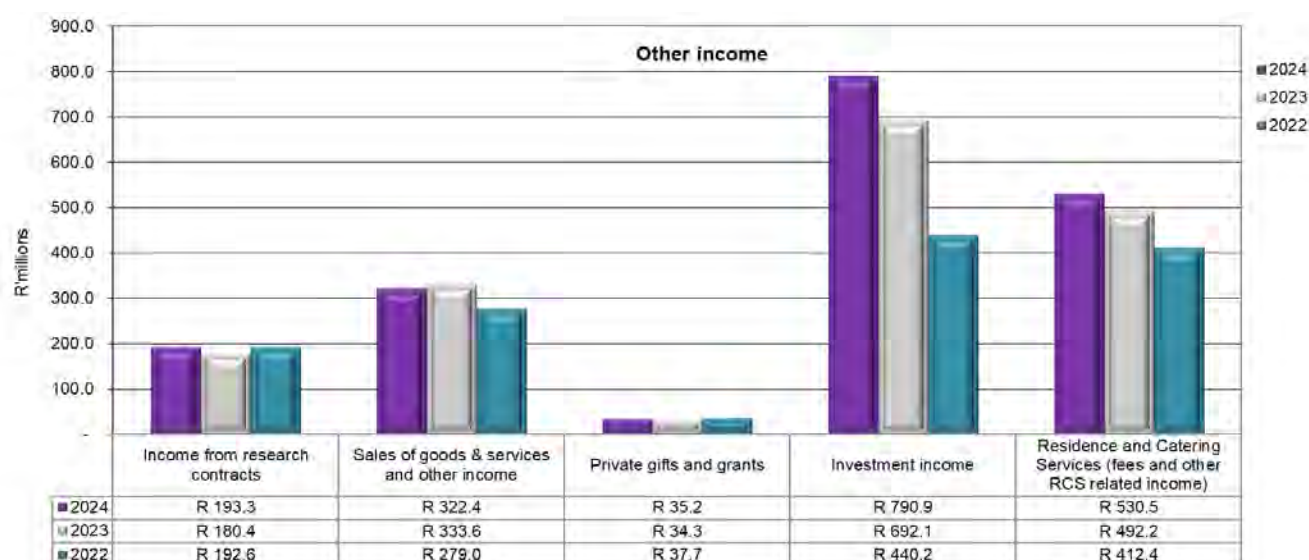


Income from state appropriations (subsidies and grants) represents 36,7% of total income (2023: 38,6% and 2022: 43,0%), a decrease of 0,7% from 2023 to 2024 – compared to the 0,8% decrease from 2022 to 2023. The Department of Higher Education and Training has reduced the block grant's baseline by 3,8% and the earmarked grants' baseline by 20,0% for 2024 following the allocation letter received from Nation Treasury, making 2024 one of the most challenging Medium Term Expenditure Framework (MTEF) budget processes for the University budget allocations in many years. Total state subsidies comprise a 95,9% block grant and 4,1% earmarked grants. Earmarked grants in the amount of R131,7 million were deferred (2023: R117,1 million and 2022: R97,0 million). This amount includes R33,9 million received in advance regarding the final gap funding grant, which is being phased out. Universities will be responsible for surpluses and deficits in gap grant funding until the cohort of students who benefitted from the gap grant no longer enrol at the University.

Tuition fees increased by 4,5% for contact students and 5,1% for distance students for 2024 (2023: 5,1% for contact students and 4,2% for distance students, compared to 4,2% for contact students and 4,7% for distance students for 2022). Our major growth driver, namely student numbers, increased by 4,6% for 2024 and student-related income was 10,8% higher than in 2023 (2023: 7,9% higher and 2022: 2,9% higher in comparison with previous years). NSFAS funding enabled a higher number of enrolments of students funded by NSFAS. The number of NSFAS students for 2024 was 28 847 (2023: 26 838 and 2022: 26 603 students). The total student-related income represents 33,9% of the total income (2023: 32,5% and 2022: 33,2%).



Other income represents 27,8% of total income (2023: 27,3% and 2022: 23,8%). This ratio excludes non-recurrent income (1,6% of total income), which may affect comparability depending on events and related amounts per year. Non-recurrent income for 2023 was 1,7% and for 2022 it was 0,0%.



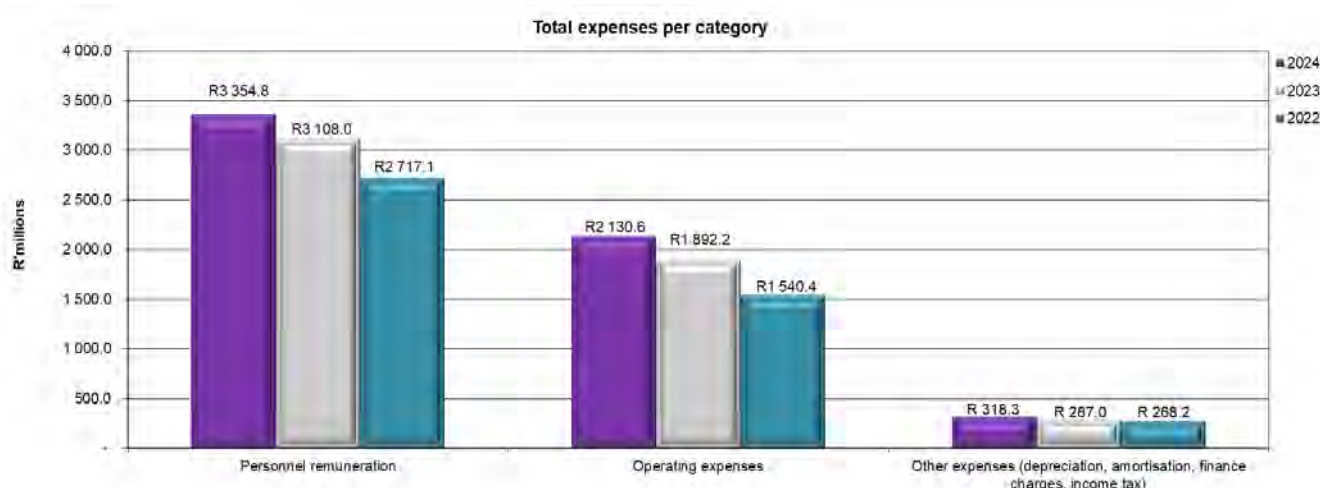
Total expenditure increased by 9,8% (2023: increased by 16,8% and 2022: increased by 14,5%). Activities are continuously returning to normal spending patterns, while capitalising on efficiencies after Covid-19 (which interrupted trends in this ratio and gave rise to a decrease in total expenditure during 2020 and 2021).

Personnel remuneration increased by 7,9% compared to 14,4% for 2023 (2022: 7,2%). The increase reflects a combined weighted annualised average of the 6,0% Cost of Living Adjustment (COLA) as a result of a differentiated COLA offer implemented, based on peromnes levels of permanent and fixed-term staff. The total cost of personnel expenditure for 2024 increased to 49,8% of total income (2023: 49,0% and 2022: 47,3%). Despite the increase in income and the impact of the IAS19 valuations, more vacancies were filled. Council-controlled personnel expenditure is closely monitored to stay within the norm set by the Department, i.e. 57,5%–63,0%. This target includes amounts paid for services outsourced, while the University shows amounts paid for services outsourced as part of operating expenses. The ratio for total council-controlled personnel cost compared to total council-controlled income was 54,4% for 2024 (2023: 53,4% and 2022: 51,1%). The main reason for this increase in 2024 is the higher number of vacancies that were filled as operations were stabilising. The staff cost mitigation plan in response to the forecasted medium to long term financial impact of COVID-19 was still applicable, therefore resulting in a lower ratio for previous years. The total effect of IAS19 valuations amounted to a R2,2 million increase in staff expenses (recurrent and non-recurrent) for 2024 (2023: R4,5 million increase and 2022: R2,9 million increase).

Operating expenditure increased by 12,6% compared to 2023 as operations again continued as per normal, with no restrictions that prevented activities. During 2023 operating expenses increased by 22,8% compared to 2022 (2022: 23,8% increase). Operating costs represent 36,7% of total income (2023: 35,8% and 2022: 34,0%), which is mainly due to the increase in income as well as savings still occurring on certain categories of operating expenses. This ratio is therefore still below the maximum target of 42%. A number of projects were carried over to 2025 as timing differences.

Expenses include an amount of R90,0 million (2023: R38,9 million and 2022: R59,2 million) written off as irrecoverable and doubtful student debt. A once-off amount of R25,6 million for bursary projects (2016 – 2018) regarding Open Distance Learning students was part of the 2024 write-off total. The student debt ratio (before impairment) for 2024 is at a ratio of 14,3% of tuition fees (2023: 25,6% and 2022: 10,8%). The ratio of 25,6% for 2023 seems above the norm of 20,0% for the sector, but this was due to NSFAS owing the NWU an amount of R361,7 million at year-end (2022: R53,7 million) and only paying that amount in January 2024. If this amount is taken into consideration, the ratio is 8,01%, which is well within the sector norm. The outstanding NSFAS amount for 2024 at year-end was R70,2 million. If this outstanding NSFAS debt for 2024 is disregarded, the ratio would be 11,2%. Provision for expected credit loss on student debtors decreased by R20,3 million or 26,6% in 2024, compared to the R46,1 million or 153,0% increase in 2023 (2022: R33,1 million or 52,4% decrease). This is mainly due to a once-off provision of R23,4 million included in the 2023 provision for the write-off of UDL bursary contracts during 2016 to 2018. The impact of the expected credit loss on sundry debtors was an increase of R1,4 million for 2024 (2023: R1,3 million increase and 2022: R2,0 million decrease), while bad debt of R2,6 million was written off (2023: R9,6 million and 2022: R20,8 million).

Other expenditure relating to depreciation and finance charges, also including non-recurrent expenditure, increased by 10,9% (2023: 7,0% increase and 2022: 54,2% decrease). Depreciation on right-of-use lease assets of R49,0 million, finance charges of R2,3 million on lease liabilities and loss on investments of R7,5 million were the main contributors to these increases.



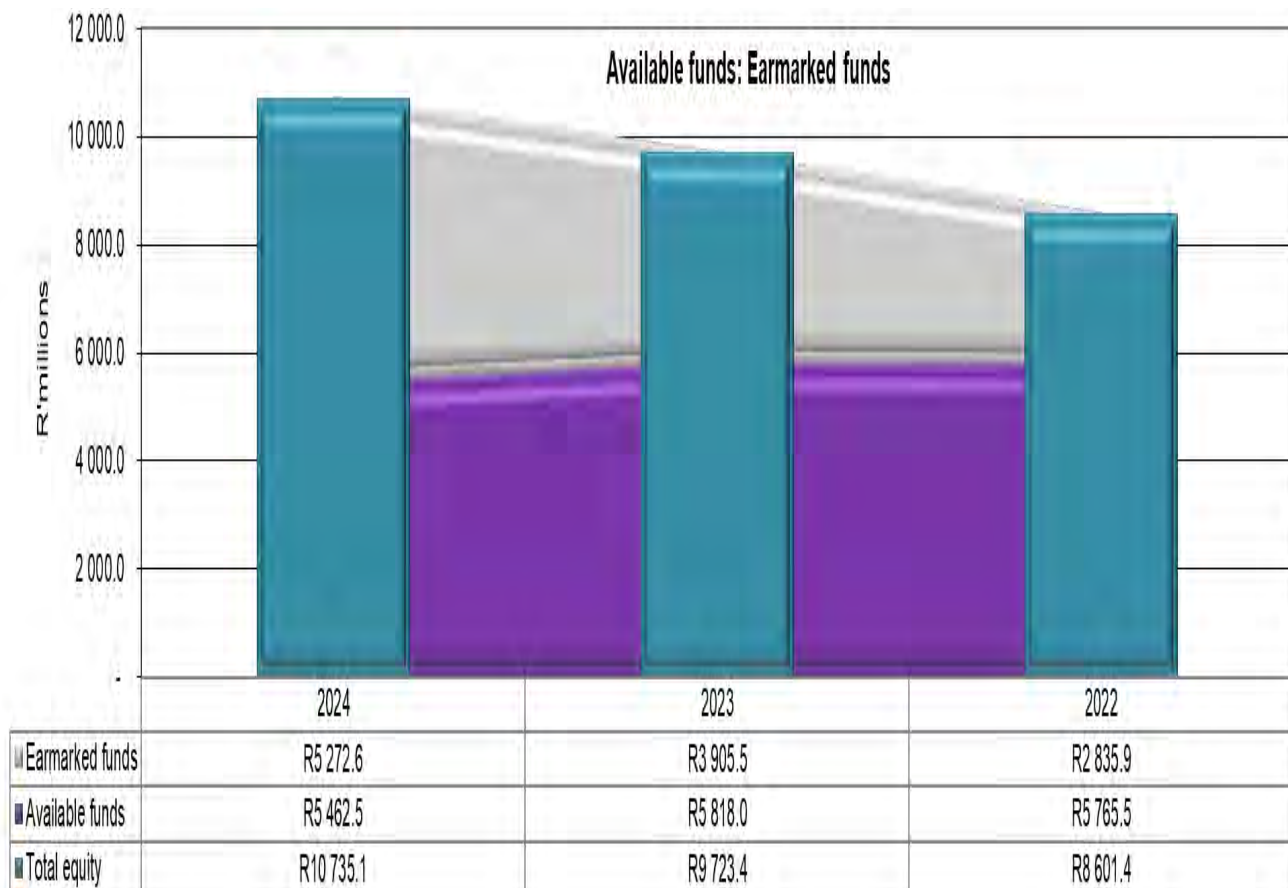
Strict monitoring of income and expenses together with tight budgetary controls, heightened awareness and behaviour regarding savings resulted in a surplus for 2024 and therefore a positive contribution towards the University's available reserves. As mentioned above, a material portion of the savings can be attributed to timing differences and will result in a spending against reserves in 2025 and beyond. The increase in assets serves as an indication that timing differences relating to 2023 were partially eliminated during spending in 2024, thereby creating potential for income-generating operations.

• Equity

The University's equity increased by 10,4% in the 2024 financial year (2023: 13,0% and 2022: 16,8%), mainly due to the surplus for the year. An increase of R79,5 million in the net asset value of employee benefits (employer surplus account of the pension fund and disability reserve fund) on 31 December 2024 must be noted – as per external actuarial valuation in terms of IAS19 (2023: R53,5 million increase and 2022: R8,1 million increase). This increase is purely a result of the return earned on the employer surplus portion of the pension fund investments. Investment in property, plant and equipment contributed R411,5 million to the higher equity percentage (2023: R335,6 million and 2022: R153,2 million). The unrealised fair value adjustment reserve increased by R96,1 million during 2024, compared to the R104,2 million decrease in 2023 (2022: R53,6 million increase).

The available funds decreased to 50,9% of total equity (2023: 59,8% and 2022: 67,0%), despite the recurrent surplus of 12,3%. Available funds were utilised during 2024 to fund infrastructure projects that were previously postponed, resulting in the decrease in the percentage of available funds. Other projects commenced late in 2024 and will only be completed in 2025 – thus spending against 2024 available reserves carried forward will again take place during 2025.

The sustainability ratio of Council-controlled reserves over total expenditure for the year was 0,94 (2023: 1,10 and 2022: 1,27). The movement in Council-controlled reserves is indicative of the continued commitment of the NWU to financial sustainability and maintaining the DHET norm of 1,0 while sufficiently investing in the strategy of NWU. Council-controlled reserves decreased from R5 818,0 million in 2023 to R5 462,5 million in 2024.



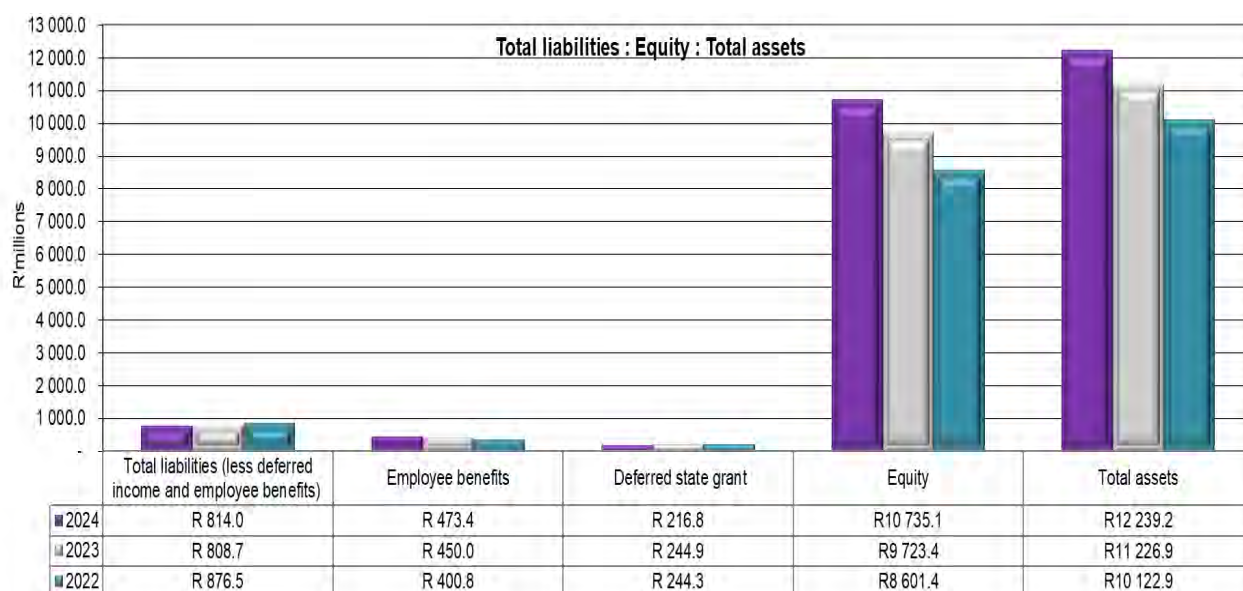
• Solvability

The total liabilities (R1 504,1 million) at year-end for 2024 expressed over total equity (R10 735,1 million) means the University's ratio of debt to equity is 0,14 (2023: 0,15 and 2022: 0,18). This is the result of an increase of 10,4% in equity (2023: 13,0% and 2022: 16,8%) for the reasons explained above, and no movement in the percentage for total liabilities (2023: 1,2% decrease and 2022: 6,9% decrease). The amount of R216,8 million (2023: R244,9 million and 2022: R244,3 million) (including accumulated interest) relating to the previous as well as the new cycle infrastructure grants, is included in total liabilities under deferred state grant.

Infrastructure projects were able to continue during 2024, as well as the capitalisation of buildings. State deferred grants increased by R28,1 million for the year (2023: R0,6 million decrease, compared to a decrease of R80,9 million for 2022). A twenty-year long-term loan in the amount of R235,0 million was entered into with the Development Bank of Southern Africa (DBSA) during 2021 for the establishment of student housing on the Mafikeng campus. No additional amount was taken up during 2023 nor 2024 (2022: R102,2 million taken up and 2021: R111,9 million taken up), resulting in R20,9 million being cancelled on this facility. The project was completed during 2023. The grace period of 24 months on capital repayment elapsed and instalments (including capital portion) started in October 2023. Capital of R12,5 million (2023: R3,3 million) was redeemed on the DBSA loan for 2024.

The total liabilities expressed over total assets indicate a ratio of 0,12 for the year (2023: 0,13 and 2022: 0,15). Thus, total liabilities are covered 8,14 times by total assets (2023: 7,47 and 2022: 6,65 times).

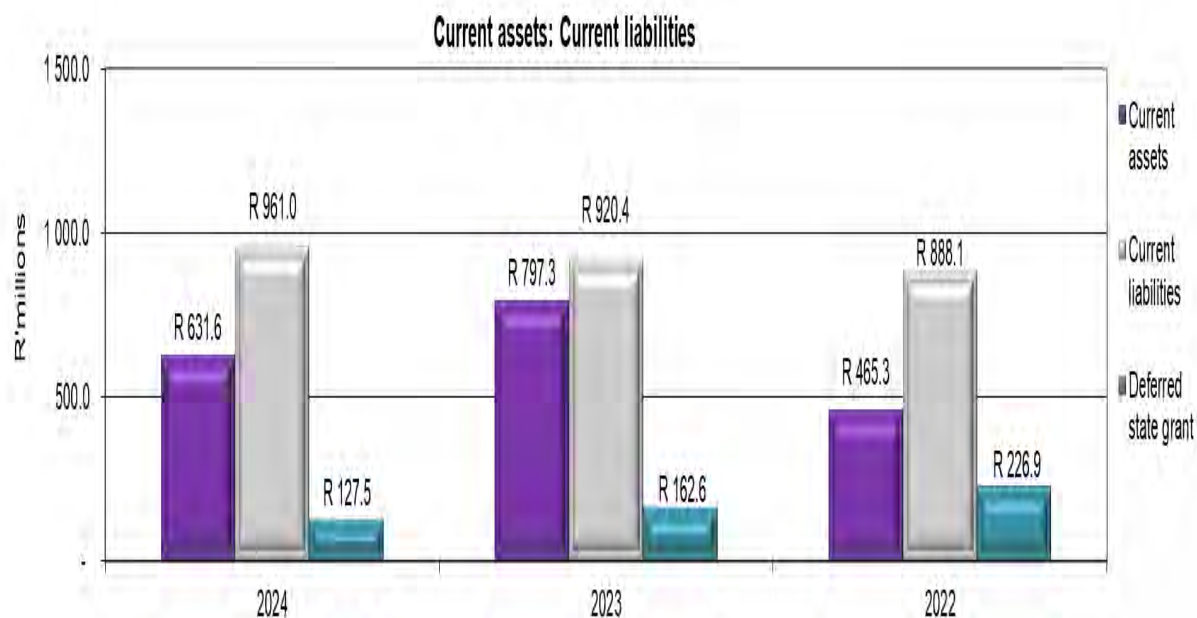
The Financial Impact Model built in response to the COVID-19 pandemic indicates that the University's income sources are volatile and under pressure and therefore will result in a significant financial impact if any change occurred in the medium and long term. Therefore, the University will be vigilant in monitoring and managing this potential impact on the current solvability and sustainability, while the current improvement on the solvency ratios will go a long way towards enabling the University to withstand any resulting potential financial impact.



• Liquidity

The working capital ratio indicates that the current liabilities are covered 0,58 times by the current assets (2023: 0,74 times and 2022: 0,42 times). If the analysis is expressed in rand value, the current assets (excluding current portion of investments) decreased by R165,7 million for the 2024 financial year, whilst current liabilities for the same period increased by R5,5 million. Outstanding NSFAS funds included in trade and other receivables (current assets) decreased from R361,6 million at the end of 2023 to R70,2 million at the end of 2024. The current portion of deferred state infrastructure grants (current liabilities) decreased by R35,2 million at the end of 2024 (R127,5 million or 11,7% of total current liabilities). For 2023 this portion of deferred income represented 15,0% (2022: 20,4%) or R162,6 million (2022: R226,9 million) of total current liabilities.

Lease contracts ended on 31 December 2024 and current liabilities decreased by R41,8 million compared to 2023. An increase of R22,7 million in the current portion of employee benefits, an increase of R43,7 million in trade and other payables as well as an increase of R15,5 million in income received in advance countered the decreased amounts as mentioned, resulting in the R5,5 million movement in current liabilities for 2024.



Funds invested in highly liquid financial instruments for 2024 improved to R8 418,9 million (2023: R7 641,0 million and 2022: R7 220,3 million), representing an increase of 10,2% from 2023 to 2024, compared to the movement from 2022 to 2023, where funds increased by 5,8%. This total includes the amount of R609,4 million as the current portion of investments for 2024 (2023: R1 092,1 million and 2022: R 705,9 million).

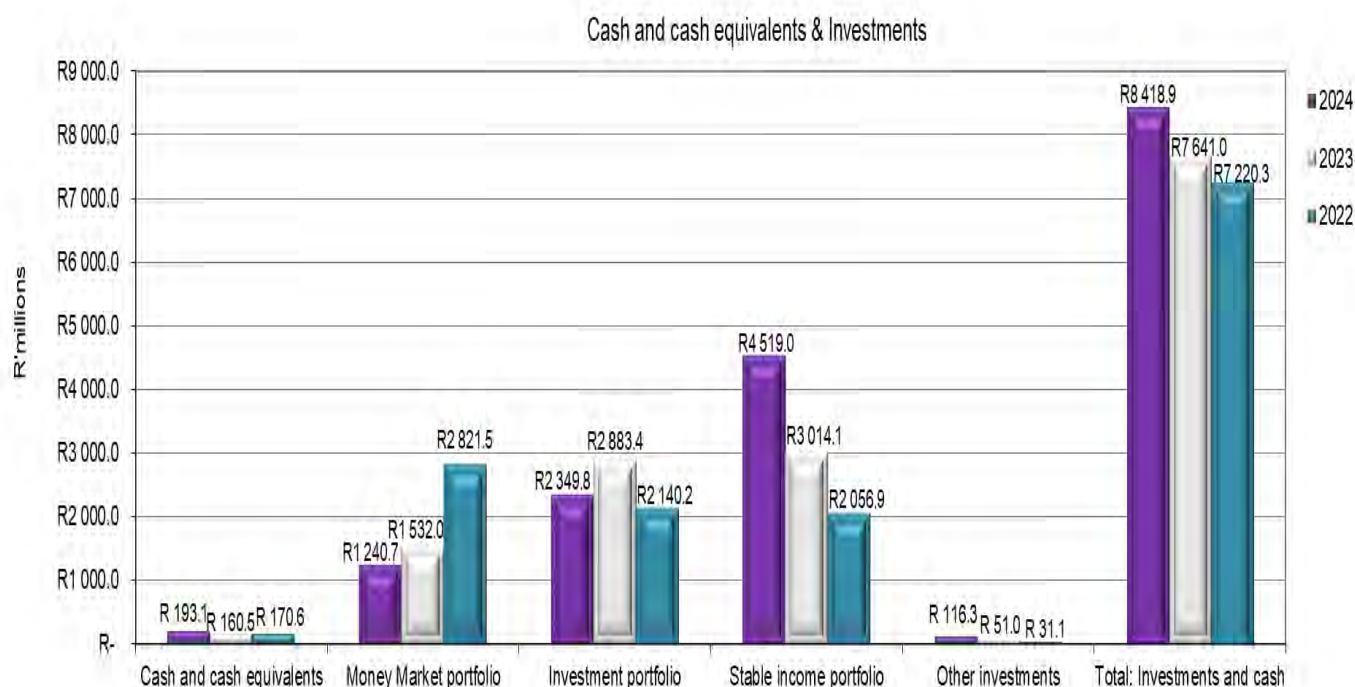
	2024	2023	2022
	R million	R million	R million
Cash and cash equivalents	193,1	160,5	170,6
Money market portfolio (NCDs)	1 240,7	1 532,0	2 821,5
Broker portfolio (listed shares, bonds and unit trusts)	2 349,8	2 883,4	2 140,2
Stable income portfolio	4 519,0	3 014,1	2 056,9
Other investments (unlisted, including associates)	116,3	51,0	31,1
Total investments and cash	8 418,9	7 641,0	7 220,3

The cash-flow situation is monitored closely in order to achieve an optimal balance between long-term and short-term investments to optimise investment income without compromising cash flow for operational needs.

• Cash flow

The University generated a surplus of R930,6 million for the 2024 financial year (2023: R1 062,5 million and 2022: R1 220,6 million), while the net cash flow amount generated from operating activities was R598,5 million (2023: R155,4 million and 2022: R720,3 million). The total net cash flow increased by R32,7 million in 2024, taking into account inter alia R763,9 million of net investment income, transfers of cash and cash equivalents to longer term investments (R648,2 million), investment in property, plant and equipment (R647,5 million) and an R28,1 million decrease in deferred state grant. For the 2023 financial year the net cash flow decreased by R10,1 million and for 2022 it increased by R29,2 million.

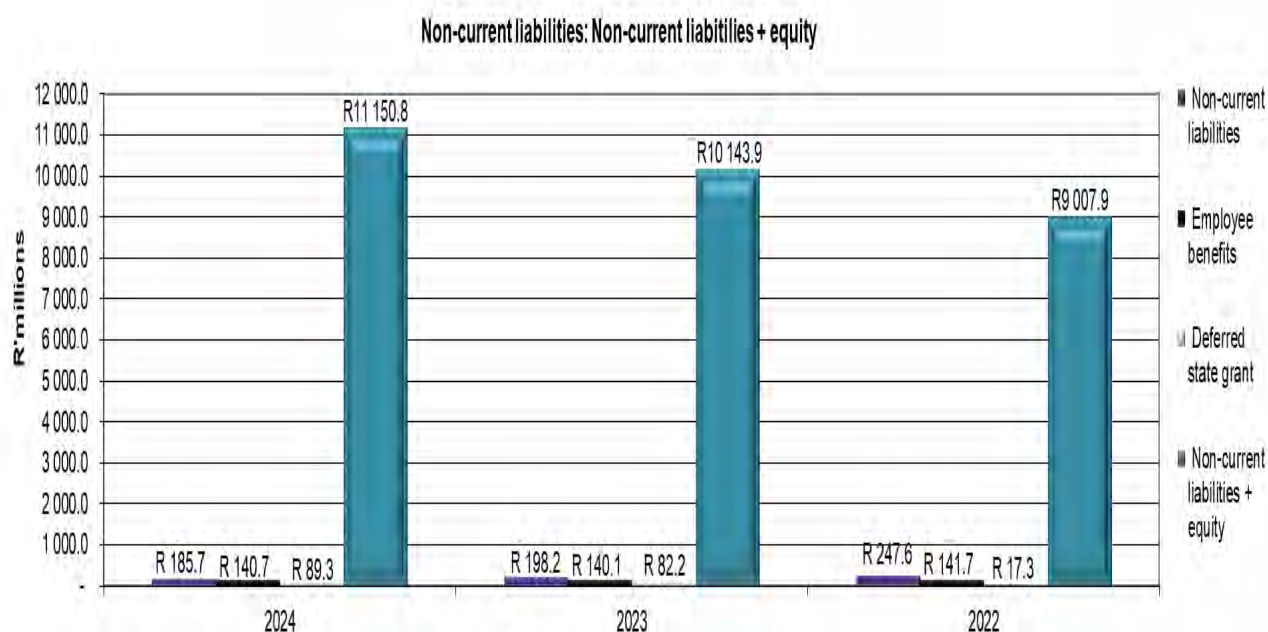
The University manages and plans cash flow needs with great caution, by means of constant effective decision-making resulting in the University currently being in a viable cash-flow situation. Although 8,4% of the money market investment portfolio have maturity dates during 2025 and are shown as part of current assets, the nature and purpose of these investments are long-term, focusing on investments with a period of 12 months and longer to optimise returns. Funds are reinvested as they become available on maturity, taking cash flow needs into consideration.



• Gearing ratios

Gearing ratios analyse the extent to which long-term finance is used as a source of financing. It is a longer-term indication of liquidity.

Non-current liabilities represent 3,7% of total funds employed (2023: 4,1% and 2022: 4,5%). This ratio decreased as equity increased, compared to decreasing borrowing commitments, employee benefits and lease liabilities. Infrastructure grant amounts expected to be utilised in 2025 were transferred to current liabilities.



• Conclusion

With regard to the University as a tertiary institution with the core business of teaching-learning, research and implementation of expertise (including community service), the NWU again added material value to the economy, and was able to achieve its financial goals. In this regard the following can be highlighted:

- NWU still provides affordable higher education.
- 13 563 students received degrees and diplomas during 2024.
- The University remains committed to supporting and enhancing academic performance and awarded bursaries in the amount of R274,5 million from own funds to students.
- The NWU's Financial Aid offices administered a total of R4,0 billion in bursary funds during 2024.
- The cash flow investment in property, plant and equipment amounted to R647,5 million (2023: R530,9 million and 2022: R416,0 million), which is attributable to DHET infrastructure and efficiency funding, as well as funding from own reserves. (Not all projects have been completed, resulting in some projects and macro-maintenance being carried forward to 2025). Total assets increased by 9,0% (2023: 10,9% and 2022: 12,5%).
- The stabilising of available reserves at 50,9% of total equity from a very low base at the end of 2014 (although some spending against this reserve is to be expected, as explained above).
- The maintaining of a sound solvency position and optimal liquidity levels during the 2024 financial year to ensure that the NWU remains a going concern.

Council and Management are committed to maintaining this financial health, despite dependency on state subsidies and tuition fee-related income, with the latter income totalling 70,6% of turnover (2023: 71,1% and 2022: 76,2%). The increase in NSFAS-funded students highlights this dependency. NWU's financial results from recent years provide a solid foundation for navigating future uncertainties and challenges.

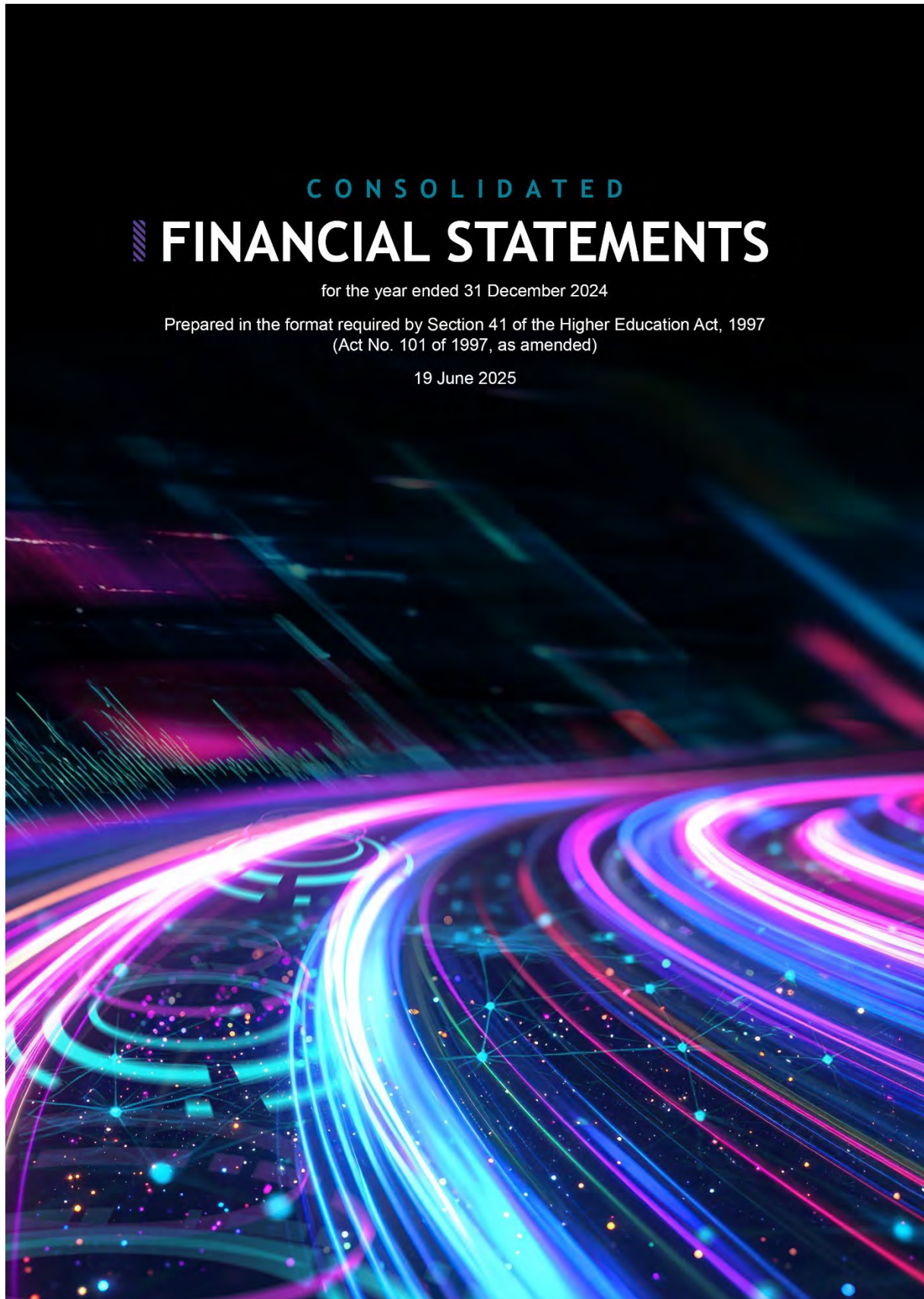


MR CLEMENT MABE
CHAIRPERSON: FINANCE COMMITTEE



MS ELMARIE DE BEER
EXECUTIVE DIRECTOR: FINANCE AND FACILITIES

13.6 Annexure 6: Consolidated Financial Statements as at 31 December 2024





**CONSOLIDATED
FINANCIAL STATEMENTS
for the year ended
31 December 2024**

**Prepared in the format required by
Section 41 of the Higher Education Act, 1997
(Act No. 101 of 1997, as amended)**

19 JUNE 2025

**AUTHORISED FOR ISSUE
30 JUNE 2025**



Established: 1 January 2004 (by merger)

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Mahikeng
Potchefstroom
Vanderbijlpark

Auditor

Nexia SAB&T
Bloemfontein
South Africa

NORTH-WEST UNIVERSITY

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

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Consolidated statement of financial position	12
Consolidated statement of comprehensive income (as required by Section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997, as amended))	13 - 14
Consolidated statement of changes in equity	15
Consolidated statement of cash flows	16
Notes to the consolidated financial statement	17 - 61

NORTH-WEST UNIVERSITY

COUNCIL'S STATEMENT OF RESPONSIBILITY AND APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The Council is ultimately responsible for the preparation, integrity and objectivity of the consolidated financial statements and related financial information included in this report, which is a fair presentation of the activities of the University at the end of the financial year. In order to meet this responsibility, they are assisted by management, the Audit, Risk and Compliance Committee of the Council, the Finance Committee of the Council, and the internal auditors of the University. Both the internal and external auditors have unrestricted access to all documents, minutes, records and information and no limitations have been placed on the audits. The external auditor is responsible for reporting on the consolidated financial statements. Internal controls and administrative systems, which have been designed to provide reasonable assurance regarding the integrity of the financial statements and that assets have been protected and transactions carried out in terms of the University's policies and procedures, are in place and are properly maintained on a cost-effective basis.

The consolidated financial statements comply with IFRS® Accounting Standards, including full and responsible disclosure in accordance with the University's accounting policies and in the manner required by the Minister of Higher Education in terms of Section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997 (as amended)). The consolidated financial statements are prepared on the going concern basis and all indications are that the University will continue in existence for the foreseeable future. The accounting policies have been applied consistently and are supported by reasonable and prudent judgements and estimates.

The consolidated financial statements for the year ended 31 December 2024 as set out on pages 12 to 61 have been approved and authorised by the Council on 19 June 2025 and are signed on behalf of the Council by:



Mr Bert Sorgdrager
Chairperson of the Council



Ms Elmarie de Beer
Executive Director: Finance and Facilities



Prof Bismark Tyobeka
Vice-Chancellor

Independent auditor's report to Council and the Minister of Higher Education on North-West University

Report on the audit of the consolidated financial statements

Opinion

1. We have audited the consolidated financial statements of the North-West University and its subsidiaries (the group) set out on pages 12 to 61, which comprise the consolidated statement of financial position as at 31 December 2024, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, as well as notes to the consolidated financial statements, including a summary of significant accounting policies.
2. In our opinion, the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the North West University and its subsidiaries (the group) as at 31 December 2024 and their consolidated financial performance and consolidated cash flows for the year then ended in accordance with the IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Higher Education Act of South Africa, Act no 101 of 1997.

Basis for opinion

3. We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the consolidated financial statements section of our report.
4. We are independent of the group in accordance with the *Code of professional conduct for auditors* of the Independent Regulatory Board for Auditors (IRBA) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)*.
5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Audit. Tax. Advisory.

Chairperson: Ms A Zange
Chief Executive Officer: Mr MF Sulaman
SAB&T Chartered Accountants Incorporated t/a Nexia SAB&T
Company Registration Number: 1997/018869/21 | IRBA Registration Number: 921297
Offices in: Bloemfontein, Cape Town, Centurion, Durban, Johannesburg, Kimberley, Nelspruit, Polokwane, Port Elizabeth, Rustenburg
B-BBEE rating: Level 1 Contributor in terms of Generic Scorecard - B-BBEE Codes of Good Practice
SAB&T Chartered Accountants Incorporated is a member of Nexia, a leading, global network of independent accounting and consulting firms.
Please see the "Member firm disclaimer, <https://nexia.com/member-firm-disclaimer/>" for further details.
SAB&T Chartered Accountants Incorporated is an authorised financial services provider.
* A full list of directors is available for inspection at the company's registered office or on request.

Emphasis of matter

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

Material Impairments – Trade and other receivables

7. As disclosed in note 12 to the consolidated financial statements, material impairments to the amount of R62 804 000 (2023: R81 681 000) were incurred.

Responsibilities of party Council for the consolidated financial statements

8. The council, is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the IFRS Accounting Standards as issued by the International Accounting Standards Board and the requirements of the Higher Education Act of South Africa, Act no 101 of 1997 and for such internal control as the council determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.
9. In preparing the consolidated financial statements, the council is responsible for assessing the group's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the accounting authority either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor for the audit of the consolidated financial statements

10. Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.
11. A further description of our responsibilities for the audit of the consolidated financial statements is included in the annexure to this auditor's report. This description, which is located at page 8, forms part of our auditor's report.

Report on the audit of the annual performance report

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

performance report. The council is responsible for the preparation of the annual performance report.

13. We selected the following objectives presented in the annual performance report for the year ended 31 December 2024 for auditing. We selected objectives that measures the university's performance on its primary mandated functions and that are of significant national, community or public interest.

Objective	Page numbers
Goal 1 Promote excellent student-centric learning and teaching at the NWU for relevance to market and knowledge generation.	163 – 164
Goal 2 Conduct research and innovation with a strategic focus on global impact.	164
Goal 4 Develop a clearly differentiated student value proposition with a focus on creating an inclusive environment aimed at developing students holistically through structured and unstructured co-curricular programmes that are relevant, desirable and meet students' needs.	164 -165
Goal 5 Attract, develop and retain excellent staff by creating an environment that is diverse, equitable and inclusive.	163 – 165

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

15. We performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the university's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the university's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that we can confirm the methods and processes to be used for measuring achievements
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable

- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over or underachievement of targets
16. We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
17. We did not identify any material findings on the reported performance information for the selected objectives.

Other matter

18. We draw attention to the matter below.

Achievement of planned targets

19. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under achievements.

Report on compliance with legislation

20. In accordance with the PAA and the general notice issued in terms thereof, we must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The council is responsible for the university's compliance with legislation.
21. We performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.
22. Through an established AGSA process, we selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the university clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
23. We did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

24. The council is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

25. Our opinion on the consolidated financial statements and our findings on the reported performance information and the report on compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion on it.
26. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.
27. If based on the work we have performed, we conclude that there is a material misstatement in this other information, we are required to report this fact. We have nothing to report in this regard.

Internal control deficiencies

28. We considered internal control relevant to our audit of the consolidated financial statements, annual performance report and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.
29. We did not identify any significant deficiencies in internal control.

Other reports

30. We draw attention to the following engagements conducted by various parties. These reports did not form part of our opinion on the consolidated financial statements or our findings on the reported performance information or compliance with legislation.

Audit-related services

31. We issued the following agreed-upon procedures engagement reports on the funding received by the University:

Completed:

Engagement Name	Description of engagement	Period covered Reporting	Reporting Due Date
Infrastructure	The objective of the audit is to assist the University in the submission of the progress reports to the Department of Higher Education and Training.	1 January 2024 - 31 December for 2024	28/02/2025
NRF	The objective of the audit is to assist the University in the submission of the expenditure report to the National Research Fund and scholarship grant allocations.	1 January 2024 - 31 December 2024	05/04/2025

BRICS	The objective of the audit is to assist the University in the submission of the qualitative report to the Department of Higher Education and Training.	1 March 2024 - 28 February 2025	31/03/2025
UCDG	The objective of the audit is to assist the University in the submission of the progress reports to the Department of Higher Education and Training.	1 January 2024 - 31 December 2024	31/05/2025
USDP	The objective of the audit is to assist the University in the submission of the progress reports to the Department of Higher Education and Training.	1 January 2024 - 31 December 2024	31/05/2025
Collaborative projects EQ	The objective of the audit is to assist the University in the submission of the progress reports to the Department of Higher Education and Training.	1 April 2024 - 31 March 2025	30/04/2025
FPP ES	The objective of the audit is to assist the University in the submission of the progress reports to the Department of Higher Education and Training.	1 April 2024- 31 March 2025	30/04/2025
Publications	Agreement of the 2023 Research Articles Submission to supporting journals and publications.	1 January 2024- 31 December 2024	11/05/2025
Water Research HySA	The objective of the audit is to assist the University in the submission of the financial income and expenditure statements to the Department of Science and Innovation.	1 April 2024 - 31 March 2025	31/05/2025
Clinical Training	The objective of the audit is to assist the University in the submission of the expenditure reports to the Department of Higher Education and Training.	1 April 2024 - 31 March 2025	31/05/2025
Veterinary science enrolment	The objective of the audit is to assist the University in the submission of the enrolments data to the Department of Higher Education and Training.	1 January 2024 - 31 December 2024	30/06/2025
Clinical Enrolments	The objective of the audit is to assist the University in the submission of the enrolments data to the Department of Higher Education and Training.	1 January 2024 – 31 December 2024	30/06/2025
Veterinary Science	The objective of the audit is to assist the University in the submission of the expenditure reports to the Department of Higher Education and Training.	1 April 2024 - 31 March 2025	31/05/2025
Foundation Programmes	The objective of the audit is to assist the University in the submission of the expenditure reports to the Department of Higher Education and Training.	1 April 2024 - 31 March 2025	31/05/2025

nGap	The objective of the audit is to assist the University in the submission of the expenditure reports to the Department of Higher Education and Training.	1 April 2024 - 31 March 2025	31/05/2025
NESP	The objective of the audit is to assist the University in the submission of the expenditure reports to the Department of Higher Education and Training.	1 April 2024 - 31 March 2025	31/05/2025
DHET Excel (Fin. Data)	The objective of the audit is to perform procedures to ensure compliance with the reporting requirements regarding the financial data returns of North-West University for the period of 31 December 2024.	1 January 2024 - 31 December 2024	30/06/2025

In progress:

Engagement Name	Description of engagement	Period covered Reporting	Reporting Due Date
HEMIS Data	The objective of the audit is to assist the University in evaluating the accuracy and validity of the student, staff and academic program data the submission of the expenditure reports to the Department of Higher Education and Training.	1 January 2024- 31 December 2024	25/07/2025

Auditor tenure

32. In terms of the IRBA rule published in Government Gazette No. 39475 dated 4 December 2015, we report that Nexia-SAB&T has been the auditor of North-West University for 2 years.

Nexia SAB&T

Nexia SAB&T

Gerrit Janse van Vuuren CA (SA)

Director

Registered Auditor

30 June 2025

Rustenburg

Annexure to the auditor's report

The annexure includes the following:

- the auditor's responsibility for the audit
- the selected legislative requirements for compliance testing.

Auditor's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the consolidated financial statements and the procedures performed on reported performance information for selected objectives and on the university's compliance with selected requirements in key legislation.

Consolidated Financial statements

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

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

- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion

Communication with those charged with governance

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

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

Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Higher Education Act of South Africa, Act no 101 of 1997	Section 34(4)(a) Section 34(4)(b) Section 34(5) Section 34(6) Section 27(7)(c) Section 27(7)(e) & s27(7)(A)-(C) Section 20(5) Section 40(3)(a)(i) Section 40(3)(a)(ii) Section 40(3)(a)(iii) Section 41(1)(b)(ii)
Regulations for Reporting by Higher Education Institutions	Section 7(4)(b)(xii) Section 4(1)-(2) Section 5(1) Section 5(2)(a)(d)(g)(m) Section 6(2) Section 6(2)(d) Section 6(2)(3)
Prevention and Combating of Corrupt Activities Act	Section 34(1)

NORTH-WEST UNIVERSITY
CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

	NOTES	2024 R'000	2023 R'000
ASSETS		12,239,250	11,226,945
NON-CURRENT ASSETS		10,998,225	9,337,521
PROPERTY, PLANT AND EQUIPMENT (PPE)	6a, 6b	2,795,772	2,433,747
INVESTMENT PROPERTIES	7	15,570	16,056
INTANGIBLE ASSETS	8	0	7,921
INVESTMENTS	9	7,616,351	6,388,373
DEFERRED TAX ASSET	31	0	386
EMPLOYEE BENEFITS	16	570,532	491,038
CURRENT ASSETS		1,241,025	1,889,424
INVENTORIES	11	76,232	66,567
BIOLOGICAL ASSETS	6c	676	0
TRADE AND OTHER RECEIVABLES	12	361,526	570,256
INCOME TAX RECEIVABLE	31	1	2
CURRENT PORTION OF INVESTMENTS	9	609,448	1,092,116
CASH AND CASH EQUIVALENTS	13	193,142	160,483
EQUITY AND LIABILITIES		12,239,250	11,226,945
EQUITY	14	10,735,122	9,723,406
NON-DISTRIBUTABLE RESERVES		2,927,134	2,419,468
FIXED ASSET RESERVE FUND (PPE)		2,597,571	2,186,043
UNREALISED FAIR VALUE ADJUSTMENT RESERVE		329,563	233,425
RESERVE FUNDS		7,807,988	7,303,150
RESTRICTED USE FUNDS		606,618	558,119
STUDENT AND STAFF ACCOMMODATION FUNDS		349,973	293,785
DONATIONS AND SIMILAR FUNDS		78,285	68,147
RESEARCH AND OTHER (CONTRACTS) FUNDS		178,360	196,187
NWU PENSION FUND AND DISABILITY FUND		570,532	491,038
HELD FOR INVESTMENT IN PROPERTY, PLANT AND EQUIPMENT		1,168,362	436,002
UNRESTRICTED RESERVE FUNDS - EDUCATION AND GENERAL		25,543	38,195
DESIGNATED RESERVE FUNDS - EDUCATION AND GENERAL		5,436,933	5,779,796
NON-CONTROLLING INTERESTS		0	788
NON-CURRENT LIABILITIES		415,664	420,531
BORROWINGS - INTEREST-BEARING	15	185,659	198,201
EMPLOYEE BENEFITS	16	140,684	140,082
DEFERRED STATE GRANT	17	89,321	82,248
CURRENT LIABILITIES		1,088,464	1,083,008
CURRENT PORTION OF BORROWINGS - INTEREST-BEARING	15	12,542	12,542
CURRENT PORTION OF EMPLOYEE BENEFITS	16	332,668	309,933
CURRENT PORTION OF DEFERRED STATE GRANT	17	127,453	162,622
CURRENT PORTION OF LEASE LIABILITIES	6b	338	42,130
TRADE AND OTHER PAYABLES	18	426,099	382,362
INCOME RECEIVED IN ADVANCE	19	135,065	119,639
NET CONTRACT LIABILITIES	20	54,294	53,775
INCOME TAX PAYABLE	31	5	5

The notes on pages 17 to 61 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2024**

(as required by Section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997, as amended))

	NOTES	EDUCATIONAL & GENERAL			STUDENT AND STAFF ACCOMMO- DATION: RESTRICTED R'000	2024 TOTAL R'000	2023 TOTAL R'000
		COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R'000	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R'000	SUB-TOTAL R'000			
RECURRING ITEMS		705,309	36,729	742,037	87,679	829,716	974,607
INCOME		5,789,232	305,921	6,095,153	530,535	6,625,688	6,244,307
STATE APPROPRIATIONS - SUBSIDIES AND GRANTS	21	2,469,262	0	2,469,262	0	2,469,262	2,450,818
TUITION AND OTHER FEES	22	2,284,121	0	2,284,121	444,445	2,728,566	2,474,405
INCOME FROM CONTRACTS	22	1,975	191,334	193,309	0	193,309	180,411
FOR RESEARCH		1,772	191,204	192,976	0	192,976	178,448
FOR OTHER ACTIVITIES		203	130	333	0	333	1,963
SALES OF GOODS & SERVICES	22	220,748	65,045	285,793	74,257	360,050	349,002
TOTAL REVENUE		4,976,106	256,379	5,232,485	518,702	5,751,187	5,454,637
OTHER INCOME		36,120	402	36,522	11,833	48,355	63,329
PRIVATE GIFTS AND GRANTS		17,305	17,948	35,253	0	35,253	34,285
INVESTMENT INCOME	25.1	759,701	31,192	790,893	0	790,893	692,057
EXPENDITURE		5,083,924	269,192	5,353,116	442,856	5,795,972	5,269,700
PERSONNEL REMUNERATION	23	3,210,402	83,625	3,294,027	60,789	3,354,816	3,107,975
ACADEMIC PROFESSIONAL		1,816,954	25,995	1,842,949	0	1,842,949	1,704,431
OTHER PERSONNEL		1,391,216	57,630	1,448,846	60,789	1,509,635	1,399,058
IAS19 - ADJUSTMENTS (EMPLOYEE BENEFITS)		2,232	0	2,232	0	2,232	4,486
OTHER CURRENT OPERATING EXPENSES	24	1,557,909	184,253	1,742,162	310,063	2,052,225	1,792,193
IMPAIRMENT ON FINANCIAL ASSETS	12	92,504	71	92,576	2	92,577	48,534
MOVEMENT IN LOSS ALLOWANCE FOR FINANCIAL ASSETS	12	-18,877	0	-18,877	0	-18,877	47,331
CAPITAL EXPENDITURE EXPENSED	30	4,667	0	4,667	0	4,667	4,168
DEPRECIATION	6a, 6b, 7	234,566	0	234,566	48,828	283,394	240,928
AMORTISATION	8	209	0	209	0	209	689
SUB-TOTAL		5,081,380	267,949	5,349,329	419,682	5,769,011	5,241,818
FINANCE CHARGES	26	2,544	1,243	3,787	23,174	26,961	27,882
NON-RECURRING ITEMS		100,726	1	100,727	149	100,876	87,615
INCOME		108,470	1	108,470	149	108,620	105,421
PROFIT ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT		0	1	1	149	150	1,191
PROFIT ON DISPOSAL OF SUBSIDIARY	28	12,332	0	12,332	0	12,332	0
NET FAIR VALUE GAIN ON FINANCIAL ASSETS THROUGH PROFIT OR LOSS	9.1	96,138	0	96,138	0	96,138	104,230
EXPENDITURE		7,744	0	7,744	0	7,744	17,806
LOSS ON DISPOSAL OF PROPERTY, PLANT AND EQUIPMENT		216	0	216	0	216	2,319
LOSS ON INVESTMENTS	25.2	7,528	0	7,528	0	7,528	15,487
NET SURPLUS BEFORE INCOME TAX		806,034	36,730	842,764	87,828	930,592	1,062,222
INCOME TAX EXPENSE	31	0	0	0	0	0	-252
SURPLUS FOR THE YEAR		806,034	36,730	842,764	87,828	930,592	1,062,474

NORTH-WEST UNIVERSITY**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2024 (continued)**

(as required by Section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997, as amended))

	NOTES	EDUCATIONAL & GENERAL			STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R'000	2024 TOTAL R'000	2023 TOTAL R'000
		COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R'000	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R'000	SUB-TOTAL R'000			
SURPLUS FOR THE YEAR		806,034	36,730	842,764	87,828	930,592	1,062,474
OTHER COMPREHENSIVE INCOME (OCI)		81,124	0	81,124	0	81,124	59,581
Items that will not be reclassified to surplus or deficit		81,124	0	81,124	0	81,124	59,581
Remeasurements of employee benefit obligations							
PENSION FUND - SURPLUS	16.1	79,494	0	79,494	0	79,494	53,519
DISABILITY RESERVE FUND - SURPLUS	16.2	0	0	0	0	0	1,275
HEALTH CARE (MEDICAL) - SURPLUS	16.3	1,630	0	1,630	0	1,630	4,787
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>887,158</u>	<u>36,730</u>	<u>923,889</u>	<u>87,828</u>	<u>1,011,716</u>	<u>1,122,055</u>
Surplus for the year attributable to:							
- North-West University		806,034	36,730	842,764	87,828	930,592	1,062,513
- Non-controlling interests		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-39</u>
		<u>806,034</u>	<u>36,730</u>	<u>842,764</u>	<u>87,828</u>	<u>930,592</u>	<u>1,062,474</u>
Total comprehensive income for the year attributable to:							
- North-West University		887,158	36,730	923,889	87,828	1,011,716	1,122,094
- Non-controlling shareholders		<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>-39</u>
		<u>887,158</u>	<u>36,730</u>	<u>923,889</u>	<u>87,828</u>	<u>1,011,716</u>	<u>1,122,055</u>

The notes on pages 17 to 61 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2024

DESCRIPTION	UNRESTRICTED RESERVE FUNDS: EDUCATIONAL AND GENERAL R'000	DESIGNATED RESERVE FUNDS: EDUCATIONAL AND GENERAL R'000	SUB-TOTAL A R'000	RESTRICTED RESERVE FUNDS: DONATIONS AND SIMILAR FUNDS R'000	RESTRICTED RESERVE FUNDS: RESEARCH AND OTHER (CONTRACTS) R'000	SUB-TOTAL B R'000	RESTRICTED RESERVE FUNDS: STUDENT AND STAFF ACCOM- MODATION R'000	FIXED ASSET RESERVE FUND (PPE) R'000	HELD FOR INVESTMENT IN PROPERTY, PLANT AND EQUIPMENT R'000	UNREALISED FAIR VALUE ADJUSTMENT RESERVE R'000	NWU PENSION FUND AND DISABILITY FUND R'000	SUB-TOTAL C R'000	TOTAL R'000	NON- CONTROLLING INTEREST R'000	TOTAL EQUITY R'000
BALANCE AT 31 DECEMBER 2022 (note 14)	36,648	5,572,205	5,608,853	59,552	213,682	273,234	262,616	1,850,399	38,708	129,195	437,519	2,718,437	8,600,524	827	8,601,351
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	0	882,870	882,870	5,574	30,204	35,778	45,658	0	0	104,230	53,519	203,407	1,122,055	0	1,122,055
SURPLUS/(DEFICIT) FOR THE YEAR OTHER COMPREHENSIVE INCOME	0	878,083 4,787	878,083 4,787	5,574	30,204	35,778 0	45,658	0	0	104,230	-1,275 54,794	148,613 54,794	1,062,474 59,581	0 0	1,062,474 59,581
TRANSFERS	1,547	-675,279	-673,732	3,021	-47,699	-44,678	-14,489	335,643	397,294	0	0	718,449	39	-39	0
BALANCE AT 31 DECEMBER 2023 (note 14)	38,195	5,779,796	5,817,991	68,147	196,187	264,334	293,785	2,186,043	436,002	233,425	491,038	3,640,293	9,722,618	788	9,723,406
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	0	711,526	711,526	13,898	22,832	36,730	87,828	0	0	96,138	79,494	263,460	1,011,716	0	1,011,716
SURPLUS/(DEFICIT) FOR THE YEAR OTHER COMPREHENSIVE INCOME	0	709,896 1,630	709,896 1,630	13,898	22,832	36,730	87,828	0	0	96,138	0 79,494	183,966 79,494	930,592 81,124	0	930,592 81,124
TRANSFERS	-12,652	-1,054,389	-1,067,041	-3,760	-40,659	-44,419	-31,640	411,528	732,360	0	0	1,112,248	788	-788	0
BALANCE AT 31 DECEMBER 2024 (note 14)	25,543	5,436,933	5,462,476	78,285	178,360	256,645	349,973	2,597,571	1,168,362	329,563	570,532	5,016,001	10,735,122	-0	10,735,122

The notes on pages 17 to 61 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY
CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2024

	NOTE	2024 R'000	2023 R'000
CASH FLOWS FROM OPERATING ACTIVITIES	<u>27</u>	598,542	155,398
		763,931	664,175
INTEREST RECEIVED	25.1	778,289	679,847
DIVIDENDS RECEIVED	25.1	12,603	12,210
INTEREST PAID	26	-26,961	-27,882
NET CASH GENERATED FROM OPERATING ACTIVITIES		1,362,473	819,573
CASH FLOWS UTILISED BY INVESTING ACTIVITIES		-1,275,480	-780,099
PURCHASES OF PROPERTY, PLANT AND EQUIPMENT	<u>6a</u>	-647,511	-530,903
PROCEEDS FROM SALE OF PROPERTY, PLANT AND EQUIPMENT		2,386	3,018
RECEIVED DEFERRED STATE GRANT	17	18,655	92,119
INCREASE IN INTANGIBLE ASSETS (internally generated)	8	-765	-2,290
NET OUTFLOW FROM DISPOSAL OF SUBSIDIARY	28	-6,026	0
WITHDRAWALS FROM INVESTMENTS	9.1	5,808,900	5,082,673
PURCHASES OF INVESTMENTS	9.1	-6,451,119	-5,424,716
CASH FLOWS FROM FINANCING ACTIVITIES		-54,334	-49,605
PAYMENTS OF INTEREST-BEARING BORROWINGS	15	-12,542	-3,273
PRINCIPAL ELEMENTS OF LEASE PAYMENTS	<u>6b</u>	-41,792	-46,332
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		32,659	-10,131
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		160,483	170,614
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	13	<u>193,142</u>	<u>160,483</u>

The notes on pages 17 to 61 are an integral part of these consolidated financial statements.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1. GENERAL INFORMATION

STRUCTURE OF THE UNIVERSITY

1.1 Legal persona and country of registration

The University is a legal person in the Republic of South Africa and is regulated by the Higher Education Act 101 of 1997, as amended by Act 54 of 2000.

1.2 Nature of business, operations and main activities

The operations and main activities of the University are education, research and community service, based on its vision and mission.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of preparation

These consolidated financial statements are presented in rand (R) (rounded off to the nearest thousand, unless otherwise indicated), which is the University's functional currency, and are prepared and are in compliance with IFRS® Accounting Standards. The consolidated financial statements are also prepared in accordance with the requirements set by the Minister of Higher Education in terms of Section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997 (as amended)). Council approved the consolidated financial statements on 19 June 2025.

The consolidated financial statements are prepared on a going concern basis under the historical cost convention, except for:

- electing to carry financial assets at fair value through profit or loss;
- and
- valuing post-employment and disability benefit obligations by using the projected unit credit method.

Management is of the opinion that the University has adequate resources to continue with operational activities for the foreseeable future and therefore will continue to adopt the going concern basis in preparing its consolidated financial statements.

The preparation of consolidated financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements, are disclosed in note 4.

Since the financial amounts relating to subsidiaries are insignificant in relation to the consolidated financial accounts, only the consolidated financial statements are presented in the annual report.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.1 Basis of preparation (continued)

(a) Standards, amendments and interpretations effective in 2024 and adopted by the University

There were no changes to the financial reporting requirements this year that affected the disclosures in the NWU financial statements.

(b) Standards, amendments to and interpretations of existing standards that are not yet effective and have not been adopted early by the University

The following standards, amendments to standards, and interpretations have been issued by the IASB, effective in future accounting periods. The North-West University has decided not to adopt early, and the impact is expected not to be significant.

STANDARD	Nature of change	Effective date	Impact on the NWU
IFRS 1 First time Adoption	Hedge accounting for first-time adopter	01/01/2026	Not applicable
IFRS 7 Financial Instruments: Disclosures	Gain or loss on derecognition	01/01/2026	No impact
Guidance on implementing IFRS 7 Financial Instruments: Disclosures	Introductions, disclosure of deferred difference between fair value and transaction price, and credit risk disclosures.	01/1/2026	No impact
IAS 7 Statement of Cash Flows	Cost method	01/01/2026	No impact
IFRS 9 Financial Instruments	Derecognition of lease liabilities and transaction price	01/01/2026	No impact
IFRS 9 and IFRS 7 Financial Instruments	Contracts referencing nature-dependent Electricity	01/01/2026	Not applicable
IFRS 9 and IFRS 7 Financial Instruments	Amendments to classification and measurement of financial instruments	01/01/2026	No impact
IFRS 10 Consolidated Financial Statements	Determination of a 'de facto agent'	01/01/2026	Not applicable
IFRS 18 Presentation and Disclosure to AFS	Presentation and Disclosure in Financial Statements	01/01/2027	No impact
IFRS 19 Subsidiaries without public accountability	Subsidiaries without public accountability	01/01/2027	Not applicable

2.2 Basis of consolidation

All the different components, including the institutes, bureaux, companies and educational units of the University, as well as the results, assets and liabilities of the Mahikeng, Potchefstroom and Vanderbijlpark Campuses, are included in the consolidated financial statements.

Subsidiaries are entities controlled by the University. The University controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

Subsidiaries are consolidated from the date on which control commences until the date on which control ceases.

The consolidated financial statements have been prepared using uniform accounting policies for similar transactions and other events in similar circumstances.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.2 Basis of consolidation (continued)

(a) *Subsidiaries*

When the University loses control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, as well as any non-controlling interests (NCI) and other components of equity. Any resulting gain or loss is recognised in the statement of comprehensive income.

The University applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities assumed towards the former owners of the acquiree and the equity interests issued. The consideration does not include amounts related to the settlement of pre-existing relationships. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement.

Subsequent changes in the fair value of the contingent consideration are recognised in surplus or deficit. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The University recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of the acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

Goodwill is initially measured as the excess of the aggregate of the consideration transferred and the fair value of the non-controlling interest over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the gain on a purchase is recognised immediately as a surplus.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the University.

(b) *Transactions eliminated on consolidation*

Inter-company transactions, balances, income and expenses on transactions are eliminated. Surpluses and deficits resulting from inter-company transactions that are recognised in assets are also eliminated.

2.3 Property, plant and equipment (PPE)

2.3.1 Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses, except for donations of assets, which are initially recorded at fair value less depreciation and impairment. Fair value is considered as deemed cost. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably (macro maintenance). The carrying amount of the replaced part is derecognised. All other repairs and maintenance not recognised as macro maintenance are charged to surplus or deficit during the financial period in which they are incurred.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.2 Basis of consolidation (continued)

2.3 Property, plant and equipment (PPE) (continued)

2.3.2 Land and buildings comprise mainly lecture halls, laboratories, hostels and administrative buildings. Land and buildings are not depreciated. The useful life of buildings is considered to be indefinite due to building maintenance done according to the ten-year macro maintenance rolling plan. However, the macro maintenance included in the carrying amount of land and buildings is depreciated using the straight line method. Buildings still under construction at year end are included at cost. Depreciation on other assets is calculated using the straight-line method to depreciate the depreciable amount, which is the difference between their cost and their residual values, over their estimated useful lives, as referred to below.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in surplus or deficit.

CATEGORY	PERCENTAGE PER ANNUM	USEFUL LIFE
Buildings and other improvements	Indefinite	The useful life is estimated as indefinite.
(macro maintenance)	10,00%	The useful life is estimated at 10 years.
Computer equipment	20,0%–33,3%%	The useful life is estimated at 3 to 5 years.
Computer equipment less than R5 000	33,3%	The useful life is estimated at 3 years.
Servers and printers	20,0%	The useful life is estimated at 5 years.
Laboratory equipment	15,0%	The useful life is estimated at 6,67 years.
Specialised equipment	4,0%–20,0%	The useful life is estimated at a range between 5 and 25 years.
Furniture	5,0%–10,0%	The useful life is estimated at a range between 10 and 20 years.
Vehicles	10,0%–20,0%	The residual value of the vehicle pool is estimated at 50% after 5 years for passenger vehicles, which is the average replacement term of vehicles, and 10 years for commercial vehicles
Synthetic hockey field (carpet)	12,5%	The useful life is estimated at 8 years.
Synthetic hockey field (base)	2,0%	The useful life is estimated at 50 years.
Low value assets	33,3%	The useful life is estimated at 3 years.
Right-of-use leased assets	50,0%–33,3%	Depreciated over the lease term.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.3 Property, plant and equipment (PPE) (continued)

2.3.3 Actual improvements to buildings are capitalised (macro maintenance) when it is probable that future economic benefits exceeding the originally estimated performance standard of the existing asset will flow to the business. Routine maintenance with regard to buildings and equipment is charged to surplus or deficit as incurred.

2.3.4 Costs relating to library books are written off in the year acquired. See note 30.

2.4 Biological assets

Livestock is assessed based on fair values less estimated point-of-sale costs at appropriate reporting dates. Gains and losses arising from changes in the fair values are recorded in net profit or loss for the period in which they arise. The determination of fair value is based on active markets, at auction markets of livestock of similar age, breed or genetic merits, with adjustments where necessary to reflect the differences. All the expenses incurred in establishing and maintaining the assets is recognised in the statement of comprehensive income. All costs incurred in acquiring biological assets are capitalised. Finance charges are not capitalised.

See note 6(b).

2.5 Investment properties

Investment properties, principally comprising land and buildings, are held for long-term capital appreciation and rental yields and are not occupied by the University. Investment properties are carried at cost less accumulated impairment losses and accumulated depreciation.

Depreciation on investment properties is calculated using the straight-line method to allocate their cost less their residual value over the estimated useful life of 50 years.

2.6 Intangible assets

Goodwill

Goodwill arises on the acquisition of subsidiaries and represents the excess of the consideration transferred over the University's interest in net fair value of the identifiable assets, liabilities and contingent liabilities of the acquiree and the fair value of the non-controlling interest in the acquiree.

For the purpose of impairment testing, goodwill acquired is allocated to each of the cash-generating units (CGU's) that is expected to benefit from the acquisition or business combination. Each unit to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Separately recognised goodwill is carried at cost less impairment losses and goodwill impairment reviews are undertaken annually. The carrying value of goodwill is compared to the recoverable amount, which is the higher of the CGU's value in use and its fair value less costs of disposal. Any impairment is recognised immediately as an expense and is not subsequently reversed.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.6 Intangible assets (continued)

Computer software

Computer software is initially recognised at cost and subsequently at cost less accumulated amortisation and accumulated impairment losses. Amortisation is provided to write down intangible assets, on a straight-line basis, over an average useful life of 10 years. The residual value, amortisation period and amortisation method are reassessed when there is an indication that there is a change from the previous estimates.

Computer software is the result of consolidation of subsidiaries.

2.7 Investments and other financial assets

(i) Classification

The University classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value through profit or loss; and
- those to be subsequently measured at amortised cost.

The classification depends on the University's business model for managing its financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will be recorded in surplus or deficit.

The University reclassifies debt investments when and only when its business model for managing those assets changes.

(ii) Recognition and derecognition

Regular purchases and sales of financial assets are recognised on trade-date, the date on which the University commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the University has transferred substantially all the risks and rewards of ownership.

(iii) Measurement

At initial recognition, the University measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in surplus or deficit.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.7 Investments and other financial assets (continued)

Debt instruments

Subsequent measurement of debt instruments depends on the University's business model for managing the asset and the cash flow characteristics of the asset. There are two measurement categories into which the University classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest and are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in surplus or deficit and presented in other gains/(losses) together with foreign exchange gains and losses;
- FVPL: Assets that do not meet the criteria for amortised cost or fair value through other comprehensive income (FVOCI) are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in surplus or deficit and presented net within other gains/(losses) in the period in which it arises.

Equity instruments

The University subsequently measures all equity investments at fair value.

Changes in the fair value of financial assets at FVPL are recognised in other gains/(losses) in the statement of comprehensive income as applicable.

(iv) Impairment

The University assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

2.8 Inventories

Inventories are measured at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the cost of completion and applicable variable selling expenses.

Cost of inventory is determined by the following methods:

- 2.8.1 Central warehouse, trade, cafeteria and residence inventories are stated at the weighted average cost.
- 2.8.2 Printed publications are stated at the weighted average purchase price.
- 2.8.3 Veterinary health inventory is stated at the weighted average purchase price.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.9 Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks and investments in money-market instruments with an initial maturity of less than three months. Cash and cash equivalents are short-term highly liquid instruments that are readily convertible to known amounts of cash which are subject to insignificant changes in value.

2.10 Trade and other receivables

The University holds trade receivables with the objective of collecting the contractual cash flows and therefore trade receivables are initially recognised at fair value, which is at their transaction price as they do not have a significant financing component. Subsequently, trade receivables are measured at amortised cost using the effective interest method, less loss allowances.

The University applies the IFRS 9 simplified approach to measuring expected credit losses, which uses a lifetime expected credit loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. Receivables held by the University do not have a significant financing component. The contract assets (which arise from research contracts) relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The University has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates for student debtors are based on the three payment collection profiles and the corresponding historical credit losses experienced. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the cash-paying students to settle their accounts. The University uses a global rating as the probability of default (PD) to calculate the expected credit loss (ECL) for government funded student debt.

Sundry trade receivables and contract assets are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the University, and a failure to make contractual payments for a period of more than 90 days past due.

Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the income from sale of goods and services and other income as bad debt recovered.

For other sundry receivables the University uses a global corporate average rating table to indicate the PD for government and similar-to-government debt. Interest rates applicable to unsecured loans are used for credit ratings regarding corporate customers. Outstanding debt of 90 days and older owed by individuals is expected to be impaired in full.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.11 Equity

The accumulated funds are subdivided on the basis of their employability between restricted and unrestricted funds and comprise mainly the following:

Educational and General – Council-controlled – Unrestricted or designated

Unrestricted and designated funds relate to funds over which the Council of the University has absolute legal control and discretion. Designated funds are unrestricted income which the Council has designated for purposes that it deems fit. Decisions in this regard can always be changed at the discretion of Council. The Council-controlled segment predominantly represents the teaching component of the University. It reflects the University's subsidised activities and comprises mainly formula subsidy, tuition fees, sales of goods and services and investment income. (Refer to sub-total A in the statement of changes in equity.)

Educational and General – Specifically funded activities – Restricted

Specifically purposed income (restricted) relates to funds that have been provided in terms of legally enforceable requirements of the purpose for which they may be expended. This may result from a contract, a condition of a grant, a bequest or a condition stipulated in a notarial deed of donation. Council has no discretion or control in this regard, but retains an oversight role in regard to ensuring that expenditure is in accordance with the mandate received from funders. (Refer to sub-total B in the statement of changes in equity.)

Included in the sub-total C column of the statement of changes in equity are the following funds:

Student and staff accommodation – Restricted

The student housing segment relates to the provision of accommodation and accommodation-related services to students (residences). Income from this source (income stream 3) is shown separately in the statement of comprehensive income as per requirements of the Department of Higher Education and Training (DHET).

Fixed asset reserve fund (PPE)

These are funds utilised and invested in property, plant and equipment (PPE).

Held for investment in property, plant and equipment

These funds are reserved for approved and already committed future investment in, or acquisition of, PPE.

Unrealised fair value adjustment reserve fund

The University has elected to recognise unrealised changes in the fair value of investments at FVPL in a separate fund, as these funds are not readily available for use.

NWU Pension Fund and Disability Fund

These funds equal the amount invested in employee benefits as reflected in non-current assets.

Other

Funds representing non-controlling interests, as a result of the consolidation of other entities, are shown separately in the last column of the statement of changes in equity.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.12 Employee benefits

2.12.1 Pension

The University has a defined-contribution plan. A defined-contribution plan is a pension plan under which the University pays fixed contributions into a separate entity. The University has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Retirement-benefit costs are provided in terms of a defined-contribution plan (North-West University Pension Fund). The North-West University Pension Fund had a fixed-contribution plan with a defined-benefit guarantee for all new enrolments since 1 January 1995 but this option was ring-fenced on 31 December 2003. A new option was introduced on 1 January 2004 for all new members of the fund and is a pure defined-contribution plan. The contributions to the defined-contribution plan are recognised as expenditure in the relevant period in which the liability arises, and the liability is thus matched with the benefit received by the employee during his/her working life.

2.12.2 Disability Reserve Fund

The disability benefits are provided in accordance with the rules of the North-West University Disability Reserve Fund, which was established on 1 January 1995.

The objective of the fund is to provide disability benefits to the members of the North-West University Pension Fund. After a waiting period of six months, a member who is disabled receives a disability income equal to 82,5% of the member's monthly salary, subject to a maximum disability income benefit as determined by the Trustees. The income is reduced by the member's contributions to the North-West University Pension Fund. The disability income will continue to the earlier of recovery or 65 years of age.

The asset recognised in the statement of financial position is the fair value of plan assets less the present value of the liabilities at the end of the reporting date. This is calculated annually by qualified independent actuaries using the projected unit credit method and discounting the estimated future cash outflows using interest rates of government corporate bonds that are denominated in rand (R).

Actuarial gains and losses arising from experienced adjustments, changes in actuarial assumptions, the effects of asset ceilings (if any, excluding interest) and amendments are charged or credited to other comprehensive income (OCI) in the period in which they occur.

2.12.3 Post-employment medical benefits

The University's net obligation in respect of post-employment medical benefits is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of post-employment medical benefits is performed annually by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the University, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.12 Employee benefits (continued)

2.12.3 Post-employment medical benefits (continued)

Remeasurements of the net post-employment medical benefit liability, which comprises actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in OCI. The University determines the net interest expense (income) on the net post-employment medical benefit liability (asset) for the period by applying the discount rate used to measure the post-employment medical benefit obligation at the beginning of the annual period to the then net post-employment medical benefit liability (asset), taking into account any changes in the net post-employment medical benefit liability (asset) during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to post-employment medical benefit plans are recognised in profit or loss in personnel remuneration costs.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The University recognises gains and losses on the settlement of a post-employment medical benefit plan when the settlement occurs.

2.12.4 Termination benefits

Termination benefits are payable when employment is terminated by the University before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The University recognises termination benefits when it is demonstrably committed to a termination when the University has a detailed formal plan to terminate the employment of current employees without possibility of withdrawal. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value and are treated as other long-term employee benefits. Termination benefits settled within 12 months are treated as short-term employee benefits. Refer to note 23.

2.12.5 Bonus plans

The University recognises a liability and an expense for bonuses. The University recognises an accrual where it is contractually obliged to do so or where there is a past practice that has created a constructive obligation.

2.12.6 Accumulated annual leave

Employee entitlements to annual leave are recognised at an undiscounted amount in accordance with the conditions of service of the employees, with leave accruing to them as a result of services rendered. These include annual leave and accumulated leave. Leave payments that become payable within 12 months after the reporting date are disclosed as the current portion of employee benefit obligations.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.13 Income

Income is measured at the fair value of the consideration received or receivable and represents amounts receivable from the sale of goods and delivery of services in the ordinary course of the University's activities. Revenue is shown net of value-added tax (as applicable), rebates and discounts and after eliminating sales within the group.

Income is recognised when the amount of revenue can be reliably measured, when it is probable that future economic benefits will flow to the entity and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the activity have been resolved. The University bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

The accounting policy regarding the elements of gross income includes the following:

2.13.1 State apportionment – subsidies and grants are recognised as income over the periods that are required to systematically match the income with the related expenditure for which it is intended. Subsidies for specific purposes, e.g. capital expenditure, are brought into the appropriate fund at the time they are available for expenditure for the purpose provided. However, if the funding is provided in advance of the specified requirement (i.e. the University does not have immediate entitlement to it), the relevant amount is retained as a liability until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.13.2 Grants from the government are recognised where there is a reasonable assurance that the grant will be received and the University will comply with all conditions attached.

Government grants relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are deducted in calculating the cost of the asset. The grant is carried as a liability in the statement of financial position until the University has complied with all the conditions attached to the construction of the asset, after which the grant is deducted from the carrying amount of the asset.

2.13.3 Tuition fees and residence fees are recognised as the service and products are rendered over a period of time. These fees are based on the services rendered to date as a percentage of the total services to be performed by the University. Income is considered to be received for the performance of a single obligation based on a fixed transaction price and it is highly probable that there will not be a significant revenue reversal. Tuition fees do not contain a significant finance component and full payment is required by end of July of each year. Delivery of these services falls within the financial period of the University.

NORTH-WEST UNIVERSITY**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)****2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)****2.13 Income (continued)**

2.13.4 Research income mainly arises from contracts with customers. Contracts may differ regarding time frames and performance obligations but revenue is recognised based on a fixed transaction price. Payments from customers are received according to contract terms and revenue is recognised over time when the University satisfies a performance obligation in terms of a research contract. Research contracts do not contain a significant finance component.

The University assesses the progress made and confirms the stage of completion on the reporting date based on the percentage of completion method. For contracts with completion dates after year end, assessments may give rise to a contract asset or a contract liability. Contract assets relate to the University's right to consideration for work completed but not billed at reporting date. Contract liabilities relate to the advance consideration received from the customer for which the University is to still satisfy an obligation.

2.13.5 Dividends are received from financial assets measured at fair value through profit or loss (FVPL). Dividends are recognised as investment income in surplus or deficit when the right to receive payment is established.

2.13.6 Interest income from financial assets at FVPL is included in the net fair value gains/(losses) on these assets. Interest income on financial assets at amortised cost, calculated using the effective interest method, is recognised in the statement of comprehensive income as part of investment income.

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset.

2.13.7 Donations received are recognised at the fair value on the date of the donation.

2.13.8 Rental received is recognised over the lease term on a straight-line basis.

2.14 Leases

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the University. Assets and liabilities arising from a lease are initially measured on a present value basis. The lease payments are discounted using the interest rate implicit in the lease and are allocated between principal and finance cost. Refer to note 6b for detail.

2.15 Tax

The University is exempt from income tax in terms of Section 10(1)(cN) of the Income Tax Act. Subsidiary entities are not exempt from tax and are liable for normal South African Income Tax. On consolidation, this may give rise to current income tax and deferred tax.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

2.16 Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers.

Trade payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are measured initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.17 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the University has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.18 Borrowing costs

General and specific borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings, pending their expenditure on qualifying assets, is deducted from the borrowing costs eligible for capitalisation.

Other borrowing costs are expensed in the period in which they are incurred.

3. FINANCIAL RISK MANAGEMENT

The University's activities expose it to a variety of financial risks: market risk (including currency risk, price risk, cash flow interest rate risk and fair value interest rate risk), credit risk and liquidity risk.

The University's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the University's financial performance.

Council delegated the responsibility of the process of risk management to the Audit, Risk and Compliance Committee. This Committee reports key risks to Council twice a year, or more often if the need arises.

The risk approach of the University is based on the following definition of risk: "Risk can be defined as a potential threat or possibility that an action or event will adversely affect an organisation's ability to achieve its objectives". The University's approach is to balance opportunities and risks based on the supposition that the University sustains itself as a going concern. As there are risks that will have direct financial implications and others that will not have (immediate) direct financial implications, risk profiles are differentiated as "financial risks" and "non-financial risks".

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

Risk abatement strategies are identified based on the strategic objectives of the University according to the Institutional Plan. The University Management (through defined responsibility and accountability of Executive Management) identifies the most significant risk events, conditions or areas. There is an established line function with the remit of determining the identification, assessment, intervention measures and all aspects of the management of risk affecting the University.

Previously identified and newly identified risks as well as new events and actions that are potential risks are included in the risk register of the University. The list is maintained, reviewed and updated at least biannually and is managed accordingly.

Despite these structures and procedures, the potential exists that adverse events may occur that may affect the results of normal operations throughout the University at all levels of activity.

Only in limited instances are financial instruments used to cover risks linked to the University's activities. Where instruments are used to cover risks linked to the University's activities, each instrument is linked to an asset or liability, or an operational or financing transaction. Management of these instruments, which are mostly traded on organised or related markets, is centralised. Financial institutions are selected on their national grading to limit risks and to provide diversification.

The University's investment policy is designed to limit exposure to financial risks and no portfolio that has speculative characteristics is utilised. A money-market division and five independent investment management companies are responsible for managing these related risks.

3.1 FINANCIAL RISK FACTORS

Market risk

(i) Price risk

The University's exposure to equity securities price risk arises from investments held by the University and classified in the statement of financial position as at FVPL.

To manage its price risk arising from investments in equity securities, the University diversifies its portfolio. Diversification of the portfolio is done in accordance with the prescripts set by the Committee for Investments.

The majority of the University's equity investments are publicly traded and are included in listed shares that are traded on the Johannesburg Securities Exchange. The risk exists that the value of these financial instruments may fluctuate as a result of changes in the market price.

A 1% movement of the All Share Index (ALSI) of the JSE, while all other variables held constant and all the University's equity instruments moved accordingly, would affect the value of the investments to be R8 241 000 higher/lower as at 31 December 2024 (2023: R7 337 000) (refer to note 9.1). Owing to the unpredictability of equity market returns, a general indicative percentage of 1% is used to highlight the changes in market value of equity investments.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.1 FINANCIAL RISK FACTORS (continued)

Market risk (continued)

(ii) Cash flow and fair value interest rate risk

In the case of long-term borrowings, the University's interest rate risk is limited because loans are only entered into at a fixed interest rate and in South African currency. Borrowings issued at fixed rates expose the University to fair value interest risk. Interest rates on overdraft facilities are linked to the prime rate and are floating. Income and operating cash flows are substantially independent of changes in the market interest rates and therefore no formal interest rate risk management policy exists.

Interest rate risk and therefore cash flow risk arises mainly from cash and cash equivalents.

At 31 December 2024 an investment performance measurement was done by the University, which indicated an actual yield on the University's cash and cash equivalent portfolio of 10,11% (2023: 9,48%). Had the interest rate been 0,5% higher/lower (50 basis points), the surplus would have been R9 760 000 higher/lower (2023: R13 342 000).

(iii) Credit risk

Credit risk arises from cash and cash equivalents, contractual cash flows of debt investments carried at amortised cost and at FVPL, favourable derivative financial instruments and deposits with banks and financial institutions, as well as credit exposures regarding outstanding receivables.

The University's policy is designed to limit exposure to any single financial institution. Council evaluates the financial institutions annually and sets a credit limit for each institution. The University's investments in debt instruments are considered to be low-risk investments. Cash and cash equivalents as well as investments are only placed with reputable financial institutions with high credit ratings.

No credit evaluations are done for trade receivables – other debtors, nor for student debtors.

The University also does not require any collateral as security.

This credit risk exposure is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration. Students with an outstanding balance from the previous year are only permitted to renew their registration after settling the outstanding amount as well as paying the current year's initial requirements. (Refer to note 12 for detailed disclosure.)

Credit risks are limited by the large number of clients, the diversity of the University's activities and a strict recovery policy. The University is of the opinion that no significant concentration of risk that has not been insured or adequately provided for existed at year end.

Trade receivables, contract assets and debt investments carried at amortised cost are subject to the expected credit loss model. (Refer to note 10b.)

The maximum credit exposure in relation to debt investments that are measured at fair value through profit or loss at the end of the reporting period is the carrying amount of these investments.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.1 FINANCIAL RISK FACTORS (continued)

Market risk (continued)

(iii) Credit risk (continued)

While cash and cash equivalents are also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash levels and ensuring availability thereof to meet obligations when due. Constant monitoring, cash management and thorough cash planning ensure that the University is able to meet its commitments (arising from borrowings and other liabilities) at all times, under both normal and stressed conditions. The University has minimised the risk of liquidity, as is reflected in its substantial cash and cash equivalents.

	2024	2023
Listed investments – shares and bonds	97%	97%
Cash and cash equivalents	3%	3%
Total	100%	100%

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.1 FINANCIAL RISK FACTORS (continued)

Liquidity risk (continued)

The table below analyses the University's non-derivative financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed are the undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

	Less than 1 year R'000	Between 1 and 2 years R'000	Between 3 and 5 years R'000	Over 5 years R'000
Liabilities at amortised cost				
2024				
Borrowings	31,433	30,146	83,114	206,695
Lease liabilities	338	0	0	0
Trade and other payables	426,099	0	0	0
2023				
Borrowings	34,476	32,961	90,856	243,576
Lease liabilities	42,130	0	0	0
Trade and other payables	382,362	0	0	0
Liquidity ratio			2024 R'000	2023 R'000
Current assets*				
Inventories			76,232	66,567
Biological assets			676	0
Trade and other receivables			361,526	570,256
Income tax receivable			1	2
Cash and cash equivalents			193,142	160,483
			631,577	797,308
Current liabilities				
Trade and other payables			426,099	382,362
Contract liabilities			54,294	53,775
Income tax payable			5	5
Current portion of interest-bearing borrowings			12,542	12,542
Current portion of post-employment benefits			332,668	309,933
Current portion of deferred grant income			127,453	162,622
Current portion of lease liabilities			338	42,130
Income received in advance			135,065	119,639
			1,088,464	1,083,008
Net liquidity of operations			(456,887)	(285,700)
Ratio			0.58	0.74

* Current portion of investments is not included in the calculation of the liquidity ratio as it is the intention of the University to reinvest these investments when they mature, in investments of the same nature as our non-current investments portfolio.

3.2 CAPITAL MANAGEMENT

The University's objectives when managing capital are to safeguard the University's ability to continue as a going concern and to maintain an optimal capital structure to reduce the cost of capital. A well-planned budgeting process is followed each year to meet these objectives. A sound financial position has been established by limiting exposure to debt and increasing investments and cash balances.

This can be illustrated by the strong net position of the University's assets and liabilities.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

3. FINANCIAL RISK MANAGEMENT (continued)

3.2 CAPITAL MANAGEMENT (continued)

	2024	2023
	R'000	R'000
Assets		
Investments (current and non-current)	8,225,799	7,480,489
Cash and cash equivalents	193,142	160,483
Total	8,418,941	7,640,972
Liabilities		
Non-current liabilities (excluding deferred income)	326,343	338,283
Current liabilities (excluding deferred income)	961,011	920,386
Capital commitments (infrastructure) (note 28)	1,662,364	1,376,743
Total	2,949,718	2,635,412
Net position	5,469,223	5,005,562

The greater part of capital commitments is being financed through subsidy from the Department of Higher Education and Training.

3.3 FAIR VALUE ESTIMATION

The fair value of financial and non-financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency, and those prices represent actual and regularly occurring market transaction on an arm's length basis. The quoted market price used for financial assets held by the University is the current bid price. These instruments are included in Level 1 of the table below. Instruments comprise primarily JSE equity investments. The fair value of forward foreign exchange contracts is determined using quoted forward exchange rates.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The University uses a variety of methods and applies assumptions based on market conditions existing at each reporting date. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity-specific estimates. If all significant inputs required to determine the fair value of an instrument are observable, the instrument is included in Level 2.

The carrying values of the following financial assets and liabilities are deemed to approximate their fair value: cash and cash equivalents, trade and other receivables and trade and other payables. An explanation of these is given by means of notes with regard to each item.

Note 9 contains further information with regard to investments and note 15 with regard to borrowings.

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2024.

	Level 1	Level 2	Total
	R'000	R'000	R'000
Assets			
Debt investments at fair value through profit and loss (FVPL)			
Equity securities - listed shares in public companies	824,058		824,058
Bonds, credit linked notes and unit trusts	5,331,086		5,331,086
Investments - unlisted shares that do not qualify as an investment in equity-accounted investees		2,388	2,388
Biological assets		676	676
Total assets	6,155,144	3,064	6,158,208

The following table presents the University's assets and liabilities that are measured at fair value at 31 December 2023.

Assets			
Debt investments at fair value through profit and loss (FVPL)			
Equity securities - listed shares in public companies	733,795		733,795
Bonds, credit linked notes and unit trusts	4,025,204		4,025,204
Investments - unlisted shares that do not qualify as an investment in equity-accounted investees		2,334	2,334
Total assets	4,758,999	2,334	4,761,333

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

4. CRITICAL ACCOUNTING ESTIMATES, ASSUMPTIONS AND JUDGEMENTS

The preparation of financial statements requires the use of accounting estimates, which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the University's accounting policies. Estimates, assumptions and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the University and that are believed to be reasonable under the circumstances.

4.1 Critical accounting estimates and assumptions

Estimates and assumptions having a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are addressed below. Based on knowledge of the estimates and judgement, we do not expect there to be material adjustments to the carrying amount of the assets or liabilities within the next year.

(i) Property, plant and equipment

The University annually estimates the useful life and the expected residual value of items of property, plant and equipment for measurement and ensures that changing circumstances are taken into account. Refer to note 2.3.

(ii) Employee benefits

The present value of the employee-benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for benefits include the discount rate, the expected salary and pension increase rates, mortality rates, contribution rates and number of dependants. Any changes in these assumptions will have an impact on the charge to surplus or deficit and other comprehensive income (OCI) and may affect planned funding of the employee benefits.

The appropriate discount rate is determined at the end of each year, which represents the interest rate that should be used to determine the present value of the estimated future cash flows expected to be required to settle the pension, disability and post-retirement medical obligations. The expected increases in salaries and pensions are based on inflation rates, adjusted for salary scales.

Other key assumptions for pension, disability and medical obligations are based in part on current market conditions. Additional information is disclosed in note 16.

(iii) Loss allowance for impairment of trade receivables and contract assets

Measurement of expected credit loss allowance for trade receivables and contract assets. Management need to classify and group receivables according to characteristics and identify key assumptions in determining the loss rate. Refer to note 2.10.

(iv) Biological assets

Estimates in determining the fair value of livestock relate to market prices, average weight and quality of animals, and mortality rates. Refer to note 6(c).

4.2 Significant judgements

(i) Impairment of financial instruments

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The University uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the University's past history, existing market conditions and forward-looking estimates at the end of each reporting period.

5. NUMBER OF EMPLOYEES

The number of permanent employees and fixed-term employees with benefits totalled 4 059 at the end of 2024 (2023: 3 993).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

6a. PROPERTY, PLANT AND EQUIPMENT (PPE)

Movements (R'000)	Land	Buildings and other improvements *	Vehicles	Furniture	Laboratory equipment	Specialised equipment	Computer equipment	Servers and Printers	Synthetic hockey field	Assets less than R15 000	Computer equipment less than R5 000	Total	NWU owned assets SUB-TOTAL	NWU leased Right-of-use assets ** SUB-TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Carrying amount at 31/12/2022	30,713	1,530,876	49,318	65,492	55,607	219,903	119,658	39,075	6,037	26,740	4,004	2,147,430	2,064,278	83,152
Cost	30,713	1,907,207	73,484	149,386	101,908	419,490	221,038	76,114	11,701	44,110	6,967	3,042,120	2,813,998	228,122
Accumulated depreciation	0	-376,331	-24,166	-83,894	-46,301	-199,587	-101,380	-37,039	-5,664	-17,370	-2,963	-894,690	-749,720	-144,970
Additions during the year	0	235,905	13,275	34,507	20,824	95,152	56,356	54,885	0	18,301	1,697	530,903	530,903	0
Depreciation for the year	0	-78,066	-2,906	-11,649	-14,673	-38,033	-57,112	-18,302	-1,323	-15,919	-2,460	-240,441	-194,250	-46,191
Cost of disposals/scrappings during the year	0	-718	-4,103	-1,878	-4,998	-42,309	-33,653	-2,931	0	-8,755	-1,714	-101,056	-101,056	0
Accumulated depreciation of disposals	0	136	1,661	1,551	4,936	42,281	32,986	2,906	0	8,742	1,714	96,911	96,911	0
Carrying amount at 31/12/2023	30,713	1,688,132	57,246	88,025	61,698	276,996	118,237	75,634	4,714	29,111	3,241	2,433,747	2,396,786	36,961
Cost	30,713	2,142,394	82,657	182,016	117,735	472,334	243,742	128,069	11,701	53,657	6,950	3,471,967	3,243,845	228,122
Accumulated depreciation	0	-454,261	-25,411	-93,991	-56,037	-195,338	-125,505	-52,435	-6,987	-24,546	-3,709	-1,038,220	-847,059	-191,161
Additions during the year	0	377,674	19,435	28,514	24,607	90,751	67,905	15,592	0	21,950	1,083	647,511	635,171	12,340
Depreciation for the year	0	-98,817	-3,743	-13,115	-16,483	-42,542	-62,797	-22,792	-1,323	-19,145	-2,150	-282,907	-233,840	-49,067
Cost of disposals/scrappings during the year	0	0	-3,132	-18,948	-22,776	-33,996	-40,807	-1,215	0	-14,411	-2,099	-137,384	-137,384	0
Accumulated depreciation of disposals	0	0	1,567	18,789	22,773	33,996	40,118	1,062	0	14,401	2,099	134,805	134,805	0
Carrying amount at 31/12/2024	30,713	1,966,990	71,373	103,265	69,819	325,205	122,656	68,281	3,391	31,906	2,174	2,795,772	2,795,538	234
Cost	30,713	2,520,068	98,960	191,582	119,566	529,089	270,840	142,446	11,701	61,196	5,934	3,982,094	3,741,632	240,462
Accumulated depreciation	0	-553,078	-27,587	-88,317	-49,747	-203,884	-148,184	-74,165	-8,310	-29,290	-3,760	-1,186,322	-946,094	-240,228

Buildings and equipment with a cost price of R71 988 000 (2023: R114 388 000), funded with Government grants, were not included above (note 2.13.2).

Government grants are recognised as deferred income (current liability) and then applied against the cost of the relevant asset as the asset is obtained/developed, in accordance with IAS 20.

All assets are unencumbered. All disposals of land and buildings acquired with the financial support of the government requires approval from the Minister of Higher Education, Science and Innovation in terms of the Higher Education Act.

The University has a ten-year rolling plan in accordance with which large-scale building maintenance takes place and which is evaluated annually in order to properly maintain the buildings.

There were no changes in the estimates in the current year.

The assets register with full particulars of land and buildings is available for inspection at the registered address of the University.

Refer to note 29 regarding capital commitments.

Right-of-use assets are included in Buildings and other improvements and had a balance of R234 000 at year-end (2023: R36 961 000).

* Included are buildings still under construction at year end in the amount of R250 111 000 for 2024 (2023: R13 237 000) as well as borrowing costs capitalised in the amount of R857 000 (2023: R3 405 000) - refer to note 15.

** Right-of-use assets consist only of buildings. Refer to note 6b regarding right-of-use assets.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

6b. LEASES

This note provides information for leases where the University is a lessee.

(i) Amounts recognised in the statement of financial position

The statement of financial position shows the following amounts relating to leases:

	2024 R'000	2023 R'000
Right-of-use assets		
Buildings	234	36,961
Lease liabilities		
Current portion of lease liabilities	338	42,130
	338	42,130

(ii) Amounts recognised in the statement of comprehensive income

The statement of comprehensive income shows the following amounts relating to leases:

Depreciation charge of right-of-use assets (included in depreciation)	49,067	46,191
Interest expense (included in finance cost)	2,293	5,299
Expense relating to short-term leases (included in operating cost)	1,138	2,433

The total cash outflow for leases in 2024 was R52 498 000 (2023: R53 923 000).

(iii) Reconciliation of cash flows:

Opening balance	42,130	88,462
Additions	12,340	0
Interest recognised as an operating expense	2,293	5,299
Payments:		
- Capital (included in financing activities)	-54,138	-46,332
- Interest (included in operating activities)	-2,287	-5,299
Closing balance	338	42,130

(iv) The University's leasing activities and how they are accounted for

The University leases various buildings, mainly to accommodate students, as well as offices where needed. Buildings leased to students are deemed to be student accommodation and is therefore a service rendered to a customer.

Rental contracts are typically for fixed periods of 12 months to 3 years, but may have extension options.

Contracts may contain both lease and non-lease components. For leases of real estate for which the University is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component because the difference is negligible.

Lease terms are negotiated on an individual basis although terms and conditions are of a similar nature. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Assets and liabilities arising from a lease are initially measured on a present value basis.

Lease liabilities include the net present value of fixed payments (including in-substance fixed payments), but not lease payments to be made under extension options.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

6(b). LEASES (continued)

(iv) The University's leasing activities and how they are accounted for (continued)

The lease payments are discounted using the interest rate implicit in the lease. If the rate cannot be readily determined, which is generally the case for the University, the University's incremental borrowing rate is used, being the rate that the University would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-in-use asset in a similar economic environment with similar terms, security and conditions.

The University borrowed funds from the Development Bank of Southern Africa in September 2021 at a rate of 7,85%. This rate was used as an indication of the weighted average incremental borrowing rate for the University.

Lease payments are allocated between principal and finance cost. The finance cost is charged to surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- * the amount of the initial measurement of lease liability; and
- * any lease payments made at or before the commencement date.

Right-of-use assets are depreciated over the shorter of the lease term or underlying asset's useful life on a straight-line basis, and in the case of the NWU the lease term is the shorter.

Payments associated with short-term operating leases are recognised on a straight-line basis as an expense in surplus or deficit. Short-term leases are leases with a lease term of 12 months or less.

(v) Contractual maturities of lease liabilities

The amounts disclosed are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

	2024 R'000	2023 R'000
As at 31 December		
Less than 1 year	338	42,130
Total contractual cash flows	338	42,130

6(c). BIOLOGICAL ASSETS

Livestock is held on the Molewane farm of the university, situated in the Mahikeng region and is mainly used for research and undergraduate practical purposes for students. It consists of cattle, sheep and goats.

Reconciliation of biological assets:

Opening net carrying amount	0	0
Livestock purchases	2,154	0
Livestock sold	-394	0
Market value adjustment	-1,084	0
Closing net carrying amount	676	0

Fair values of livestock are based on market prices of similar livestock in the Mahikeng region at year-end. Since no significant adjustments need to be made to the prices obtained from the local markets, the fair values are classified and included within level 2 of the fair value hierarchy. Refer to note 3.3 for further disclosure.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

7. INVESTMENT PROPERTIES (continued)

	2024 R'000	2023 R'000
Carrying amount at beginning of year	16,055	16,542
Cost	24,327	24,327
Accumulated depreciation	-8,271	-7,785
Depreciation	(487)	(487)
Carrying amount at end of year	15,570	16,056
Cost	24,327	24,327
Accumulated depreciation	-8,757	-8,271
Income	10,654	10,783
Rental income (short-term investment income - note 25)	10,539	10,699
Other	115	84
Less: Expenditure (direct operating expenses arising from investment properties that generate rental income)	8,539	7,387
Bad debt written off	0	309
Personnel remuneration	1,160	808
Maintenance - buildings	3,788	3,828
Municipal fees and property tax	728	-320
Operating costs	217	187
Services outsourced	2,159	2,088
Depreciation	487	487
Net surplus from investment properties	2,115	3,396

The fair value measurement for investment properties has been categorised as a Level 3 under IFRS 13.

Investment properties consist of business buildings that are leased.

Valuation processes

Valuation of investment property is done every 5 years. The last valuation was done in 2022 by Acom Valuers. The valuer has appropriate qualifications and experience in the valuation field to professionally value the investment property.

Assumptions used for the valuation of Cachet Park include an occupancy rate of 95% (2017: 95%) and a rental margin of 68,6% (2017: 67,9%). No tax implications were applicable.

Present value of future cash flow projections, based on lease agreements, were used in the calculation of the fair value in the amount of R80 000 000 (2017: R82 000 000), using a discount rate per annum of 9,50% (2017: 9,50%).

The sensitivity analysis below shows the impact on the fair value of the investment property to changes in key valuation assumptions.

R'000	Discount rate		
	8,50%	9,50%	10,50%
Rental (5% decrease)	84,941	76,000	68,762
Rental (per valuers' report)	89,412	80,000	72,381
Rental (5% increase)	93,882	84,000	76,000

All assets are unencumbered. All disposals of land and buildings acquired with the financial support of the government require approval from the Minister of Higher Education in terms of the Higher Education Act, 1997 (Act No. 101 of 1997).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

7. INVESTMENT PROPERTIES (continued)

Leasing arrangements

The investment properties are leased to tenants under operating leases with rentals payable monthly. Lease payments for some contracts may include CPI increases, but there are no other variable lease payments that depend on an index or rate.

Minimum lease payments receivable on leases of investment properties are as follows:

	2024 R'000	2023 R'000
Within 1 year	8,442	9,097
Between 1 and 2 years	7,131	8,359
Between 2 and 3 years	6,097	7,182
Between 3 and 4 years	5,974	7,161
Between 4 and 5 years	4,992	0
	<u>32,636</u>	<u>31,799</u>

8. INTANGIBLE ASSETS

	Computer software * R'000	Goodwill R'000	Total R'000
Closing carrying value - 31/12/2022	5,370	950	6,320
Cost	6,062	950	7,012
Accumulated amortisation	-692	0	-692
Additions (externally with consolidation)	2,290	0	2,290
Amortisation charges	-689	0	-689
Closing carrying value - 31/12/2023	6,971	950	7,921
Cost	8,352	950	9,302
Accumulated amortisation	-1,381	0	-1,381
Additions (externally with consolidation)	766	0	766
Disposals	-7,528	-950	-8,478
Amortisation charges	-209	0	-209
Closing carrying value - 31/12/2024	0	0	0
Cost	1,590	0	1,590
Accumulated amortisation	-1,590	0	-1,590

* Computer software is internally generated by OpenCollab (Pty) Ltd (subsidiary) and intangible assets are included in the University's statements during the consolidation of subsidiary's results.

Shareholding in OpenCollab (Pty) Ltd was sold in April 2024.

9. INVESTMENTS

9.1 Total investments

Financial assets at fair value through profit or loss (FVPL) as elected at initial recognition.

Comprise:

- * Debt investments that do not qualify for measurement at either amortised cost or FVOCI;
- * Equity investments that are held for trading; and
- * Equity investments for which the entity has not elected to recognise fair value gains and losses through OCI.

Refer to note 2.7.

Investments at FVPL	2024 R'000	2023 R'000
<u>Unlisted investments</u>		
Unlisted shares that do not qualify as an investment in equity-accounted investee:	2,388	2,334
<u>Listed investments</u>		
Shares in public companies	824,058	733,795
Bonds and credit linked notes	4,992,381	3,434,730
Unit trusts	<u>338,705</u>	<u>590,474</u>
	<u>6,157,532</u>	<u>4,761,333</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

9. INVESTMENTS (continued)

9.1 Total investments (continued)

Financial assets at amortised cost

Comprise assets that meet both of the following criteria:

- * asset is held within a business model whose objective is to collect the contractual cash flows; and
- * the contractual terms give rise to cash flows that are solely payments of principal and interest.

Refer to note 2.7.

	2024	2023
	R'000	R'000
<u>Unlisted investments</u>		
Cash portfolio (Committee for Investments)	64,355	15,764
Negotiable Certificates of Deposits (NCDs) (Money Market portfolio)	1,951,973	2,668,491
Other	51,939	34,901
	<u>2,068,267</u>	<u>2,719,156</u>
 <u>Presented as follows:</u>		
Non-current assets	7,616,351	6,388,373
Current assets	609,448	1,092,116
Total investments	<u>8,225,799</u>	<u>7,480,489</u>

The University reinvests all investments which mature in investments of similar long-term nature.

Financial assets at fair value through profit of loss (FVPL)

Balance at beginning of year	4,761,333	4,024,235
(Disposals)/additions - shares in public entities	-5,822	10,732
Additions - bonds and credit linked notes	1,557,651	864,063
Disposals - unit trusts	-251,768	-241,927
Net profit transferred to surplus or deficit	96,138	104,230
Balance at end of year	<u>6,157,532</u>	<u>4,761,333</u>

FVPL financial assets are denominated in rand.

Amounts recognised in the statement of comprehensive income

The following amounts were recognised in surplus or deficit:

Fair value gains/(losses) on debt instruments at FVPL

Listed investments	96,084	103,591
Unlisted investments	54	639
	<u>96,138</u>	<u>104,230</u>

Reconciliation of cash flows:

Balance at beginning of year	7,480,489	7,049,703
Purchases of investments	6,451,118	5,424,716
Withdrawals from investments	-5,808,900	-5,082,673
Unrealised fair value gains on debt instruments at FVPL	96,138	104,230
Realised loss on investments	-7,528	-15,487
Fair value of contingent consideration with selling of subsidiary (note 9.2)	14,482	0
Balance at end of year	<u>8,225,799</u>	<u>7,480,489</u>

Other information

The register with full particulars of the above-mentioned investments is available for inspection at the registered address of the University.

Refer to notes 3 and 10 for additional disclosure on financial instruments.

PURCO SA is the purchasing consortium of the Higher Educational sector in South Africa. North-West University is a member of the consortium. The NWU is entitled to utilise PURCO SA on specific tenders to obtain the best prices. PURCO SA is not a subsidiary, associate, joint venture or unconsolidated special purpose entity.

The University has no interest or investments in any other unconsolidated or structured entities.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

9. INVESTMENTS (continued)

9.2 Investment in subsidiaries

The University is the ultimate holding entity of the group.

All the subsidiary entities, with the exception of NWU Open Learning Operations Proprietary Limited, are incorporated in South Africa and their principal place of business is situated in South Africa. The principal place of business for NWU Open Learning Operations Proprietary Limited is situated in Windhoek, Namibia.

<u>Details as reflected in the respective entities' annual financial statements</u>	<u>2024 R'000</u>	<u>2023 R'000</u>
<u>PUK Kanselierstrust (100% interest)</u>		
The principal business of the trust is to promote higher education at the University.		
Carrying amount of trust funds	1,607	1,565
Attributable profit	<u>41</u>	<u>37</u>
<u>WTX Invorderaars Proprietary Limited (100% interest)</u>		
The company is dormant and not actively trading.		
Carrying amount of shares	0 *	0 *
Attributable profit/(loss) after tax	<u>0</u>	<u>0</u>
<u>NWU Property Development NPC (Incorporated association not for gain) (100% interest)</u> (previously known as PUK Ontwikkelingstrust (Incorporated association not for gain))		
The principal business of the company is to generate funds in order to realise the vision and mission of the University.		
Carrying amount: Reserves	16,208	16,208
Attributable profit/(loss): Non-distributable	<u>0</u>	<u>0</u>
Notable related-party transaction: Amount held in NWU Money Market investments		
Investment is unsecured and payable/due on request from Trust	<u>5,698</u>	<u>5,698</u>
<u>OpenCollab Proprietary Limited (2024: Sold) (2023: 94,90% interest)</u>		
The principal business of the company is to provide software development, maintenance, support and consulting services.		
Carrying amount of shares	0	0 *
Attributable loss after tax (at date of sale)	<u>-956</u>	<u>-757</u>
Notable related-party transactions:		
Operating expenses paid to related party (until date of sale)	<u>3,626</u>	<u>9,862</u>
Amount held in NWU Money Market investments on behalf of related party		
Investment bears interest at 10,11% (2023: 9,48%) and is available on call.	<u>0</u>	<u>5,545</u>

Shareholding in OpenCollab (Pty) Ltd was sold on 10 April 2024.

Entity results included until date of sale. Also refer to note 28.

It is intended by the parties that the purchase price of R14 482 000 shall be paid by the purchaser from proceeds derived by it as a result of its holding in the company pursuant to this agreement, provided that nothing shall prevent the purchaser from payment through any other means.

The purchase price is payable in six (6) equal annual instalments, with the first instalment to be paid on/before 1 May 2025 and each subsequent instalment on/ before 1 May of every year thereafter, until payment in full.

Simple interest, calculated daily on the outstanding balance at the three month Johannesburg Interbank Average rate on 10 April 2024 (8,35%), shall be payable on the anniversary of the payment date.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

9. INVESTMENTS (continued)

9.2 Investment in subsidiaries (continued)

Details as reflected in the annual financial statements (continued)Innovation Highway Proprietary Limited (100% interest)

The principal business is acting as holding company as well as an incubator for early venturing in a commercial environment, from which fully-fledged spin-out companies will be formed.

	2024 R'000	2023 R'000
Carrying amount of shares	0 *	0 *
Attributable loss after tax	-102	-8

Hydrogen Core Technologies Proprietary Limited (100% interest)

The principal business of the company is the commercialisation of HySA technologies (under DST funding).

	2024 R'000	2023 R'000
Carrying amount of shares	0 *	0 *
Attributable loss after tax	-18	-17

Medehive Proprietary Limited (previously Hyfra Proprietary Limited) (100% interest)

The principal business of the company is the commercialisation of HySA technologies (outside DST funding).

	2024 R'000	2023 R'000
Carrying amount of shares	0 *	0 *
Attributable loss after tax	-2 *	0 *

North West Fibre Proprietary Limited (100% interest)

The principal business of the company is the development of fibre technology.

	2024 R'000	2023 R'000
Carrying amount of shares	0 *	0 *
Attributable profit/(loss) after tax	0	0

NWU Open Learning Operations Proprietary Limited (100% interest)

The principal business of the company is to act as a point of reporting and support to all Namibian students who are enrolled at the NWU through distance learning.

	2024 R'000	2023 R'000
Carrying amount of shares	0 *	0 *
Attributable loss after tax	-177	-97

NWU Enterprises Proprietary Limited (100% interest)

The company provides services that develop, manage and promote research and consulting projects and related activities on behalf of the North-West University.

	2024 R'000	2023 R'000
Carrying amount of shares	0	0
Attributable loss after tax	-2,273	0

Notable related-party transactions:

	2024 R'000	2023 R'000
Shareholder's loan	-6,600	0

NWU Council resolved to provide startup capital of up to R40 million in the form of a loan. The loan is interest-free until 1 January 2028 whereafter it becomes interest-bearing and is to be repaid in full by 31 December 2037.

Total assets and liabilities of consolidated subsidiaries

	2024 R'000	2023 R'000
Assets	15,783	34,535
Liabilities	(1,050)	1,117

*Amounts less than R1 000 are disclosed as Rnil due to rounding down to the nearest thousand.

The University has no other interest or investments in unconsolidated or structured entities.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

10. FINANCIAL INSTRUMENTS

Financial instruments carried in the statement of financial position include investments, trade and other receivables, cash and cash equivalents, borrowings, derivatives, trade and other payables.

The fair values of these financial assets are deemed to approximate their carrying amounts.

10a. FINANCIAL INSTRUMENTS BY CATEGORY

	Amortised cost R'000	Fair value through profit or loss R'000	Total R'000
31 December 2024			
Assets			
Investments (note 9)	2,068,267	6,157,532	8,225,798
Trade and other receivables (excluding prepayments and VAT) (note 12)	305,808	0	305,808
Cash and cash equivalents (note 13)	193,142	0	193,142
Total	2,567,217	6,157,532	8,724,748
Liabilities			
Borrowings (note 15)		198,201	198,201
Trade and other payables (note 18)		426,099	426,099
Total		624,300	624,300
31 December 2023			
Assets			
Investments (note 9)	2,719,156	4,761,333	7,480,489
Trade and other receivables (excluding prepayments and VAT) (note 12)	528,158	0	528,158
Cash and cash equivalents (note 13)	160,483	0	160,483
Total	3,407,797	4,761,333	8,169,130
Liabilities			
Borrowings (note 15)		210,743	210,743
Trade and other payables (note 18)		382,362	382,362
Total		593,105	593,105

10b. CREDIT QUALITY OF FINANCIAL ASSETS

The University has the following types of financial assets that are subject to the expected credit loss model:

- * Debt investments carried at amortised cost; and
- * Trade and other receivables;
- * Contract assets relating to research contracts.

While cash and cash equivalents are also subject to the impairment requirements of IFRS 9, the identified impairment loss was immaterial.

Financial assets at amortised cost

Financial assets at amortised cost include NCDs, treasury bills and listed corporate bonds, loans to related parties and other receivables. The identified impairment loss was immaterial.

Instruments are considered to be of low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term.

Trade receivables and contract assets

The University applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets. Refer to note 2.10 for accounting policy and method of grouping of assets.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

10. FINANCIAL INSTRUMENTS (continued)

10b. CREDIT QUALITY OF FINANCIAL ASSETS (continued)

Trade receivables and contract assets (continued)

The following information was used to determine the expected loss allowance for both trade receivables and contract assets.
Trade receivables were divided between student debtors and other debtors.

	Potch campus	Vaal campus	Mafikeng campus
<u>STUDENT DEBTORS</u>			
31 December 2024			
Groups as classified for payment collection purposes:			
NSFAS-funded students	198	112	308
PD based on a BB- government rating	0.88%	0.88%	0.88%
Other government funded students	234	144	140
PD based on a BB- government rating	0.88%	0.88%	0.88%
Cash-paying students	20,215	6,944	20,534
(Outstanding debt less recoverability rate 5 year average) x UR			
Recoverability rate 5 year average	16.00%	14.00%	14.00%
Unemployment rate (UR)	32.10%	32.10%	32.10%
Other bursaries	3,191	912	1,410
(Outstanding debt less recoverability rate 5 year average) x UR			
Recoverability rate 5 year average	16.00%	14.00%	14.00%
Unemployment rate (UR)	32.10%	32.10%	32.10%
Open distance learning students - Self-paying	1,413	0	0
(Outstanding debt less recoverability rate 5 year average) x UR			
Recoverability rate 5 year average	16.00%	n/a	n/a
Unemployment rate (UR)	32.10%	n/a	n/a
Open distance learning students - Other government funded	121	0	0
PD based on a BB- government rating	0.88%	0.88%	0.88%
Loss allowance per campus	<u>25,372</u>	<u>8,111</u>	<u>22,391</u>
TOTAL LOSS ALLOWANCE			<u>55,874</u>

Changes have been made to the type of rates applied as well as percentages used in 2024 compared to 2023. These changes were made to use more relevant information and to improve the accuracy in calculating the expected credit loss allowance.

	Potch campus	Vaal campus	Mafikeng campus
<u>STUDENT DEBTORS</u>			
31 December 2023			
Groups as classified for payment collection purposes:			
NSFAS-funded students	1,274	680	1,337
PD based on a BB- government rating	0.91%	0.91%	0.91%
Other government funded students	6	14	2
PD based on a BB- government rating	0.91%	0.91%	0.91%
Cash-paying students	17,220	5,012	20,342
Historical 4 year average + 50% of Unemployment rate (31,90%)	33.25%	34.69%	38.99%
Other bursaries	2,369	791	835
Historical 4 year average + 50% of Unemployment rate (31,90%)	33.25%	34.69%	38.99%
Open distance learning students - Self-paying	2,779	0	0
Historical 4 year average + 50% of Unemployment rate (31,90%)	33.25%	n/a	n/a
Open distance learning students - Other government funded	88	0	0
PD based on a BB- government rating	0.91%	0.91%	0.91%
Open distance learning students	23,411	0	0
Bursary projects (2016 - 2018) - to be written off	100.00%	n/a	n/a
Loss allowance per campus	<u>47,147</u>	<u>6,497</u>	<u>22,516</u>
TOTAL LOSS ALLOWANCE			<u>76,160</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

10. FINANCIAL INSTRUMENTS (continued)

10b. CREDIT QUALITY OF FINANCIAL ASSETS (continued)

SUNDRY DEBTORS**31 December 2024**

	Rating	PD (90+ days)	Total R'000
Classified groups:			
Government	BB-	0.0088	17
Similar to government and universities	BB-	0.0088	149
Municipalities	BB-	0.0088	0
Corporates with balances above R1 million (5 customers)		individually calculated PD	29
Corporates with balances under R1 million		0.8938	60
Individuals and other		Full amount 90 days and longer outstanding	6,674
Loss allowance			<u>6,929</u>

SUNDRY DEBTORS**31 December 2023**

	Rating	PD (90+ days)	Total R'000
Classified groups:			
Government	BB-	0.0091	22
Similar to government and universities	BB-	0.0091	167
Municipalities	BB-	0.0091	3
Corporates with balances above R1 million (4 customers)		individually calculated PD	42
Corporates with balances under R1 million		0.3082	19
Individuals and other		Full amount 90 days and longer outstanding	5,268
Loss allowance			<u>5,521</u>

The expected credit loss on contract assets at year end amounts to R20 000 (2023: R30 000) and is considered non-material.

Credit risk exposure per category:

	2024 R'000	2023 R'000
Investments (note 9)		
FVPL - listed shares	824,058	733,795
FVPL - unlisted shares	2,388	2,334
FVPL - bonds, credit linked notes and unit trusts	5,331,086	4,025,204
Amortised cost - money market instruments*	2,068,267	2,719,156
Trade and other receivables (note 12)	361,526	570,256
Cash and cash equivalents	193,142	160,483
Total	<u>8,780,467</u>	<u>8,211,228</u>

* An amount of R1 951 974 000 (2023: R2 668 492 000) is invested in "AA" Bank NCDs and Treasury Bills with guaranteed buy-back. Same day settlement.

11. INVENTORIES

Net realisable value (see note 24)

Foodstuffs (Residence and Catering Services)	2,912	1,784
Other consumables	71,975	60,030
Veterinary health	<u>1,345</u>	<u>4,753</u>
	<u>76,232</u>	<u>66,567</u>

At cost

Foodstuffs (Residence and Catering Services)	3,160	2,026
Other consumables	72,051	60,030
Veterinary health	<u>1,345</u>	<u>4,753</u>
	<u>76,556</u>	<u>66,809</u>

Inventories recognised as an expense and included in operating expenses during the period	<u>58,890</u>	<u>56,217</u>

Obsolete inventory in the amount of R324 000 (2023: R242 000) was written off (see note 24).

No inventory was pledged as security for liabilities.

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2024 R'000	2023 R'000
12. TRADE AND OTHER RECEIVABLES		
Balance at beginning of year	651,937	292,178
(Decrease)/increase in trade and other receivables, excluding allowance for credit losses	-135,029	408,293
	516,908	700,471
Less: Bad debts written off	-92,578	-48,534
Balance at end of year	424,330	651,937
Less: Loss allowance	-62,804	-81,681
Balance at beginning of year	-81,681	-34,350
Debtors written off during current year	92,578	48,534
Allowance for credit losses created in current year	-73,701	-95,865
Balance at end of year	361,526	570,256
<u>Details of trade and other receivables</u>		
Students		
Tuition and residence fees	325,902	526,811
Less: Loss allowance	-55,874	-76,160
Sub-total: Students	270,028	450,651
Sub-total: Advances and prepayments	45,371	38,982
Other debtors	53,056	86,144
Projects: Services rendered	28,393	42,233
VAT	10,347	3,116
Other	14,316	40,795
Less: Loss allowance	-6,929	-5,521
Sub-total: Other debtors	46,127	80,623
Total trade and other receivables	361,526	570,256

Student receivables

Student debtors who have not paid their accounts by the autumn graduation ceremony of the following year are considered non-recoverable or doubtful and handed over to attorneys for collection. Current student debtors are also not allowed to register for studies unless outstanding balances are settled or repayment contracts have been negotiated. The increase or decrease in the loss allowance, debts written off, as well as amounts previously written off and recovered during the year, are included in current operating expenditure.

Refer to note 2.10 for accounting policy and note 10b for the calculation of expected credit loss (ECL).

	2024 R'000	2023 R'000
Movement in the loss allowance for student debtors:		
Balance at beginning of year	76,160	30,104
Student debtors written off during current year as uncollectable	-90,023	-38,902
Increase in expected loss allowance during the year	69,737	84,958
Balance at end of year	55,874	76,160
The ageing of student debtors that are past due is as follows:		
Student debtors past due and impaired (enrolled up to 2024)	55,874	76,160
Student debtors past due but not impaired (enrolled again in 2025)	270,028	450,651
Total balance at end of year	325,902	526,811

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

12. TRADE AND OTHER RECEIVABLES (continued)

Other debtors

Trade receivables and contract assets are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the University, and a failure to make contractual payments for a period of 90 days or more.

Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Refer to note 2.10 for accounting policy and note 10b for the calculation of expected credit loss (ECL).

	2024 R'000	2023 R'000
Movement in the loss allowance for sundry debtors:		
Balance at beginning of year	5,521	4,246
Other debtors written off during current year as uncollectable	-2,556	-9,633
Increase in expected loss allowance during the year	3,964	10,908
Balance at end of year	<u>6,929</u>	<u>5,521</u>
The fair values of trade and other receivables are as follows:		
Student debtors	270,028	450,651
Other debtors	<u>35,780</u>	<u>77,507</u>
Financial assets	305,808	528,157
Advances and prepayments	45,371	38,982
VAT	<u>10,347</u>	<u>3,116</u>
Total	<u>361,526</u>	<u>570,255</u>

The fair value is deemed to approximate the carrying amounts.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables referred to above. The University does not hold any collateral as security.

13. CASH AND CASH EQUIVALENTS

Short-term bank deposits	120,656	119,024
Bank balances	71,495	40,416
Petty cash advances	<u>991</u>	<u>1,043</u>
	<u>193,142</u>	<u>160,483</u>

The weighted average effective interest rate on short-term bank deposits was 10,11% (2023: 9,48%).

The fair value is deemed to approximate the carrying amounts.

The cash and cash equivalents are managed together with investments according to the financial needs of the University. Funds are totalled and restricted funds are not managed separately.

Unspent grant funds of R348 510 000 (2023: R361 946 000) are included in the total funds of the University consisting of cash and cash equivalents and investments. These funds are restricted and may only be used for specific grant requirements.

The reserves have been split between restricted funding and non-restricted funding.

Guarantees of R30 000 are currently held by ABSA Bank (2023: R30 000).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

14. EQUITY

The movement in equity is the result of the normal financial cycle after fair value adjustments had been made.
Refer to note 9 for detail.

Transfers between funds include the following:

- If the utilisation of funds results in the creation of an asset, the amount so utilised is transferred from its relevant fund to property, plant and equipment funds, and it includes depreciation;
- Where Council has designated funds for specific purposes, e.g. bursaries;
- Funds allocated for financing of major capital expenditure projects (funds held for investment in property, plant and equipment); and
- On completion of certain projects/defined activities, the surplus is transferred to designated funds.

15. BORROWINGS - INTEREST-BEARING

	2024 R'000	2023 R'000
Carrying amounts		
<u>Development Bank of Southern Africa - Student housing</u>		
Total - Development Bank of Southern Africa loan	198,201	210,743
Less: Current portion	12,542	12,542
Non-current liabilities	<u>185,659</u>	<u>198,201</u>
 Reconciliation of cash flows:		
Opening balance	210,743	214,016
Capital payments (included in financing activities)	-12,542	-3,273
Closing balance	<u>198,201</u>	<u>210,743</u>

Facility amount as per agreement is R235 000 000 with a term of 20 years.

An ABSA Fixed Deposit of R28 654 000 serves as a debt service reserve required balance for the loan.

Capitalised borrowing costs

This loan bears interest at a base rate plus margin, the base rate being variable 1-month Jibar and margin 232 basis points. Interest is calculated on the facility outstanding from time to time on the basis of the actual number of days elapsed and a 365 day year, nominally compounded.

Capital repayment commences 24 months after the first disbursement, with 216 monthly instalments.

240 monthly interest instalments starting on the interest payment date following the first disbursement.

The first disbursement (based on first claim for expenditure expensed) was received on 29 September 2021.

Repayment in monthly instalments of R1 973 085 will be made after the 24 months capital grace period.

Last instalment to be made during September 2041.

Borrowings are carried at amortised cost using the effective rate method.

The fair value approximates the carrying amount.

Maturity of borrowings (capital and interest):

Less than 1 year	31,433	34,476
Between 1 and 2 years	30,146	32,961
Between 3 and 5 years	83,114	90,856
Over 5 years	206,695	243,576
	<u>351,388</u>	<u>401,869</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

16. EMPLOYEE BENEFITS

	2024 R'000	2023 R'000
ASSETS		
Net assets recognised in the statement of financial position		
North-West University Pension Fund (note 16.1)	570,532	491,038
Total employee benefit assets	570,532	491,038
LIABILITIES		
Accrued leave	332,668	309,933
Post-employment medical benefits (note 16.3)	140,684	140,082
Total employee benefit liabilities	473,352	450,015
Less: Current liability - accrued leave	-332,668	-309,933
Total non-current liability	140,684	140,082

16.1 North-West University Pension Fund

The North-West University Pension Fund, which is registered in terms of and governed by the Pension Funds Act (Act 24 of 1956 (as amended)), was implemented on 1 January 1995.

A fourth option was introduced on 1 January 2004 for all new members of the Fund, namely a fixed-contribution option (2024: 99.90% or 3 963 members and 2023: 99.87% or 3 917 members). A statutory actuarial valuation of the North-West University Pension Fund is undertaken every three years. On 31 December 2022, the effective date of the most recent statutory actuarial valuation, the retirement benefit fund was found to have a surplus of R437 744 000.

No formal valuation calculations were done in terms of IAS19 (revised) in reporting on the defined benefit pension fund, as the Fund converted all its defined benefit members to defined contribution members with annuity policies being purchased for all the pensioners in 2019. As at 31 December 2020, the Fund did not have any defined benefit obligations remaining at that date. The asset reflected in the IAS19 disclosures was the balance in the employer surplus account.

Similarly, for 2021 to 2024, there are no defined benefit obligations as all obligations are of a defined contribution nature. Only a build-up of the employer surplus account (reflected as an assets for IAS19) is being prepared since 2020.

	2024 R'000	2023 R'000
Current estimated employee benefit obligation:		
Fair value of plan assets at year-end	-570,532	-491,038
Recognised in other comprehensive income:		
Actual return on assets	-79,494	-53,519
Total actuarial gain	-79,494	-53,519
Recognised in the statement of financial position:		
Opening net asset	-491,038	-437,519
Remeasurements recognised in other comprehensive income	-79,494	-53,519
Asset at year-end	-570,532	-491,038
Movement in the plan assets:		
Fair value of plan assets at 1 January	491,038	437,519
Actuarial gain	79,494	53,519
Fair value of plan assets at 31 December	570,532	491,038

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

16. EMPLOYEE BENEFITS (continued)

16.1 North-West University Pension Fund (continued)

	2024	2023
	%	%
Plan assets comprise:		
Local equity securities	39,7	40,9
Global equity securities	29,3	29,2
Local bonds	14,4	14,0
Global bonds	3,8	3,3
Local cash	4,4	1,6
Global cash	1,9	1,2
Local property	2,8	3,8
Global property	3,6	3,8
Local commodities (other)	0,1	1,1
Local ILB	0,0	1,1
	<u>100,0</u>	<u>100,0</u>

16.2 North-West University Disability Reserve Fund

The disability benefit is 82,5% of the member's pensionable salary as at the date of disability. In addition, the fund pays the employer contributions to the North-West University Pension Fund. The employee contribution of 7,5% is included in the 82,5% of pensionable salary. A decision was taken for the purposes of this valuation to include the employer contributions in the benefits payable. This additional liability was taken into account. A statutory actuarial valuation of the North-West University Disability Reserve Fund is undertaken every three years. On 31 December 2023, the effective date of the recent statutory actuarial valuation, the disability reserve fund was found to have a surplus of Rnil.

Disabled pensioners were outsourced in 2020 and the Fund did not have any defined obligations remaining as at 31 December 2021. Disclosure for 2022 and 2023 is limited to only a build-up of the net asset value (or surplus) at year end. The surplus was reduced due to a contribution holiday taken on member disability premiums.

Investments were realised into the Fund's bank account on 22 May 2023 and Sanlam Corporate confirmed that the final disbursements from the bank account were made on 5 December 2023. The bank account has been closed and the North-West University Disability Reserve Fund ceased to exist with no assets remaining.

	2024	2023
	R'000	R'000
Current estimated employee benefit obligation:		
Fair value of plan assets	0	0
Impact of asset ceiling	0	0
Asset at year-end	<u>0</u>	<u>0</u>
Recognised in profit or loss:		
Current service costs	0	438
Net interest	0	-51
Reversal of provisions and funding of disability income premium	0	888
Total included in personnel remuneration	<u>0</u>	<u>1,275</u>
Recognised in other comprehensive income:		
Impact of asset ceiling limitation	0	-1,275
	<u>0</u>	<u>-1,275</u>
Recognised in the statement of financial position:		
Opening net asset	0	0
Expense	0	1,275
Remeasurement recognised in other comprehensive income	0	-1,275
Asset at year-end	<u>0</u>	<u>0</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

16. EMPLOYEE BENEFITS (continued)

16.2 North-West University Disability Reserve Fund (continued)

Valuation calculations in terms of IAS19 (revised) (continued)

	2024 R'000	2023 R'000
Movement in the plan assets:		
Fair value of plan assets at 1 January	0	1,275
Expected return on plan assets	0	51
Reversal of provisions and funding of disability income premium	0	-888
Cost of outsourcing	0	-438
Fair value of plan assets at 31 December	0	0
Plan assets comprise:		
Local cash	0,0	100,0

16.3 Post-employment medical benefits

In accordance with current staff practice, contributions to the medical aid fund are also made on behalf of retired employees (Potchefstroom and Vaal Triangle Campuses) who had been employed before 1 January 1999.

No assets has legally been ring-fenced to fund this liability and there are therefore no 'Plan Assets'.

University reserves are allocated to cover this liability to mitigate risk.

Valuation calculations in terms of IAS19 (revised) are done annually and the results of the valuation are as follows:

	2024 R'000	2023 R'000
Current estimated employee benefit obligation:		
Present value of obligation	140,684	140,082
Recognised in profit or loss:		
Current service costs	751	869
Net interest	14,658	14,983
Total included in personnel remuneration	15,409	15,852
Recognised in the statement of comprehensive income:		
Actuarial gain recognised in other comprehensive income (OCI)	-1,630	-4,787
Recognised in the statement of financial position:		
Pensioners	119,582	118,698
Active employees	21,102	21,384
Present value of unfunded liability	140,684	140,082
Movement in the liabilities:		
Liability at 1 January	140,082	141,658
Interest cost	14,658	14,983
Service cost	751	869
Contribution	-13,177	-12,641
Actuarial gain	-1,630	-4,787
Liability at 31 December	140,684	140,082
Other actuarial assumptions at the reporting date:		
Inflation rate	5,05	6,13
Discount rate	10,22	10,98
Principal actuarial assumptions at the reporting date:		
Expected future salary increases	5,55	6,13
Expected future medical cost increases	8,05	8,13

Mortality rates

Pre-expected retirement age: SA1985-90 light
Post-expected retirement age: PA(90)-2

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

16. EMPLOYEE BENEFITS (continued)

16.3 Post-employment medical benefits (continued)

Valuation calculations in terms of IAS19 (revised) (continued)

The sensitivity analysis below illustrates how results change under various alternative assumptions.

Assumption	Variation	% change in past-service contractual liability	% change in service cost plus interest (contractual liability)
2024			
Salary/Health-care cost inflation	+1%	-6,4%	+1,8%
	-1%	+7,3%	-2,1%
Mortality	+1%	-3,4%	- 3,5%
	-1%	+3,4%	+3,5%
2023			
Salary/Health-care cost inflation	+1%	-6,4%	+1,2%
	-1%	+7,3%	-1,4%
Mortality	+1%	-3,3%	- 3,4%
	-1%	+3,3%	+3,4%

Expected contributions to post-employment benefit plans for the year ending 31 December 2025 are R13 481 000.

The following table provides an estimate of the expected benefit payments over the next 5 years:

Year	R'000
2025	14,408
2026	14,539
2027	14,612
2028	14,618
2029	14,546

These estimates are based on the most recent actuarial valuation and assume no significant changes in the plan's membership or assumptions.

There are currently no long-term assets set aside in respect of the NWU's post-employment health care liabilities. Therefore, no assumption specifically relating to assets has been made.

16.4 Associated Institutions Pension Fund

Some of the permanent staff in the relevant staff categories (Potchefstroom and Vaal Triangle campuses), (2024: 0,10% or 4 staff members and 2023: 0,13% or 5 staff members) exercised the option of remaining members of the Associated Institutions Pension Fund (AIPF), which fund is registered in terms of and governed by the Pension Funds Act (Act No. 24 of 1956 (as amended)). Upon retirement these staff members receive retirement benefits in terms of a defined-benefit plan. The University has a liability to make an additional contribution to the pension fund if the cash flow of the AIPF is insufficient for the payment of the pensions of pensioners. The latest valuation was done on 31 March 2005 and the results show a funding level of 151,4% and a R3 631 000 surplus. The AIPF is administered by the State.

The amount as recognised in the statement of comprehensive income (note 23 – Personnel remuneration) for 2024 is R657 000 (2023: R787 200).

16.5 NWU Provident Funds

The NWU provident funds were established on 1 March 1993 and 1 March 1996 respectively. All permanent staff members in the relevant staff categories (Potchefstroom and Vaal Triangle Campuses 2024: 47 staff members and 2023: 60 staff members) contribute to the NWU provident funds. The Registrar of Pensions does not require that a fixed-contribution fund be valued actuarially. The fund is 100% funded because benefits are limited to fixed contributions plus growth. The University has no further obligation towards the funds.

The amount as recognised in the statement of comprehensive income (note 23 – Personnel remuneration) for 2024 is R1 341 000 (2023: R1 324 000).

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2024 R'000	2023 R'000
17. DEFERRED STATE GRANT		
Deferred income mainly comprises state infrastructure grants. These grants are capital by nature.		
Capital projects	216,774	244,870
Balance at beginning of year	244,870	244,280
Subsidy received during the year	0	78,655
Interest capitalised during the year	18,655	13,464
	263,525	336,399
Recognised during the year	-46,751	-91,529
Balance at end of year	216,774	244,870
<u>Presented as follows:</u>		
Non-current liability: Long-term portion	89,321	82,248
Current liability: Short-term portion	127,453	162,622
	216,774	244,870
18. TRADE AND OTHER PAYABLES		
Trade creditors	315,292	239,389
Student fees - credit accounts	110,807	142,973
Financial liabilities	426,099	382,362
The fair value approximates the carrying amount.		
19. INCOME RECEIVED IN ADVANCE		
Student-related fees and deposits (including tuition fees)	3,328	2,563
Deferred earmarked grants (operational by nature - granted annually)	131,737	117,076
	135,065	119,639
The fair value approximates the carrying amount.		
20. ASSETS AND LIABILITIES RELATING TO CONTRACTS WITH CUSTOMERS		
All contract assets and contract liabilities relate to research contracts.		
Contract assets		
Opening balance	24,336	45,128
Consideration received during the period	29,894	36,290
Performance obligations completed	-33,018	-57,082
Total contract assets - Closing balance	21,212	24,336
Contract liabilities		
Opening balance	78,111	55,942
Performance obligations met during the period	-92,282	-110,001
Performance obligations not satisfied	89,677	132,170
Total contract liabilities - Closing balance	75,506	78,111
Net contract liabilities	54,294	53,775

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

20. ASSETS AND LIABILITIES RELATING TO CONTRACTS WITH CUSTOMERS (continued)

Performance obligations not satisfied

Unsatisfied performance obligations amounting to R75 506 000 (2023: R78 111 000) relate to research contracts and revenue will be recognised as the performance obligations are met during normal operating cycles.

Management expects that 56% of the transaction price allocated to unsatisfied performance obligations will be recognised as revenue during the next reporting period and the remaining 44% in the 2026 financial year.

	2024 R'000	2023 R'000
21. STATE APPROPRIATIONS - SUBSIDIES AND GRANTS		
<u>Unrestricted or designated</u>		
Operating purposes	2,367,228	2,381,912
Earmarked grants	102,034	68,906
Total: State appropriations - subsidies and grants	<u>2,469,262</u>	<u>2,450,818</u>

There are no unfulfilled conditions or other contingencies at year end.

22. REVENUE FROM CONTRACTS WITH CUSTOMERS

Revenue is derived from the transfer of goods and services over time and at a point in time in the following major categories:

	2024 R'000	2024 R'000	2024 R'000
<u>Timing of revenue</u>	<u>Tuition and other fees</u>	<u>Income from contracts</u>	<u>Sales of goods & services</u>
Revenue recognised at a point in time	0	0	360,050
Revenue recognised over time	2,728,566	193,309	0
Total revenue from external customers	<u>2,728,566</u>	<u>193,309</u>	<u>360,050</u>
Total revenue from contracts with customers			<u>3,281,925</u>
	2023 R'000	2023 R'000	2023 R'000
<u>Timing of revenue</u>	<u>Tuition and other fees</u>	<u>Income from contracts</u>	<u>Sales of goods & services</u>
Revenue recognised at a point in time	0	0	349,002
Revenue recognised over time	2,474,405	180,411	0
Total revenue from external customers	<u>2,474,405</u>	<u>180,411</u>	<u>349,002</u>
Total revenue from contracts with customers			<u>3,003,819</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED	2024 TOTAL	2023 TOTAL
	R'000	R'000	R'000	R'000	R'000
23. PERSONNEL REMUNERATION					
Remuneration and fringe benefits	3,170,320	83,575	60,753	3,314,647	3,037,632
Arbitration awards	27	0	0	27	343
Accrued leave	22,735	0	0	22,735	50,761
NWU Disability Reserve Fund	0	0	0	0	1,275
AI Pension Fund	628	16	12	656	787
NWU Provident Fund	1,283	34	24	1,341	1,324
Post-employment medical benefits	15,409	0	0	15,409	15,852
	<u>3,210,402</u>	<u>83,625</u>	<u>60,789</u>	<u>3,354,816</u>	<u>3,107,975</u>

Annualised Gross Remuneration to University Management (excludes exceptional payments - exceeding an annual aggregate of R249 999)

Name	Office held	Basic salary	Post- employment benefits	Other short-term benefits	Total costs to NWU 2024	Total costs to NWU 2023
		R'000	R'000	R'000	R'000	R'000
Prof MB Tyobeka	Vice-Chancellor	4,169	383	195	4,747	4,389
Prof V Singh	Executive Director: People and Culture	2,731	277	793	3,801	2,871
Ms E de Beer	Executive Director: Finances and Facilities	3,095	306	350	3,751	3,364
Prof RJ Balfour *	Deputy Vice-Chancellor: Teaching and Learning	2,862	296	563	3,721	3,159
Prof LA du Plessis	Deputy Vice-Chancellor: Assigned Functions and Campus Operations (Vaal Triangle)	2,877	337	506	3,720	3,637
Prof MM Verhoef	Registrar	2,881	519	317	3,717	3,467
Prof MJ Mphahlele	Deputy Vice-Chancellor: Research and Innovation	2,761	278	291	3,330	3,069
Prof DMD Balia	Deputy Vice-Chancellor: Assigned Functions and Campus Operations (Potchefstroom)	2,745	251	189	3,185	3,053
Prof S Swanepoel	Deputy Vice-Chancellor: Assigned Functions and Campus Operations (Mafikeng)	2,408	380	214	3,002	2,927
Mr NC Manoko	Executive Director: Corporate Relations and Marketing	2,454	223	289	2,966	2,743
Prof S Chalufu	Executive Director: Student Life	2,259	207	408	2,874	2,440
Total		31,242	3,457	4,115	38,814	35,119

* Management member not in service for full year - 2024. Remuneration annualised.

- All members of management was in service for the full year - 2023. No annualising of remuneration..

These include annual remuneration, levies, bonuses and in the case of the Vice-Chancellor, housing benefits.

Refer to note 32 - Related-party transactions.

Number of senior staff members 2024: 11 (2023: 11).

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED	2024 TOTAL	2023 TOTAL
	R'000	R'000	R'000	R'000	R'000
Other information regarding personnel remuneration					
Accrued leave - increase/(decrease) (note 16)	22,735	0	0	22,735	50,761
Retirement benefit costs	373,307	9,747	7,086	390,140	359,181
Members' contributions	133,903	3,496	2,542	139,941	127,887
Council contributions	239,404	6,251	4,544	250,199	231,294
Senior management remuneration	40,074	0	0	40,074	35,119
For managerial services	40,074	0	0	40,074	35,119

Payments for attendance at meetings of the Council and its Committees

Name	Number of members	2024 R'000	2023 R'000
Chair of Council: Honorarium, travel and accommodation expenses	1	512	386
Chairs of committees: Honorarium, travel and accommodation expenses	10	1,245	643
Members of Council: Honorarium, travel and accommodation expenses	42	756	1,194
Total		2,513	2,224

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	COUNCIL- CONTROLLED: UNRESTRICTED OR DESIGNATED R'000	SPECIFICALLY FUNDED ACTIVITIES: RESTRICTED R'000	STUDENT & STAFF ACCOMMO- DATION: RESTRICTED R'000	2024 TOTAL R'000	2023 TOTAL R'000
24. OTHER CURRENT OPERATING EXPENSES BY NATURE					
Inventory written off (note 11)	84	0	240	324	242
Foodstuffs (Residence and Catering Services)	7	0	240	247	242
Other consumables	77	0	0	77	0
Auditor's remuneration	5,369	142	0	5,511	4,562
Audit fees	4,112	142	0	4,254	3,422
Other costs	1,257	0	0	1,257	1,140
Bursaries*	29,106	36,358	0	65,464	56,717
Electronic databases and project services	116,567	280	0	116,847	60,258
Licences	173,237	414	841	174,492	97,775
Maintenance	240,538	7,152	64,278	311,968	241,730
Professional fees	139,358	39,095	252	178,705	154,006
Rent: Buildings	2,556	1,918	893	5,367	5,707
Rent: Equipment	23,306	651	585	24,542	22,655
Services outsourced	122,787	60	56,614	179,461	158,399
Travel (local and international)	165,224	33,731	191	199,146	181,656
Utilities	129,485	147	107,187	236,819	216,854
Goods and services - other	410,292	64,305	78,982	553,579	591,633
	<u>1,557,909</u>	<u>184,253</u>	<u>310,063</u>	<u>2,052,225</u>	<u>1,792,193</u>
* Bursaries					
Bursaries paid from NWU funds - set off against tuition fees	230,146	0	0	230,146	216,270
Bursaries paid from external and other funds	29,106	36,358	0	65,464	56,717
Total bursaries paid	<u>259,252</u>	<u>36,358</u>	<u>0</u>	<u>295,610</u>	<u>272,987</u>
25. INVESTMENT INCOME					
25.1 Operating income (short-term investment income)	733,589	31,192	0	764,781	667,983
Interest	723,050	31,192	0	754,242	657,284
Rental received (investment properties - note 7)	10,539	0	0	10,539	10,699
Long-term investment income	26,112	0	0	26,112	24,074
Interest	13,509	0	0	13,509	11,864
Dividends (listed investments)	12,280	0	0	12,280	11,832
Dividends (other investments)	323	0	0	323	378
	<u>759,701</u>	<u>31,192</u>	<u>0</u>	<u>790,893</u>	<u>692,057</u>
25.2 Realised (loss)/profit on disposal of investments	-7,528	0	0	-7,528	-15,487
Financial instruments at fair value through profit or loss	-7,528	0	0	-7,528	-15,487
	<u>-7,528</u>	<u>0</u>	<u>0</u>	<u>-7,528</u>	<u>-15,487</u>
26. FINANCE CHARGES					
Long-term loans (note 15)	0	0	20,761	20,761	18,388
Bank account	1	0	0	1	3
Exchange differences	1,583	1,409	0	2,992	3,318
Other	955	-166	131	920	873
Interest paid for lease liabilities	5	0	2,282	2,287	5,300
	<u>2,544</u>	<u>1,243</u>	<u>23,174</u>	<u>26,961</u>	<u>27,882</u>

NORTH-WEST UNIVERSITY

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)

	2024 R'000	2023 R'000
27. CASH FLOWS FROM OPERATING ACTIVITIES		
Surplus for the year	930,592	1,062,474
Adjusted for:		
Fair value profit on financial assets at fair value through profit or loss	-96,138	-104,230
Loss allowance: Trade and other receivables (note 12)	73,701	95,865
Depreciation (note 6a and 7)	283,394	240,928
Amortisation charges (note 8)	209	689
Loss on disposal/write-off of assets - property, plant and equipment	66	1,128
Loss on disposal of investments (note 25.2)	7,528	15,487
Disposal of subsidiary (note 28)	743	0
Increase in leave provision (note 16)	22,735	50,761
Increase in retirement benefit obligations (note 16)	2,232	4,486
Utilised deferred state grant (note 17)	-46,751	-91,529
Decrease/(increase) in deferred income tax assets (note 30)	-12	-252
Investment income (note 25.1)	-790,893	-692,057
Finance charges (note 26)	26,961	27,882
Operating surplus before changes in working capital	414,367	611,632
Changes in working capital	184,175	-456,234
Increase in inventories	-9,665	-29,727
Increase in biological assets	-676	0
Decrease/(increase) in trade and other receivables, excluding allowance for credit losses	132,424	-408,293
Decrease/(increase) in income tax receivable	2	-2
Increase/(decrease) in trade and other payables	46,145	-80,993
Increase in contract liabilities	519	42,961
Increase/(decrease) in income tax payable	0 *	0 *
Increase in income received in advance	15,426	19,820
Cash flows from operating activities	598,542	155,398

* Amounts less than R1 000 are disclosed as Rnil due to rounding down to the nearest thousand.

	2024 R'000
28. DISPOSAL OF SUBSIDIARY	
Total disposal consideration	14,482
Less: Carrying amount of net assets at date of sale (10 April 2024)	15,226
Property, plant and equipment	127
Intangible assets	7,528
Goodwill	950
Deferred tax asset	386
Trade and other receivables	2,605
Cash and cash equivalents	6,026
Income tax receivable	12
Trade and other payables	-2,408
	-743
Non-controlling interest	743
Profit on sale of subsidiary	0

Also refer to note 9.2 for more detail.

NORTH-WEST UNIVERSITY**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)**

	2024	2023
	R'000	R'000
29. CAPITAL COMMITMENTS		
The following commitments not recognised in the statement of financial position existed at year-end with regard to capital expenditure approved but not yet incurred:		
Buildings	1,662,364	1,376,743

This expenditure will be financed with internal and external funds (note 6).

30. CAPITAL EXPENDITURE EXPENSED		
Capital expenditure expensed consists of library books	4,667	4,168

31. INCOME TAX AND DEFERRED TAX ASSET (continued)

The University is exempt from Normal SA Income Tax in terms of Section 10(1)(cA) of the Income Tax Act, and consequently also from the provision for any deferred taxation.

Other comprehensive income (OCI) relating to the University is therefore also exempt from taxation.

As a result of the consolidation of OpenCollab Proprietary Limited, Innovation Highway Proprietary Limited, North West Fibre Proprietary Limited, Medehive Proprietary Limited, Hydrogen Core Technologies Proprietary Limited, NWU Open Learning Operations Proprietary Limited and NWU Enterprises Proprietary Limited, which are not exempt from tax, a tax liability is shown with regard to tax currently payable, based on taxable income.

Tax is calculated at 27% (2023: 27%). Deferred tax is applicable to OpenCollab Proprietary Limited.

	2024	2023
	R'000	R'000
Income tax expense		
Current tax	0	0
Deferred tax	0	-252
Total income tax expense	0	-252
Tax reconciliation		
Surplus before tax	930,592	1,062,222
Exempt income	-933,175	-1,063,379
Taxable income	-2,583	-1,157
Tax payable at 27%	-697	-312
Adjustments:		
Unrecognised loss/(surplus)	697	33
Non-deductible expenses (SARS interest and penalties)	0	22
Change in rate	0	5
Tax expense	0	-252

Total unrecognised tax losses of R6 817 000 are carried forward for 2024 (2023: R4 361 000).

Deferred tax asset (accrual for leave pay)

Opening balance	386	134
Movement	-386	252
Closing balance	0	386

Income tax payable

Opening balance	5	5
Movement	0	0
Closing balance	5	5

Income tax receivable

Opening balance	2	0 *
Movement	-1	2
Closing balance	1	2

*Amounts less than R1 000 are disclosed as Rnil due to rounding down to the nearest thousand.

NORTH-WEST UNIVERSITY**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (continued)****32. CONTINGENT LIABILITIES**

Management considered all pending legal matters and is of the opinion that the possibility of any significant outflow in settlement is remote. No further disclosure regarding the details of each case is considered necessary.

33. RELATED-PARTY TRANSACTIONS

Refer to note 9.2 for disclosure of subsidiaries.

The national Department of Higher Education and Training has a significant influence on the University and is therefore also considered a related party (refer to note 21).

Compensation of the University Management is considered related-party transactions. Refer to note 23 for disclosure of remuneration.

All transactions with related parties are transactions at arm's length and all transactions with related parties, with the exception of compensation of the University Management, have been eliminated on consolidation.

34. EVENTS AFTER THE REPORTING PERIOD

Events after the reporting period are those events that occur between the reporting date and the date on which the financial statements are authorised to be issued. Adjusting events are those events that provide evidence of conditions that existed at the end of the reporting period and non-adjusting events are those events that are indicative of conditions that arose after the reporting period.

No adjustments affecting the financial position have been made between the reporting date and the date of approval of this report

13.7 Annexure 7: Requirements as per the regulations

Check list – NWU Integrated Annual Report as compared to the stipulations of the reporting regulations (Regulation Gazette, no 10209, 9 June 2014)

Requirements of the RR in regard of the format and content of the Annual Report	Reference to relevant section in Reporting Regulations ("RR")	Substantiation in 2024 Integrated Annual Report IAR/notes
<i>Alignment should be apparent between the institution's strategic plan, APP, AR, budget and mid-term performance report</i>		Paragraphs 8, 9 and Annexure 1

<i>The APP to be the basis of the AR</i>		Paragraph 8.5 and Annexure 1

Annual Report to reflect the following:					
1	1	Info on performance of institution for preceding year to be signed by council chair and VC		<i>RR Implementation Manual 7(a) to be signed by council chair and VC</i>	See paragraph 9
2	1	Must have a performance report in which the work of the university as reflected in APP and the extent to which APP had been realised, are contained; as well as the extent to which the institution believes it has met objectives and goals contained in the strategic plan		<i>RR Implementation Manual 7(a) to be signed by council chair and VC</i>	See paragraph 9 and Annexure 1
3	2	Must include in the chairperson of council report the following:		<i>See chair of council report in section 10 (governance)</i>	Paragraph 10
4	2	Council Chair report Council chair report assessing the performance and degree of progress in respect of objectives that were pursued by strategic plan for the year under review, done in a way that gives due account to economic, social and environmental aspects. Also not confining itself to past issues		<i>RR Implementation Manual 7(b) Council chair Section 10</i>	Paragraph 10
5	2	Council Chair report Effective ethical leadership and corporate citizenship		<i>RR4 RR Implementation Manual 7(b) Council chair</i>	Yes – paragraph 10.9.2
6	2	Council Chair report Statement of council on IT in the report of the IT Governance Committee		<i>RR Implementation Manual 7(b) Council chair</i>	Yes – paragraph 9.1.7

Requirements of the RR in regard of the format and content of the Annual Report				Reference to relevant section in Reporting Regulations ("RR")	Substantiation in 2024 Integrated Annual Report IAR/notes
7	2	Council Chair report	Compliance with laws, codes, standards	RR Implementation Manual 7(b) – Council chair	Yes – paragraph 10.9.9
8	2	Council Chair report	Remuneration of externally elected council members	RR Implementation Manual 7(b) Council chair	Yes – paragraphs 10.7.2 and 11.4
9	2	Council Chair report	Statement of council on sustainability	RR Implementation Manual 7(b) Council chair	Yes – paragraph 10.8
10	2	Council Chair report	Statement on going concern	RR Implementation Manual 7(b) Council chair	Yes – paragraph 10.10.1
11	2	Council Chair report	Statement on financial controls outside financial statements	RR Implementation Manual 7(b) Council chair	Yes – paragraph 10.10.2
12	2	Council Chair report	Financial control inadequacies considered material (individually or in combination with others) that resulted in actual financial loss, including fraud and material losses	RR Implementation Manual 7(b) Council chair	Yes – paragraphs 10.9.7 and 10.9.8 (Note: this paragraph does not strictly address inadequacies that led to material losses)
13	2	Council Chair report	Statement of financial health and viability	RR Implementation Manual 7(b) Council chair	Yes – paragraph 10.10.4
14	2	Council Chair report	Campus development; infrastructure development, facilities, major capital works events, student support, ODL, working with industry	RR Implementation Manual 7(b) Council chair	Student support – Yes in VC report (paragraph 4.5) Infrastructure/campus development/development, major capital work – paragraph 9.6
15	2	Council Chair report	Statement on risk management (how council has dealt with the matter, council taking responsibility for RM and making a statement on the effectiveness of the process; also, how it came to making the statement in an objective and independent way. Disclosing that a reporting system is in place to monitor changes in the risk profile of the university and gaining assurance that RM is effective)	RR Implementation Manual 7(b) Council chair	Yes – paragraph 7.8

Requirements of the RR in regard of the format and content of the Annual Report				Reference to relevant section in Reporting Regulations ("RR")	Substantiation in 2024 Integrated Annual Report IAR/notes
16	2	Council Chair report	In respect of all council committees, that these are chaired by external independent members, with needed expertise and skills. Also reference to important matters dealt with by the relevant committees that affected the institution – also possible unresolved matters. Summaries of attendance of members to these committee meetings to be included.	RR Implementation Manual 7(b) Council chair	Yes – paragraphs 10.7 , 10.9 and Annexure 3 paragraph 13.3.7
17	2	Council Chair report	Statement on borrowings	RR Implementation Manual 7(b) Council chair	Yes – paragraph 9.5.2.6
18	2	Council Chair report	Statement on tenders	RR Implementation Manual 7(b) Council chair	Yes – paragraph 10.10.3
19	2	Council Chair report	(Statement) Report of council on transformation	RR Implementation Manual 7(b) Council chair	Yes – paragraph 6.8 – statement Yes – paragraph 6 for report
20	2	Council Chair report	Statement on contracts management, SLAs, monitoring of suppliers' performance	RR Implementation Manual 7(b) Council chair	Yes – paragraph 10.10.6
21	2	Council Chair report	Statement of workplace ethics	RR Implementation Manual 7(b) Council chair	Yes – paragraph 10.9.1
22	2	Council Chair report	Report of council on governance of risk ^{5F10}	RR Implementation Manual 7(b) Council chair RR Implementation Manual 7(i) <u>Report to be signed by officer/committee with designated risk responsibility and the chair of that committee</u>	Yes – Paragraph 7.9 Report on internal/administrative structures and controls
23	2	Council Chair report	PAIA requests	RR Implementation Manual 7(b)	Yes – paragraph 10.9.10
24	2	Council Chair report	Statement on penalties, sanctions, fines	RR Implementation Manual 7(b) Council chair	Yes – paragraph 10.10.5
25	2	Council Chair report	Events	RR Implementation Manual 7(b) Council chair	Yes – paragraph 5

¹⁰ Check compliance to these requirements and make sure that all elements are included

Requirements of the RR in regard of the format and content of the Annual Report					Reference to relevant section in Reporting Regulations (“RR”)	Substantiation in 2024 Integrated Annual Report IAR/notes
26	2	Council report	Chair	Significant changes that took place	RR Implementation Manual 7(b) Council chair	Yes – main paragraphs 3 , 4 , 8 and 9
27	3	Governance statement		Statement of council on governance	RR Implementation Manual 71 to be approved by council	Yes – paragraph 10.1
28	3	Governance statement		Council and council committees (including statement that role of chairperson is distinct from that of VC; length of tenure of council chairperson); appraisal Also, Council attendance register	RR Implementation Manual 71(i) to be approved by council RR Implementation Manual 7(4)I(ii)	Yes – paragraphs 10.1 , 10.2 and para 10.5 , Annexures 2 and 3 Yes – Council percentage attendance (See Annexure 2, paragraph 13.2) Attendance figures are provided to DHET separately
29	3	Governance statement		Remuneration committee to explain remuneration philosophy and how implemented; reference to any ex-gratia/ex lege payments / disclosure of performance evaluation, and bonuses paid; and a note to the finance report that reflects disclosure of executive remuneration	RR Implementation Manual 71(i) to be approved by council	Yes – Annexure 3, paragraphs 13.3.2.2 and 11
30	3	Governance statement		Finance committee	RR Implementation Manual 71(i) to be approved by council	Yes – Annexure 3, paragraph 13.3.7.2
31	3	Governance statement		Planning and resources committee – NWU has an Assets Committee and People and Culture and Employment Equity Committee	RR Implementation Manual 71(i) to be approved by council	Yes – paragraph 10.2
32	3	Governance statement		Council membership committee – Exco is the Council membership committee	RR Implementation Manual 71(i) to be approved by council	Yes – Annexure 3, paragraph 13.3.2.4
33	3	Governance statement		Audit committee and Risk committee – NWU has Audit, Risk and Compliance Committee	RR Implementation Manual 71(i) to be approved by council	Yes – Annexure 3, paragraph 13.3.7.1
34	3	Governance statement		IT Governance committee – NWU has a Technology and Information Governance Committee	RR Implementation Manual 71(i)	Yes – Annexure 3, paragraph 13.3.2.3
35	3	Governance statement		Statement on conflict management	RR Implementation Manual 71(ii) -to be approved by council	Yes – paragraph 9.2.4.3
36	3	Governance statement		Statement on worker and student participation	RR Implementation Manual 71(iii) to be approved by council	Yes – paragraph 9.2.4.4

Requirements of the RR in regard of the format and content of the Annual Report				Reference to relevant section in Reporting Regulations ("RR")	Substantiation in 2024 Integrated Annual Report IAR/notes
37	3	Governance statement	Statement on workplace ethics	RR Implementation Manual 7(d)(iv) to be approved by council	Yes – paragraph 10.9.1
38	4	Sustainability statement	Statement on sustainability	RR Implementation Manual 7(d) to be approved by council	Yes – paragraph 10.8
39	5	Senate report	Report of Senate to Council	RR Implementation Manual 7I – to be signed by VC	Yes – paragraph 3
40	5.	Senate report	Changes in academic structures	RR Implementation Manual 7I – to be signed by VC	Yes – paragraph 3
41	5.	Senate report	Composition of Senate	RR Implementation Manual 7I Senate report to be signed by VC	Yes – Annexure 3, paragraph 13.3.1
42	5.	Senate report	Significant developments and achievements in respect of TL & R	RR Implementation Manual 7I Senate report to be signed by VC	Yes – para 3.4.1 (TL) , paragraph 3.4.2 (Research)
43	5.	Senate report	Composition and size of student body	RR Implementation Manual 7I Senate report to be signed by VC	Yes – paragraph 3.3.1
44	5.	Senate report	TL – Outputs– limitations on access to certain courses; levels of academic progress in different disciplines and levels of study; awards and achievements; outputs produced	RR Implementation Manual 7I Senate report to be signed by VC	Yes – paragraph 3.5.1
45	5.	Senate report	Research outputs – summaries of various programmes; awards; funding; outputs produced	RR Implementation Manual 7I Senate report to be signed by VC	Yes – paragraph 3.5.2
46	5.	Senate report	Access to financial aid – (for students and researchers)	RR Implementation Manual 7I Senate report to be signed by VC	Yes – paragraph 3.3.4
47	6	IF report	Report of IF to council (activities as per statute; all instances of advice sought from IF; composition of IF; number of meetings)	RR Implementation Manual 7(f) – IF report to be signed by IF chair	Yes – paragraph 10.11
48	7	VC report on M/A	Report of VC on management and administration	RR Implementation Manual 7(g)- to be signed by VC	Yes – paragraph 4
49	7	VC report on M/A	Principal <u>achievements</u> measured in relation to plans, goals, objectives	RR Implementation Manual 7(g)- to be signed by VC	Yes – paragraph 4.1
50	7	VC report on M/A	<u>Managerial and administrative aspects of the operations</u> of the university, including new appointments at senior level	RR Implementation Manual 7(g)- to be signed by VC	Yes – paragraph 4.2

Requirements of the RR in regard of the format and content of the Annual Report				Reference to relevant section in Reporting Regulations ("RR")	Substantiation in 2024 Integrated Annual Report IAR/notes
51	7	VC report on M/A	Achievement of admin structures and resources – re personnel and systems – to be assessed its realistic expectations (Including diversity management; HR matters; adequacy of staffing, quality of information.	<i>RR Implementation Manual 7(g)- to be signed by VC</i>	Yes – paragraph 4.4 and onwards
52	7	VC report on M/A	Extra-curricular activities; changing patterns in the provision for academic courses	<i>RR Implementation Manual 7(g)- to be signed by VC</i>	Yes – paragraph 4.6
53	7	VC report on M/A	Statement on self-assessment of the achievement of the VC in attaining the objectives for the period under review, with detailed summary of realised achievements (or self-evaluation) to be included.	<i>RR Implementation Manual 7(g)- to be signed by VC</i>	Yes – paragraph 4.7
54	8	Report on internal admin/operational structures and controls	Internal audit report (Statement to be signed: <i>The ARCC reviewed the report on internal administrative/operational structures and controls in the year under review at its meeting held 8 October 2019, which meeting quorated, and the documentation for approval by the committee was circulated with the meeting agenda in advance with due notice</i>)	<i>RR Implementation Manual 7(h) – to be signed by ARCC chair and IA director</i>	Yes – paragraph 7.8
55	9	Report on risk exposure assessment and the management thereof	Report of council on risk (exposure) assessment and management of risk, including statement of risk management, reporting system in respect of risks, that university risk management measures are effective.	<i>RR Implementation Manual 7(b) RR Implementation Manual 7(i) Report to be signed by officer/committee with designated risk responsibility and the chair of that committee</i>	Yes – paragraph 7 Also Annexure 4
56	10	Annual financial review	Report by Chair of finance committee and CFO	<i>RR Implementation Manual 7(j) – report to be signed by chair of Fin Comm and CFO</i>	Yes – Annexure 5
57	10	Annual financial review	To provide an overview of budget process and how resource allocation was done; how strategic goals were supported and how operational sustainability is to be ensured	<i>RR Implementation Manual 7(j) – report to be signed by chair of Fin Comm and CFO</i>	Yes – Annexure 5

Requirements of the RR in regard of the format and content of the Annual Report				Reference to relevant section in Reporting Regulations ("RR")	Substantiation in 2024 Integrated Annual Report IAR/notes
58	10	Annual financial review	Indicate inclusivity of stakeholders – also attending to budgetary control mechanisms in maintaining financial discipline	<i>RR Implementation Manual 7(j) – report to be signed by chair of Fin Comm and CFO</i>	Yes – Annexure 5
59	10	Annual financial review	Address salient features in statements re financial condition of institution and how primary strategic drivers were attended to. Intelligent comments needed. Statement needed distinguishing between financial consequences of the use of assets representing restricted and unrestricted funds.	<i>RR Implementation Manual 7(j) – report to be signed by chair of Fin Comm and CFO</i>	Yes – Annexure 5 (Information below the headings Surplus and Growth)
60	10	Annual financial review	Report to focus on operational finance – thus excluding non-current items or dramatic movements in investments (although latter matters could be mentioned, the focus should be on operations)	<i>RR Implementation Manual 7(j) – report to be signed by chair of Fin Comm and CFO</i>	Yes – Annexure 5 (Information under the headings Surplus and Growth)
61	10	Annual financial review	To be viewed as a thorough financial analysis of the institution, using all data in financial statements, and any other financial records	<i>RR Implementation Manual 7(j) – report to be signed by chair of Fin Comm and CFO</i>	Yes – Annexure 5 (Information under the headings Equity, Solvability, Liquidity, Gearing ratios)
62	10	Annual financial review	Indicate access to financial aid and the provision thereof; incl. financial aid by external bodies	<i>RR Implementation Manual 7(j) – report to be signed by chair of Fin Comm and CFO</i>	Yes – paragraph 3.3.4
63	10	Annual financial review	Indicate changes in tuition fees	<i>RR Implementation Manual 7(j) – report to be signed by chair of Fin Comm and CFO</i>	Yes – Annexure 5 (Information under the headings Surplus and Growth)
64	11	Audit Comm report	Report of the Audit Committee	<i>RR Implementation Manual 7(k)- to be signed by chair of ARCC and council chair</i>	Yes – paragraph 7.9
65	11	Audit Comm report	Report indicative that the ARCC has satisfied itself with the expertise, resources, experience of the inst. Finance function. Results of the review to be disclosed	<i>RR Implementation Manual 7(k)- to be signed by chair of ARCC and council chair</i>	Yes – Annexure 3, paragraph 13.3.7.1
66	11	Audit Comm report	ARCC to report internally to Council re its statutory duties, and duties assigned to it by Council	<i>RR Implementation Manual 7(k)- to be signed by chair of ARCC and council chair</i>	Yes – Annexure 3, paragraph 13.3.7.1

Requirements of the RR in regard of the format and content of the Annual Report				Reference to relevant section in Reporting Regulations ("RR")	Substantiation in 2024 Integrated Annual Report IAR/notes
67	11	Audit Comm report	ARCC to report on its statutory duties: how it was carried out; whether ARCC is satisfied with independence of external auditor; committee's view on financial statements and the accounting practices; whether internal controls are effective; and on the internal audit function	<i>RR Implementation Manual 7(k)- to be signed by chair of ARCC and council chair</i>	Yes – Annexure 3, paragraph 13.3.7.1
68	11	Audit Comm report	ARCC to provide a summary of its role and details of its composition, number of meetings and activities	<i>RR Implementation Manual 7(k)- to be signed by chair of ARCC and council chair</i>	Annexure 3, para 13.3.3 and Annexure 1, paragraph 13.2 Yes – Annexure 3, paragraph 13.3.7.1
69	11	Audit Comm report	ARCC to recommend the integrated report to Council for approval	<i>RR Implementation Manual 7(k)- to be signed by chair of ARCC and council chair</i>	Yes – ARCC approval on 5 June 2025
70	12	Transformation report	Policies that promote transformation in HE and their effectiveness and impact	<i>RR Implementation Manual 7(l) – report to be signed by VC and council chair</i>	Yes – various sub-paragraphs in paragraph 6
71	12	Transformation report	Report to indicate initiatives that seek to assist people from historically disadvantaged backgrounds, women, people with disabilities.	<i>RR Implementation Manual 7(l) – report to be signed by VC and council chair</i>	Yes – various sub-paragraphs in paragraph 6
72	12	Transformation report	Transformation iro TL and R activities	<i>RR Implementation Manual 7(l) – report to be signed by VC and council chair</i>	Yes – 6.5 – academic transformation
73	13		Report of the independent auditor	<i>Annexure 6</i>	Yes – Annexure 6
74	14		Other info and supplementary financial data (verified by independent auditor); copies of approved minutes of each council meeting with agendas and attendance registers	<i>Provided separately electronically to DHET</i>	
75	15	Dept may arrange for a visit to institution to discuss AR, if necessary			
76	16	Three hard copies to be submitted by 30 June as well as electronic copy			

Summary of stipulations of RR regarding core capabilities of structures/functionaries

Responsibilities of Council reflected as follows in the Council report	
	To provide effective leadership based on ethics
	To ensure that this HEI is a responsible corporate citizen
	To ensure that this HEI's ethics are managed effectively
	To act as the focal point for and custodian of governance
	To understand that strategy, risk, performance and sustainability are inseparable
	To ensure that the ARCC is effective and independent
	To be responsible for risk governance and to ensure an effective risk-based internal audit function; to report on the institution's system of internal controls
	To be responsible for IT governance
	To comply and to ensure compliance with the laws
	To appreciate that stakeholders' perceptions affect the reputation of the HEI
	To ensure the integrity of the HEI's integrated report
	To act in the best interest of the HEI

Responsibilities of the vice-chancellor, through the executive team reflected as follows in management report	
	To see to adequate measures that would ensure economy, efficiency, effectiveness and ethical behaviour in accordance with relevant legislation
	Amongst others, for planning, budgeting, authorisation, controls, evaluation of procurement and utilisation of resources
	Important to see to best practices for general and management purposes.
	Financial planning needs to be flexible and reporting to be flexible so that budgeting, allocation and employment of financial resources are to the best advantage of the institution.
	Simultaneously seeing to high quality in respect of primary activities of teaching-learning and research
	Council to ensure that these primary operations and management & administration functions are fully functional
	Council remains responsible for governance and the exec management for effective management and administration
	The annual report needs to show how and the extent to which these functions were executed.

14 List of Acronyms

4IR	Fourth Industrial Revolution
ACCA	Association of Chartered Accountant
AI	Artificial Intelligence
APP	Annual Performance Plan
AR	Annual Report
ARCC	Audit, Risk and Compliance Committee
ASI	Assegai Strategic Investment
Author	Africa Unit for Transdisciplinary Health Research
B-BBEE	Broad-based Black Economic Empowerment
BCP	Business Continuity Plan
BOD	Board of Donors
BRICS	Brazil, Russia, India, China, South Africa
BTMG	Bridging the Mathematical Gap Modules
Cachet Park CID NPC	Cachet Park City Improvement Districts Non-Profit Company
CAF	Combined Assurance Forum
CE	Community Engagement
CESM	Classification of Educational Subject Matter
CEO	Chief Executive Officer
Chat GPT	Free-to-use Artificial Intelligence system
CHCC	Campus Health Centre
CHE	Council on Higher Education
CIBD	Construction Industry Development Board
CIMA	Chartered Institute of Management Accountant
CIPC	Intellectual Property Commission
CIR	Cyber Incident Response
CLES	South African Research Chair in Cities, Law and Environmental Sustainability
COLA	Cost-of-Living Adjustment
Comserv	Community service years
CoSSS	Campus Committee on Student Support Services
Council EXCO	Council Executive Committee
Covid-19	Coronavirus disease
CRM	Corporate Relations and Marketing
CSIR	Council for Scientific and Industrial Research
CTL	Centre for Teaching and Learning
DBS	Digital Business Strategy
DHET	Department of Higher Education and Training
DRP	Disaster Recovery Plan
DVC	Deputy vice-chancellor
DVC IT	Deputy vice-chancellor: Information Technology

DVC RI	Deputy vice-chancellor: Research and Innovation
DVC TL	Deputy vice-chancellor: Teaching and Learning
ERI	Engaged Research and Innovation
ECSA	Engineering Council of South Africa
EE	Employment Equity
EEP	Employment Equity Plan
Efundi	E-learning system
EPE	External Programme Evaluation
EPPM	Enterprise Project Portfolio Management
ETL	Engaged Teaching and Learning
ExDeans	Executive Deans
ExDIR FF	Executive Director: Finance and Facilities
F-EDU	Faculty of Education
F-EMS	Faculty of Economic and Management Sciences
F-ENG	Faculty of Engineering
F-HS	Faculty of Health Sciences
F-LAW	Faculty of Law
FTEN	First Time Entrant
GBV	Gender-based Violence
GDPR	General Data Protection Regulation
HEMIS	Higher Education Information Management System
HEPI	Higher Education Price Index
HEQC	Higher Education Quality Committee
 HEQSF	Higher Education Quality Sub-Framework
HESCoP	Higher Education Sustainability Community of Practice
HPCSA	Health Professions Council of South Africa
HR	Human Resources (People and Culture)
HyFlex	Hybrid-Flexible
ICT	Information and Communication Technology
IDC	Industrial Development Corporation
IF	Institutional Forum
IFRS	International Financial Reporting Standards
IGF	Information Governance Framework
IIRC	International Integrated Reporting Council
IoT	Internet of Things
IPE	Internal Programme Evaluation
ISM	Internal Success Model
IT	Information Technology
IWMS	Workplace Management Software
KPA	Key Performance Area
LIS	Library and Information Services
LMS	Learning Management System

MBA	Master's in business administration
MC	Mahikeng Campus
NEMISA	National Electronic Media Institute
NGDE	Next Generation Digital Environment
NGO	Non-governmental organisation
NIST	United States National Institute of Standards and Technology
NPC	Non-profit company
NPDE	National Professional Diploma in Education
NPO	Non-profit organisation
NRF	National Research Foundation
NSC	National Senior Certificate
NSFAS	National Student Financial Aid Scheme
NWU	North-West University
OHHRI	Occupational Hygiene and Health Research Initiative
OHS	Occupational Health and Safety
P&C	People and Culture
PAIA	Promotion of Access to Information Act
PC	Potchefstroom Campus
PG	Postgraduate
PoE	Portfolio of Evidence
POPIA	Protection of Personal Information Act
PowerBI	Microsoft's interactive data visualisation and analytics tool for business intelligence
PPM	Project and Portfolio Management
PQM	Programme Qualification Mix
PSET	Post School Education and Training
PYES	Presidential Youth Stimulus
QE	Quality Enhancement
QS	Quacquarelli Symonds
R&O programme	Registration and Orientation programme
RemCom	Remuneration Committee
RR	Reporting Regulations
SABPP	South African Board for People Practices
SADC	South African Development Community
SAICA	South African Institute of Chartered Accountants
SALA	Student Academic Lifecycle Administration
SAMRC	South African Medical Research Council
SANORD	Southern African Nordic-Centre
SAPS	South African Police Service
SARChI	South African Research Chairs Initiative
SARIMA	South African Research and Innovation Management Association
SARUA	Southern African Regional Universities Association

SAVAC	Strep A Vaccine Global Consortium
SCC	Students' Campus Council
SCD	Student Counselling and Development
SCImago	Journal ranking tool, measuring the frequency with which content that had been published in a research journal had been cited in other journals during the previous three years, is in place to independently determine the quality of research products before any research paper is sent to journals
SDG	Sustainable Development Goal
SDTC	Student Diversity and Transformation Committee
SER	Self-Evaluation Report
SETA	Sector Education Training Authorities
SHE	Sustainability, Health and Environment
SI	Supplemental Instruction
SIEM	Security Information and Event Management System
SIS	Student Information System
SL	Service learning
SMC	Senior Management Committee
SMME	Small, Medium and Micro Enterprises
SOP	Standard Operating Procedure
SRC	Students' Representative Council
THE	Times Higher Education
TIA	Technology Innovation Agency
TL	Teaching and Learning
TREES	Tourism Research in Economics, Environs and Society
TTIS	Technology Transfer and Innovation Support
UCDG	University Capacity Development Grant
UCE	Unit for Continuing Education
UG	Undergraduate
UMC	University Management Committee
UnivPrep	University Preparatory Programme
USAF	Universities South Africa
USSA	University Sport South Africa
UTEA	University Teaching Excellence Award
VC	Vice-Chancellor
VdB	Vanderbijlpark Campus
VHIS	Vaalharts Irrigation Scheme
WFP	World Food Programme
WIL	Work-integrated Learning
WISL	Work-Integrated and Service Learning

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