



**Vice-Chancellor's Quarterly Report to
Council
Quarter 4, 2019**

25 November 2019

**VICE CHANCELLOR'S REPORT TO COUNCIL
FOURTH QUARTER, 2019**

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1. INTRODUCTION

The conclusion of the 2019 academic year is rapidly approaching, with recess for students having commenced on 27 November and our summer graduation celebrations commencing from the 10th to the 14th December. In this report, Council will be provided with an overview of the strategic highlights and challenges for this quarter in relation to our six Vision 2020 strategic priorities. In addition, the report will indicate progress in mitigating the top three institutional risk areas, namely: human capital management and labour relations; financial sustainability; and implementing the reintegration business models.

In alignment with our annual reporting cycle, **sustainability and stewardship** is the theme for quarter four with a focus on efforts to build a sound foundation for meeting operational needs and building sustainability for the future.

2. VISION 2020: STRATEGIC PLANNING

Amongst other imperatives, we have been engaging robustly with various initiatives to implement our key strategic and academic redirections, including fostering transdisciplinary scholarship in critical Mandela studies, revitalising the humanities, ocean sciences and the medical school. Recent developments in respect of these exciting trajectories are outlined below.

3. STRATEGIC GROWTH TRAJECTORIES

Transdisciplinary Institute for Mandela Studies

With its historic name change in 2017, Nelson Mandela University committed itself to re-energise its human and social projects in response to the grand challenges of our time. Furthermore, the University committed itself to develop a scholarly expression of the *Mandela* legacy as one of its major intellectual contributions. To this end, over the past 18 months, the University has developed a productive relationship with the Nelson Mandela Foundation (NMF), which is the primary custodian of the *Mandela* legacy.

Under the rubric of *Critical Mandela Studies*, the Transdisciplinary Institute for Mandela Studies (TIMS) has been endorsed by Senate and will constitute a key differentiator for the University. TIMS will be anchored within an overarching Memorandum of Understanding (MOU) with the NMF and together we will explore opportunities for mutually beneficial exchange, collaboration and sharing of resources.

Ocean Sciences

Work is currently underway to develop a comprehensive five-year ocean sciences strategy (2021-2025), as informed by the contributions of various faculties, research chairs and entities. This will be underpinned by a phased resourcing and infrastructural development plan to ensure that our ocean sciences knowledge proposition is supported by a realistic assessment of the resources required to position the University as a leading ocean sciences university on the African continent. This has been bolstered through the generous infrastructure, equipment and related funding support received from government, industry and other partners to refurbish and equip the first dedicated ocean sciences campus in South Africa.

As an example, Mandela University entered into a partnership with the Eastern Cape provincial government and the Department of Environmental Affairs (now Department of Environment, Fisheries and Forestry) in 2018 to unlock the potential of the province's ocean economy. This partnership aims to assist the Province in identifying possible game changing interventions that will benefit communities across the Eastern Cape. The project team includes seven young unemployed graduates as research assistants and will potentially result in a more targeted, coordinated and integrated approach to growing the provincial GDP and creating jobs in the ocean economy.

In line with our transdisciplinary vision, the Institute for Coastal and Marine Research (CMR) has a postgraduate complement of over 100 students, with membership from over 25 academic departments across all seven faculties. The research outputs for 2018 included 72 accredited journal papers. The CMR recently hosted their annual symposium, with the Theme "*Discovering Diversity*" which was attended by more

than 100 delegates.

One of our strongest international partners is Carl von Ossietzky University of Oldenburg, Germany. We recently hosted a 12-person delegation from the Helmholtz Institute for Functional Marine Biodiversity at Oldenburg University, to explore further research collaboration. We already have an exchange agreement between our institutions, and have been shortlisted for a new project which is being considered by the Belmont Forum. Other visitors in recent weeks have included academics from Mozambique Fisheries, TUMSAT (Japan) and University of Brest (UBO, France).

A proposed coursework Masters programme in Oceanography to be offered in partnership with the University of Brest and other South African universities active in Oceanography is under consideration. Mandela University has been requested to consider hosting the programme and, if approved, this will be a significant development for our Ocean Sciences campus.

Our FishFORCE project, funded by the Norwegian government with an original grant of around R50m, has received a further boost of R38m to continue with the rollout of FishFORCE Academies in more of the sub-Saharan coastal countries. With programmes already in place in Kenya, Tanzania and Mozambique, the focus will continue with interventions in Namibia and Angola. Each Academy seeks to provide legal training in ocean governance, to reduce illegal fishing, poaching, and related crime on our high seas such as human and drug trafficking.

I am also happy to announce that the National Research Foundation (NRF) has recently offered the University a SARChI Bilateral Chair in *Ocean and Coastal Heritage and Cultures*, which will hopefully come on stream by April 2020.

Medical School

During this quarter, the University made exciting progress on its journey toward the establishment of the country's tenth medical school with the conclusion of the accreditation site visit by the Health Professions Council of South Africa (HPCSA) and the Council on Higher Education (CHE) from 28 October to 1 November. The panel conducted intensive interviews with a wide cross-section of internal and external stakeholders complemented by site visits to inspect the infrastructure, facilities and equipment at the Missionvale Campus, as well as various training hospitals and community health centres (CHCs) which will form part of the clinical training platform for our medical students.

Provisional feedback from the panel regarding the University's readiness to offer the six-year Bachelor of Medicine and Bachelor of Surgery (MBChB) degree provided at the end of the five-day visit was very positive. I would like to express my sincere appreciation to the Executive Dean, Professor Lungile Pepeta and his team, along with senior management and professional, administrative and support staff (PASS) teams who made this possible through their tireless efforts to prepare so thoroughly for this critical milestone.

I am also pleased to announce that the Director of the Medical Programme, Professor Fikile Nomvete, is among the first staff members to be appointed and he comes with incredible knowledge and expertise to ensure that the medical programme serves as a catalyst for renewal and development in the Missionvale area and beyond.

As soon as we have received official feedback from the HPCSA and CHE in respect of the accreditation of the medical programme in 2020, the University will host a "soft launch" of the Medical School on the Missionvale Campus with various activities planned for different stakeholder groups such as funders, the medical fraternity, the surrounding community, and school principals. Particular areas of focus include leveraging opportunities for the Medical School and surrounding area of Missionvale in terms of infrastructure investment, entrepreneurial opportunities and partnerships.

4. DISTINCTIVE EDUCATIONAL PURPOSE AND PHILOSOPHY THAT CONTRIBUTES TO STUDENT ACCESS FOR SUCCESS

The faculties have been engaging in various initiatives to foreground sustainability and stewardship and the

notable highlights are outlined below.

Arts

The Faculty has developed a people plan, which includes the filling of critical vacancies with highly qualified, equity candidates wherever possible. This will enhance the sustainability of the faculty and will bolster capacity towards revitalising the humanities and the continued enrichment and decolonisation of the learning and research programmes offered by the faculty. An example of this was the hosting of the Indigenous Knowledge Systems and Intellectual Property in Africa and the World Conference (IK21) by the Faculty with the support of funding from the National Institute for Humanities and Social Sciences (NIHSS).

Since January 2015, 66 appointments have been concluded in the faculty (with 14 appointments since January 2019), 60 of which are equity candidates. This is invigorating the faculty and advancing transformation, however, support should be provided to advance the new appointees and the initiatives they implement.

Business and Economic Sciences

As part of the faculty's quest to pioneer our work towards the establishment of a digital campus, the School of Management Sciences started a new initiative, E-spresso digital information sharing sessions over a cup of coffee and also hosted a Digital Colloquium at the beginning of November. The Faculty is also seeking to significantly broaden the use of digital open source e-books as an alternative to expensive text books as part of an initiative to ensure that all students have access to learning materials irrespective of their socio-economic status.

The Transition Township project led by the School of Economics, Tourism and Development moved closer towards the establishment of the first community-owned renewable energy installation and neighbourhood co-operative in Kwazekhele. Furthermore, the School will be offering a BCom Hospitality Management programme as from 2020, which promises to be in high demand.

The Business School is reviewing its delivery model in favour of expanding video-conferencing and livestreaming of lectures to block release support sites in order to save costs and enhance sustainable programme delivery. The School will vigorously pursue efforts to strengthen their C-suite Executive Development Programmes, as opposed to the current focus on management development programmes for lower-level managers. The Leadership Academy has also indicated readiness and support to advance the University's BBBEE strategy through dedicated enterprise and supplier development, including capacity development interventions to assist reintegrated employees with venture creation.

Education

The Faculty is acutely aware of the strain it places on the resource allocation model (HR RAM) of the University. To this end, the Faculty has strategically embarked on revisiting the programmes on offer, reskilling staff, and streamlining its programmes to reduce the number of contract staff required to deliver lectures.

In addition, the Faculty recognises the need for third stream income and is exploring the potential of aggressively marketing its short learning programme offerings for the post-school educational sector. Other cost saving measures include paperless delivery of programmes through the use of electronic learning platforms such as Moodle.

Engineering, the Built Environment and Information Technology (EBEIT)

On 30 October, the eNtsa uYilo e-Mobility group facilitated a seminar hosted by United Nations Industrial Development Organization (UNIDO) for students to create awareness, particularly among women, about career paths and skills required for a sustainable energy transition with a focus on energy economics and management.

With the global deployment of renewable energy and electrification of transport technologies, there has been an increased market demand of lithium-ion batteries that form the key component of hybrid-electric and battery electric vehicles. The uYilo eMobility Programme hosted the Batteries and Electric Vehicle 2019 Conference on 31 October and 1 November 2019, which provided leading insights into technological and

business opportunities with the latest updates in the fields of batteries and electric vehicles from local and international speakers.

The Faculty hosted accreditation visits from the SACQSP (South African Council for Quantity Surveying Professionals) and ECSA (Engineering Council of South Africa). The official outcomes of these accreditation visits will be communicated by the respective Councils in due course, but initial feedback is that accreditation will be retained. Deficiencies in the departments of Civil Engineering and Mechatronics are of concern and will need to be addressed as a priority in 2020.

Law

The Faculty of Law has benefited from the additional allocation of resources to establish much-needed new positions in certain departments. In addition, the NGAP programme has enabled the Faculty to grow in strategic areas, most notably in respect of developing capacity in the areas of law enforcement and criminal justice, as well as in maritime law and ocean governance.

One of the remaining challenges for the Faculty relates to the administrative support that is required to cope with student enrolment growth over the past few years. On a related point, the need for an institutional workload model for PASS staff within faculties is clear and should be prioritised in 2020. Academic workload models also need to be developed, on a flexible faculty-by-faculty basis.

Science

The fourth quarter of the year has been a productive one for the Faculty. Evidence of this lies in the numerous conferences attended and hosted, as well as the multiple awards that have been conferred upon staff members.

In terms of sustainability, the Faculty is developing a Cross Laminated Timber research unit. This will tie in well with the future of building sustainable homes for all. The further development of sustainable fuels through the Innoventon initiative of Coalgae®, highlights our applied research and engagements with industry.

Among the most notable risks confronting the Faculty, is the need to carefully balance higher intakes of students with the additional strain this places on existing infrastructure, such as lecture venues and laboratories. The organisational redesign process has also highlighted some of the staffing issues and the need to improve financial sustainability and business models within the Faculty.

5. ENGAGED, INNOVATIVE SCHOLARSHIP CULTURE THAT GENERATES KNOWLEDGE RECOGNISED FOR ITS CONTRIBUTION TO SUSTAINABILITY

The University is considerably intensifying its efforts to enhance its sustainability and stewardship, through diversifying its sources of research income, so as to decrease the risk associated with heavy reliance on state income for research endeavours. Our recently approved Research and Innovation Strategy is being implemented to position our University in a manner which is more aligned to our vision.

Research outputs

Our research outputs for the past few years are reflected in the table below, including our submissions for 2018.

Nelson Mandela University Research Outputs						
	2013	2014	2015	2016	2017	* 2018
Books & Chapters	5,12	7,21	10,05	30,84	22,52	41,37
Conference proceedings	84,16	77,39	63,64	84,09	54,23	49,43
Journal Articles	252,81	281,42	324,81	319,4	312,33	353,11
Total	342,09	366,02	398,5	434,33	389,08	443,91
* The 2018 Figures are provisional until such time we receive the final report from DHET						

It is pleasing to note that the University has achieved a significant increase in journal article outputs. The book chapters (still being audited) have also increased. We have intentionally focused on reducing our conference proceedings, as benchmarking indicated that we were way above the national average.

Digitalising research processes and systems

During our listening campaign, we received feedback from employees that many of our research processes and procedures are cumbersome and inefficient and we are making significant progress in addressing these concerns. For example, we have acquired software that will greatly improve the submission of our annual research outputs for DHEST subsidy. Up to now, hundreds of research outputs were captured manually, which was inevitably inefficient and time-consuming. The DHEST research subsidy to the University is around R100 million each year and the new online system will assist in ensuring that we optimize this source of income.

Many of our research projects require formal ethics approval and each year the number of applications for ethics approval increases. As this is currently also an archaic paper-based process, we have requested funding from the University to migrate towards an online process. In addition, the National Research Ethics Council carried out a national audit during 2018 and this highlighted a number of areas where we needed to make improvements. These have all been addressed and we are in a far better state than a year ago. This is also important as we prepare for the Medical Programme for which ethics permission for clinical trials and medical research will be required.

Research capacity development

Our Research Development Office continues to support the NGAP Scholars Programme funded by the DHET. With 12 NGAP Scholars already appointed at our University and a further five proposals having been submitted to the DHET, we anticipate that this will remain an important source of renewing the academy with the next generation of talented, socially-diverse academics and scholars.

This has been the second year of the University Capacity Development Grant (UCDP) programme, for which R26m is received annually from the DHET. This funding has enabled us to focus on many interventions for our emerging scholars, such as training and writing retreats, thus placing the University in a far stronger position to grow its postgraduate student complement in the future.

Research and engagement entities

Our 38 research and engagement Entities (Institutes, Centres and Units) continue to do us proud. Worthy of special mention is eNtsa (Engineering Institute), which this year will have an operating budget of close to R60m – all externally funded. The support provided by eNtsa to many of our large companies (including Eskom and Sasol) is significant and vital for the country in these challenging economic times.

Innovation

In October, the Innovation Office participated in the Technology and Innovation Support Center (TISC) Workshop on Commercialisation and Technology Transfer. An initiative of the World Intellectual Property Organisation (WIPO), TISC was established to assist developing countries with the development of skills and capabilities to better manage their intellectual property. Our Director of the Innovation Office, Dr Gumede, was one of the invited speakers, with the topic *“The roles of a Technology Transfer Office in the Innovation Value Chain in South Africa”*.

The Innovation Bridge (IB) Technology Matchmaking and Science Forum South Africa (SFSA) event is an initiative of the Department of Science and Innovation (DSI), aimed at encouraging and accelerating the utilisation and commercialisation of knowledge and technologies that have been developed by publicly funded South African research and technology development institutions. At this year’s event, our Innovation Office will be showcasing three inventions from the University’s portfolio that are ready for market.

The University, through its commercialisation company, Innovolve (Pty) Ltd, concluded a licensing agreement for one of our innovations, TouchTutor®/GammaTutor. Prof Werner Olivier, Director of the Govan Mbeki Mathematics Development Centre, developed the product as an independent CAPS Mathematics and Science Android software package that houses a range of app functionalities for educational purposes.

Propella Incubator, in which the University has shares, has submitted funding proposals to various funders such as the Small Enterprise Development Agency (Seda), East Cape Development Corporation (ECDC) and the Technology Innovation Agency (TIA) to secure its sustainability. Propella's pending move to new premises (Libra Chambers, in Humerail) in early December will be conducive to the development of Industry 4.0 technologies and Smart City solutions to ensure that Propella remains top of mind as a major player in the innovation eco-system in Nelson Mandela Bay.

Three of Propella's entrepreneurs received recognition during this quarter, namely:

- Heather McEwan from Rhino Energy went to Washington DC in September to collect the award for Energy Professional Development from the International Association of Energy Engineers;
- Zain Mohammed and Neo Mabunda, both Mandela University students, scooped two first runner-up awards at the 2019 Sita ICT Public Services awards held in Durban at the end of October.
- Heinrich Williams, one of our MBA students, began trialing 25 upgraded QCare units at the Pelanomi Hospital in Bloemfontein. This is a unique, joint venture between academia, enterprise development agencies, government and the private sector.

Internationalisation and strategic partnerships

Dr Beata Mtyingizana has been appointed as Senior Director: International Office as from October and will be driving the development of an Implementation Plan to give effect to the Internationalisation Strategy recently approved by Council. A major focus of the plan will be to establish new, strategic linkages with academic institutions across our continent.

Successful resource mobilisation for the Medical School, TIMS, Hubs of Convergence and other priorities depends on the extent to which relationships are built with potential international funders and partners, followed up with specific proposals and applications. During 2019, considerable effort was invested in positioning our University internationally and the Vice-Chancellor led delegations to the United Kingdom, and the United States to introduce Mandela University as an exciting partnership and funding prospect. We are working in a more integrated and coordinated manner in following up on these initiatives to ensure that maximum value is derived from these engagements.

We have had four grants approved under the South Africa Sweden University Forum (SASUF) programme, and a further two projects in which we will be collaborators. Having been a very competitive process, our significant involvement in SASUF will strengthen our collaboration with several Swedish universities, including Gothenburg, Uppsala and the Swedish Agricultural University.

A significant development has been the approval of guidelines by which we can define joint Masters and Doctoral degrees with foreign institutions. At this stage, discussions are taking place with University of Strasbourg and the University of Brest (both in France).

We have officially launched the International Research Laboratory which is a formal partnership between Mandela University, the CNRS and the University of Lyon (France). The first in South Africa, the focus of the Lab will be in the area of transdisciplinary research on socio-ecological systems and will take the form of a Centre of Excellence. Based on our George Campus, the Lab will contribute directly to the institutional research theme relating to environmental stewardship and sustainable livelihoods.

Social stewardship and engagement

The sustainability of universities is intrinsically linked to how they relate within and to broader society, how they perform their civic mission, and how they transform to contribute to socio-cultural and economic development. That is, the university in the service of society will generate inherent legitimacy that not only mobilises social, state and private sector support for its work, but also advances its academic reputation on which its capacity for sustainability is built.

While the repositioning of engagement is an institution-wide priority, the Hub of Convergence (HoC) initiative is placed as its signature project in collaboration with the Centre for Community Schools (CCS) of the Faculty of Education. The HoC project has already started work on understanding the approach to the co-construction of knowledge with communities in ways that advance the reciprocal interests of the community

and the University. Conversations within faculties and other University outfits will further the programmatic work from 2020 onwards.

In collaboration with the Executive Dean of Education, the post-school education and training (PSET) sector work within the University is being mapped. This includes the Centre for Integrated Post School Education and Training (CIPSET), the Research Chair: Youth Unemployment, Employability and Empowerment, Centre for Community School (CCS), and the Faculty of Education. This process is aimed at releasing the immense potential of these programmes to respond to the key strategic imperatives of the country, particularly with the imminent release of the National Plan for Post-School Education and Training (NPPSET).

As part of these endeavours, CIPSET played an integral facilitative and conceptual role in the establishment of the NRF Research Chair in Community, Adult and Worker Education (CAWE) which our University shares with the University of Johannesburg. Through the work of the Chair, CIPSET will contribute to extending post-school education, supervising new Masters and PhD students, and developing a new Honours programme in CAWE to which DHEST has committed to funding. This will be complemented by the work of the Research Chair: Youth Unemployment, Employability and Empowerment whose research also aims to understand the ways in which education and training can advance meaningful livelihoods by addressing youth unemployment.

6. TRANSFORMATIVE INSTITUTIONAL CULTURE THAT PROMOTES DIVERSITY AND SOCIAL COHESION

The research and programmatic work of CriSHET has had a real and meaningful impact within the context of institutional transformation, national influence and academic reputation. Of note, is an evolving agreement with Stellenbosch University and the Central University of Technology to develop an Online Resource for Higher Education Transformation (ORHET), which will include a massive online archive of higher education transformation training and development resources. It is foreseen that this project will be offered to USAf and DHEST as it grows. The framing of *African Critical University Studies* as a sub-field of study within the work of the Chair also has the potential to be a distinct Mandela University offering.

Institutional Culture Working Group

The Institutional Culture Working Group is in the process of reviewing and co-creating a culture and working environment that facilitates and supports an ongoing improvement in workplace well-being that is aligned to institutional strategies. This programmatic work will contribute to fostering a transformative institutional culture, expanding our African footprint, promoting social justice, renewing the academic project, and promoting intellectual vibrancy.

Anti-discrimination - Promotion of equality

The work of CANRAD is contributing to the growth of a much needed anti-racism network in the Metro. Added to this, we have started discussions on a Research Chair in Race and Ethnicity, together with the strengthening of CANRAD's programmatic and research work as it relates to social justice as one of our institutional research themes. The question of race and ethnicity is bound to remain one of the key questions of our times; and supporting and strengthening CANRAD will be central to positioning the University.

Centre for Women and Gender Studies (CWGS)

The University formally launched the Centre for Women and Gender Studies in early October with a series of very successful meetings and dialogues. This project seeks to be the hub of an Eastern Cape African Feminist Studies Corridor. The launch and initial programmatic work animated the University and its publics and generated much-needed energy and commitment within the University and beyond around the challenge of gender equality and the eradication of the scourge of gender-based violence.

GBV interventions

Various GBV advocacy initiatives were implemented during the past months since the previous report to Council. Annexure 1 provides a detailed outline of all the ongoing initiatives and events up until December.

GBV reported incidents

A total of 50 GBV cases were reported from January to 21 November 2019. It should be noted that the majority of cases involved student-on-student violations. There were, however, five cases involving employees, of which two have been concluded. One is scheduled for a hearing in December, while the other two are in the process of being investigated.

The table below outlines the types of GBV committed, also providing the number of cases that have been resolved and the number of cases remaining open. A GBV case coordinator was appointed in July to work closely with a dedicated GBV counsellor and a GBV investigator to assist in the speedy resolution of these cases.

GBV conduct	Number	Open cases	Closed cases
Rape	9	3	6
Sexual Harassment	23	5	18
Harassment	2	1	1
Intimate Partner Violence	2		2
GBH- Assault	3	1	2
Sexual Discrimination	2	1	1 (withdrew)
Unbecoming Behaviour	7		7
Social media	1		1
GBV extortion	1	1	
Total	50	12	38

BBBEE and preferential procurement

The preparations for the BBBEE verification process to be undertaken early in 2020 are underway. This includes developing a comprehensive BBBEE strategy with indicators and targets to be workshopped with senior management in the first quarter of 2020 to promote ownership and accountability of this important dimension of our transformation agenda.

To establish a foundation for strategy development, a workshop was convened by Finance and the Office for Institutional Strategy with key internal role-players to analyse the University’s performance within each element of the BBBEE scorecard over the previous two verification cycles with a view to progressively improving the University’s BBBEE recognition levels. Based on this analysis, Enterprise and Supplier Development (ESD) was identified as the most critical area for improvement. With strategic funding that was made available for the 2019 BBBEE strategy, two contract appointments have been made to advance ESD, including increasing the allocations to projects intended for this purpose.

Infrastructure projects make up the vast majority of supplier expenditure. The revised SCM Policy requires 30% allocation to SMMEs for transactions in the tender threshold of >R30M for infrastructure projects. In addition to this provision, we are working on a strategy to ensure the inclusion of EMEs and QSEs with at least 51% black ownership at all thresholds, as well as identifying EMEs and QSEs that operate locally within the Metro boundaries.

As requested by Council in the previous quarter, the table below provides an indication of our BBBEE performance against each of the elements of the scorecard relating to procurement spend. We have also projected our likely achievement levels in the next cycle of BBBEE verification based on 2019 expenditure trends.

INDICATOR	WEIGHTING	TARGET	CURRENT BBBEE SCORECARD	2019 ACTUAL AND SCORE TO DATE
B-BBEE Procurement Spend from all Empowering Suppliers based on the B-BBEE Procurement Recognition Levels as a Percentage of Total Measured Procurement Spend	5	80%	61.98%	66.90%

INDICATOR	WEIGHTING	TARGET	CURRENT BBEE SCORECARD	2019 ACTUAL AND SCORE TO DATE
B-BBEE Procurement Spend from all Empowering Suppliers that are Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	4	15%	23.20%	37.61%
B-BBEE Procurement Spend from Exempted Micro-Enterprise suppliers based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	5	15%	16.50%	18.06%
B-BBEE Procurement Spend from all Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	11	40%	31.76%	56.31%
B-BBEE Procurement Spend from all Empowering Suppliers that are at least 30% Black Women Owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement Spend	5	12%	20.08%	19.44%
B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black owned based on the B-BBEE Recognition Level	2	2%	0	0

ICT is assisting with the development of a dashboard to assist with tracking and reporting on BBEE performance. In the absence of such a dashboard, SCM have compiled a summary of the expenditure to date through the supplier's database.

Total spend on procurement 2019 to date

Total Procurement Spend	R1 244 898 976
B-BBEE Procurement Spend Target (80%)	R995 919 180
Total B-BBEE Procurement Spend (based on Supplier Ratings)	R832 908 133
Shortfall Expenditure on Preferential Procurement	R163 011 067

The total measured procurement spend (TMPS) is calculated after adjusting for inclusions (e.g. CAPEX) and exclusions (e.g. depreciation, imports, etc.). The compliance target is 80% for 5 points. The year to date spend for 2019 indicates a 66.90% spend or a score of 4.1 compared to 3.8 on the current BBEE scorecard.

7. ENHANCING STUDENT LIVING AND LEARNING EXPERIENCES

Student leadership and governance

We have held three consecutive peaceful and successful Student Representative Council (SRC) elections both for the Central SRC, Local SRCs and Premiers of campuses. SASCO achieved an overwhelming majority with six seats, followed by the EFFSC with two seats and DASO with one seat. The elections of SRC sub-structures such as House Committees and other residence structures have also been concluded.

Although we are entering a point of stability with respect to student governance, going forward, we aim to strengthen the following areas:

- Managing student relations at the levels below senior management.
- Renewing the class and faculty representative system as the basic unit of interface between academics and students.
- Improving communication to the broader student community on decisions reached with the SRC.
- Consistently conscientising students and their formations about rights and responsibilities in line with University policy and applicable law including our Constitution.
- Continuing to strengthen our student leadership development programme and cascading it to all levels of student leadership formations.

Student involvement in 2020 planning processes

In the context of enhancing student involvement, the outgoing and incoming SRC have been engaged on the following planning issues for the 2020 academic year:

- Fees regime for 2020
- Concession and related access issues
- Admission issues

We will continue to embed and deepen the culture of authentic engagement with our students including utilising existing platforms to provide feedback on co-created plans to enhance their lived experience of Mandela University.

Recognising student involvement in co-curricular programmes

As part of cultivating the University's graduate attributes beyond the classroom, students are encouraged to participate in various leadership development, arts and culture, sport, residences, and other developmental co-curricular activities. The participating students across our campuses, inclusive of George, are recognised annually for their excellence in engaging in these co-curricular programmes. This recognition demonstrates the broad commitment of the University to a student-centric approach and also serves as a powerful motivation for more students to participate.

Broadening access to students with disabilities

The Universal Accessibility and Disability Services Unit has created a partnership with the provincial Department of Education's Inclusive Education Unit. Through this partnership, we have been able to create linkages and run awareness workshops as part of grade 12 learner's readiness programme at special needs schools in the province.

Student nutrition

A student nutrition support programme was developed in response to about 2000 (mainly first year) students whose NSFAS allowances were exhausted by the end of October 2019. This was due to an instruction by NSFAS to pay student allowances within 48 hours after successful registration at the beginning of the year, which resulted in a new practice of paying allowances in January as opposed to February. To avert a potential crisis, the University implemented various fundraising measures to provide food packs to about 900 affected students.

Renewing the social life of our students

Over the last few years, we have consistently raised the issue of the changing profile of our students. Recently, we have witnessed manifestations of the declining moral fibre in society as evidenced by the increasing incidence of drug and alcohol abuse and other social ills. To reverse this trend, the University has established an Action Group to engage in courageous conversations with student leadership formations on a programme to renew and revitalise the social life and values of our students.

8. EMPLOYER OF FIRST CHOICE BY INVESTING IN TALENTED, HIGH-PERFORMING EMPLOYEES

Developing and implementing a fully integrated talent management strategy will optimise University's performance and advance transformation. To this end, the ability to attract and retain talent contributes to the sustainability of the University. During the period 24 August 2019 to 31 October 2019, 30 employees were appointed permanently or on a contract of longer than one year, of which 26 were from under-represented groups.

Senior management appointments

For posts PL2-4 there were 12 vacancies during the course of 2019 of which eight have been filled. Only one of these appointments were outside the designated (A, C, I) group. It is unprecedented for the University to make such a high number of executive appointments in a financial year. This will contribute significantly to the leadership capability and and stability while diversifying the demographic profile of senior management.

Appointment of academic employees

The number of academic employees from under-represented groups (A, C, I) increased by 13 over the last quarter, representing a 0.5% improvement on the total number of academics appointed to permanent and long term contracts. A trend that has been noted is that academic appointments have been mainly associated with lower ranks, with the potential unintended risk of 'juniorising' the academy.

Appointment of Professional, Administrative and Support Services (PASS) employees

A high percentage of PASS employees from within the University were appointed to vacancies advertised during the course of the year. However, the filling of vacancies was balanced between appointing employees externally and internally.

Termination

A total of 12 employees terminated their employment at the University during the fourth quarter of 2019, which can be attributed to retirements, the termination of long-term contracts and resignations. This represents 0.5% of the total number of University employees.

Employment equity

A well-executed employment equity plan that is aligned to the overall strategy and objectives of the institution is critical for the University to diversify its staff demographic profile. One of the crucial components of integrated talent management includes mechanisms to fast track the development of Black academics at occupational levels 3 and 4 where they are currently under-represented. This is being attended to through various externally- and internally-funded initiatives, such as the Next Generation of Academics Programme (NGAP) and the Early Career Academics Programme (ECAP).

In addition, as part of its efforts to increase the representation of differently abled employees, the University is planning various initiatives including: explicitly encouraging differently abled candidates to apply for University vacancies in our recruitment advertisements; implementing awareness campaigns to encourage differently abled employees to declare their status for the purposes of facilitating reasonable accommodation; and implementing targeted talent sourcing strategies to identify talented, differently abled candidates for vacant positions.

Employee development

Over the past quarter, a total of 259 employees have been trained as a result of 21 learning and development interventions. Furthermore, a total of 50 employees are currently busy with formal studies at other universities.

The Human Resources Development (HRD) committee and the Learning and Development strategy are currently under review to enhance the development of employees for optimal performance within the context of the future world of work. This review will be informed by an analysis of the outcomes of the roundtable discussions held with key internal stakeholders.

HR business process innovations

In an effort to streamline the HR processes, a number of initiatives were implemented in 2019 to leverage technology and to deliver value-adding, efficient services and interventions. These are detailed in Annexure 2.

Employee relations

NTEU and NEHAWU jointly represent 86% of the staff members, with NEHAWU having slightly more members than NTEU. The 2020/21 salary negotiations commenced in October 2019 and will continue until March 2020. This is the first time that the University has started negotiations in the year preceding the implementation of the salary increases. This is the result of the amendments in the new conditions of service (CoS) to pay salary increases in March instead of May each year.

The building of working relationship (BWR) with organised labour facilitated by the CCMA earlier this year, enabled the Employee Relations Forum (ERF) to be revived. The ERF provides a strategic platform for pro-actively dealing with institution-wide issues and building healthy relationships between management and

trade unions. During this quarter, the ERF focused primarily on engaging with organised labour on the implications of implementing the organisational redesign process.

Remuneration, benefits and wellness

HR has been focusing on finalising Phase II of the harmonisation of remuneration project, including designing the remuneration strategy, philosophy, and revised or new salary scales where necessary. The guiding principles that will inform the crafting of the new remuneration philosophy and policy are being extensively consulted on.

A number of initiatives are also being implemented to enhance the wellness offerings for all employees. HR is currently reviewing the health and financial wellbeing initiatives with a view to developing an integrated strategy aimed at preventive health management. This will include partnering with service providers in the health and financial industries to assist with the education and training of employees, with a particular focus on assisting those who struggle with debt and financial management.

9. ENABLING SYSTEMS AND INFRASTRUCTURE THAT PROMOTE AN EXCEPTIONAL EXPERIENCE FOR STUDENTS, EMPLOYEES AND KEY STAKEHOLDERS

Student admissions for 2020

As at 25 November 2019, a total of **12 626** provisional acceptance offers were made to prospective first time entering undergraduates for 2020 compared to **5 152** on the same date in 2019, which constitutes an increase of 145%. The improved turnaround times in processing applications has been facilitated through the smooth transition from the old admission point score (APS) requirements to the new applicant score (AS), as well as the automation of admissions processes.

Business process redesign projects

The following administrative process modifications have been initiated to improve alignment with and support provided to the academic project:

- The re-alignment of the academic calendar for 2020 to ensure academic activities are concluded in the same academic year, including the end of year re-examinations.
- The improvement of the postgraduate student administration value chain has taken a major step forward with the approval of the revised Master's and Doctoral Policy. This provides the basis for subsequent alignment of the postgraduate general rules and procedures and the digitalisation of postgraduate admissions processes. In addition, the organisational redesign also afforded us the opportunity to propose a more focused postgraduate support function within Faculty Administration to bring the processes closer to the faculties with the aim of improving partnerships, as well as process efficiency.

Various other projects are being implemented by ICT to improve overall efficiency and effectiveness of business processes within the University and the details are outlined in Annexure 2. In spite of this good progress, challenges experienced include reduced capacity to fast-track the digitalisation of systems and processes due to vacancies within both ICT and Academic Administration.

Branding and stakeholder engagement

Various plans and processes are in place aimed at positioning Mandela University as an institution of first choice for talented staff and students. As part of this campaign, various publications have been produced that celebrate achievements and strategic highlights in alignment with the core messages designed to differentiate the University nationally and globally. This included a supplement positioning the University's role in student leadership which was shared in the Herald and Daily Dispatch, as well as the third edition of *Thetha*, a magazine aimed at alumni and friends. Furthermore, a new publication for Learning and Teaching is being produced and this will showcase the humanising pedagogy philosophy of our University.

The University's drive to expand its digital footprint is gaining momentum with the new-look website which is nearing implementation status and this will assist in deepening the Mandela identity and brand.

Naming and renaming

Consultations and engagement are ongoing as it relates to the naming and renaming project, following the

official launch of the initiative on 27 May. At present, each faculty is engaged in seeking appropriate names for any unnamed academic buildings. This expansive project offers the University an ongoing opportunity to grow the Mandela name in line with our transformational efforts.

Safety and security

Work is ongoing to improve safety and security both internally and externally through monthly engagements with various stakeholders, including the Summerstrand Community Crime Forum and security providers within the Metro.

There has been a noticeable decline in the number of reported cases of crime during this month, but it should be noted that the University regrettably experienced the death of three (3) students in one weekend, with two involving off-campus incidents. In all three incidents, the indications are that the use of liquor was involved.

Technology-enabled enhancements to safety and security at Missionvale Campus

The Missionvale Security Plan’s planning phase has commenced with the use of technology to enhance safety and security on campus continuing to expand. There has been an increase in surveillance cameras and their connection to an upgraded control room. The new medical school infrastructure facilities have been equipped with electronic access control to secure expensive medical technology and equipment to be housed on the campus.

10. ENVIRONMENTAL AND FINANCIAL SUSTAINABILITY AND STEWARDSHIP

Various initiatives are being implemented to reduce our carbon footprint as well as operate in a more cost effective manner through the use of technological solutions and renewable energies.

Environmental sustainability

Energy

The 1 MW photovoltaic installation on South Campus is designed for a twenty-year production life, and will become our property as from 2029 to generate low cost, renewable energy. The photovoltaic plant only started with full production in July 2019. The cost comparison between our 1 MW PV plant and the standard municipal energy rate is reflected below for the four months it has been operational.

1 MW PV Production per month						
Month	Kilowatt Produced/Month	Kilowatt Produced/Day	Unit Price	Purchase Price	Comparitive Municipal Unit Price	Municipal Purchase Price (Comparative)
1 Jul-19	146 358.22	4 721.23	1.70	248 808.97	2.00	292 716.44
2 Aug-19	169 460.00	5 466.45	1.70	288 082.00	2.00	338 920.00
3 Sep-19	153 080.00	5 102.67	1.70	260 236.00	1.00	153 080.00
4 Oct-19	175 600.00	5 664.52	1.70	298 520.00	1.00	175 600.00
				1 095 646.97		960 316.44

The PV plant is generating more than 10% of our overall use on South Campus, from this renewable source. The plant is therefore clearly a major contributor to the overall quest to increase the utilisation of renewable energy to 30% of the University’s energy requirements in the next six years. As a country wide initiative, the University has been recognised for its efforts and won the following awards:

- Greenest Campus in Africa 2019 - Association of College and University Housing Officers International; and,
- National runner-up award in renewable energy – Higher Education Facilities Management Association.

Water

The table below summarises the various water sustainability projects being implemented across our campuses. The long term aim of diversifying our water sources, with less direct reliance on municipal water provision, will be met through ongoing expenditure in these areas. Water security and resilience in times of

drought is an imperative and should be an area of ongoing focus.

Project	Campus	Budget	Status
1 Mega Liter Water Reservoir	George	6 000 000	Construction started – 20% complete. Planned completion is May 2020.
RE Water Scheme	South	15 000 000	Phase 1 – R11m Complete. Phase 2 – to incorporate North Campus.
Water Meters (DHET)	All	250 000	Project underway. Meters to be installed Jan 2020.
New Water (Consult)	All	700 000	Work done in combination with the RE water scheme (Phase 1, 2 and 3)
Borehole Drilling	North	250 000	Project Completed 100%. Final fit out for usage underway as part of the 1800 bed North Campus Residence project.
Borehole Drilling	George	250 000	Project Completed 100%. Final fit out for usage underway as part of the 200 bed George Campus Residence project.

Waste

Once the entire University population is migrated to the PaperCut software, the University will be able to benchmark printing usage nationally and internationally. Comparative data across our campuses will also provide insights into areas of concern and possible interventions to enhance sustainability.

Green buildings

The only “Green Star” rated building we are endeavouring to build in 2020 is the Cross Laminate Timber (CLT) building in George. Our latest estimate for the building is roughly R6.9m. Discussions are currently underway with the Italian partner (<https://innovhousing.net/>) regarding funding options.

Financial sustainability

The financial sustainability of the University is critical going forward within the prevailing macro-economic conditions and ever-increasing demands for widening access to quality higher education. The latest management accounts indicate that we are on track to achieve a surplus budget from operations in 2019. This assumes no major additional, out of budget additions.

The Annual Budget and Annual Performance Plan (APP) for 2020 were considered by FFC and ARC and will be recommended to Council in this meeting. The budget includes a 5.4% increase in tuition fees and 7.4% increase in student accommodation fees, which have been proposed by the DHEST. The University awaits the final recommendation by the Minister, which has been the sector approach in recent years.

A balanced operational budget for 2020 will be presented to Council with R56.8 million surplus after investment income (6% surplus) and R3.6 million surplus from operations before investment income (2% surplus), which meets Councils performance indicator of reserve accumulation between 5% and 10%.

A key sustainability indicator is the salary benchmark which was set at 65% up until the reintegration of previously outsourced staff. This indicator then spiked to 67.5% which resulted in finance income being used

to balance operations and then reducing to 63.5% for 2019 as a result of a windfall in subsidy received in 2018 and above CPI allocations in 2019.

It is apparent in the Medium-Term Expenditure Framework (MTEF) and current strain on the fiscus, that no more than CPI linked increases can be expected going forward. This together with capping of fees to CPI, indicate that the most significant streams of funding will increase by growth plus inflation, which requires careful consideration around resource allocation and maintaining the salary benchmark. The proposed salary benchmark in the 2020 budget is 65%, which would need to include the costs of implementing harmonisation and organisational redesign.

The Nelson Mandela University Trust donations and investment income for the period 1 January to 30 October 2019 amounts to R92 085 358. Of this, some R45.9 million has been mobilised by the SRMO on behalf of the Trust from the public sector and R28.6 million has been contributed by corporates. The concerted effort made to build relationships with SETAs has resulted in fewer problems of late payments of bursaries than in previous years.

11. CONCLUSION

In conclusion, the University continues to navigate the challenges of a volatile, complex and uncertain environment as we seek to promote our long-term sustainability and strategically position Mandela University nationally and globally. During the course of 2019, we have made considerable progress in implementing the strategic intentions outlined in the VC's inaugural address last year, but much work still needs to be done.

Amongst the key issues we will be focusing on going forward, we will devote particular attention to the following during the course of next year:

- Crafting an integrated Vision 2030 institutional strategy to map the strategic trajectory of the University over the next decade;
- Accelerating our transformation efforts to ensure that Mandela University is known for its contribution to creating a more socially just, equal and democratic society.
- Developing and implementing a cross-cutting institutional sustainability plan and indicator framework, including annual and five-year targets;
- Implementing the University-wide organisational redesign proposals and monitoring the impact thereof on improved strategy alignment, cost-effectiveness and performance;
- Mobilising recurrent, non-encumbered annuity streams, including funding for the medical school and ocean sciences, as well as a significant increase in bursaries and scholarships to promote our long-term sustainability.

As the Management team, we thank our Council for their support and for exercising judicious stewardship over the University's affairs during 2019.

ANNEXURE 1: GENDER-BASED VIOLENCE (GBV) INTERVENTIONS

Madibaz Radio weekly GBV slots

In partnership with Madibaz radio, GBV slots have been revived to assist us reach a wide range of people and effect change within the Institution. We have weekly slots where we talk on GBV issues with the aim of increasing knowledge, challenging attitudes and creating awareness on the impact of socialisation on gender and violence towards women and children, in particular.

Gender Diaries - Intlambululo- nentlangulo

In partnership with the Centre for Women and Gender Studies, Gender Diaries will be conversational discussions focusing on gender awareness to enhance gender transformation in the Institution. The gender diaries will unpack and converse on the issues of gender spectrum in societies. The conversations will look at gender issues in higher education and in the society at large. As the world continues to push against gender constructs, the conversation around how people are identifying themselves is constantly evolving. Each week, we will feature guests at Madibaz Radio who are writing about their specific relationship with gender and, often, where it intersects with various language themes. These gender and sexuality conversations will be key in sensitisation and educating key stakeholders of the centre. The gender diaries will inform the creation of a learning, unlearning and relearning space about gender inequalities which are born from the misconception of social identities often merged with gender, language and sexuality

#amanda_MEMEZA facebook page

This is an ongoing initiative providing an interactive platform for students to engage with a virtual first year student from rural Eastern Cape, who has enrolled at Nelson Mandela University. Her experiences with GBV, her coping mechanisms, support provided by peers and the university and the challenges related to the unresponsive system are sharply raised in a dialogue was developed by a core group of students under the supervision of the GBV counsellor. The dialogue continues to evolve in a manner that aims to engage students with content they can relate to while being exposed to information that will assist them in dealing with the challenges of being a student and GBV survivor.

Anti-GBV Initiatives specifically targeting male students

We have partnered with a group of male students named *Menation* from the 2nd avenue campus run a campaign on saying no to women abuse on the campus; the campaign focused on equality as a constitutional value and linking it to culture and respect for other human beings. This programmatic intervention occurred during a lunch time session with discussions on the above elements and sharing of further information on sexual harassment and sexual assault via the distribution of pamphlets.

Sexual Harassment Advisors training

A call was issued to all staff and students who are interested in becoming Sexual Harassment Advisors, to guide complainants in relation to GBV reporting and support. On-boarding training will be provided on the 27 of November 2019.

Self-defense classes

During the course of 2019, 331 students have taken up the opportunity to attend self-defense classes.

MEMEZA partnerships

o GBV LGBTQIA+ support group

The LGBTQIA+ Support Group has been established to provide an opportunity to address the needs of a healthy, empowered queer community at Nelson Mandela University. This is a safe space for the LGBTI community to share common problems, experiences and perspectives.

o Nelson Mandela Pride 2019

The annual NMU pride event took place from 14-16 October 2019. This included a dialogue session, safe space training that was open to both staff and students, and a pride march with the first-ever hoisting of the pride flag in front of the Embizweni Building.

- **Inaugural book launch**

As part of the awareness creation related to GBV, a book launch was hosted on 16 October 2019, in partnership with the Department of Social Development Professions. This initiative aimed to raise awareness about GBV as it relates to incest. The author of the book is Zizo Izabelo Zam Apleni, a 25-year-old GBV activist hailing from the rural outskirts of Idutywa and her book is titled '***My Father Took Away My Innocence. Purified and Sanctified at last***'. Zizo shares her story with many other rape victims in hopes of helping them begin their journey of healing.

- **PLAN M CARES**

P.L.A.N M Cares is an organisation and support group founded by five women who are compassion-driven about social issues concerning black femme bodies. A femme body is a person (male, female and or other) who identifies and represents a femme gender identity (this includes cisgender and the LGBTQI community). The organisation is deliberate at describing the femme body as an inclusive space for those identifying.

GBV Case Coordinator

During this quarter, the University's GBV Case Coordinator participated in various events and initiatives to foreground the work of the University in addressing GBV. These included the following:

- CAMPROSA conference which was attended by campus security heads from all universities.
- AMNESTY international student chapter dialogue about Gender and Safety in South Africa. The presentation involved creating a safe space to learn and unlearn, in order to improve safety in our country.

Community engagements within Nelson Mandela Bay

- The Nelson Mandela Bay Municipality, through the constituency services special programmes unit, has implemented and coordinated transformative programmes and projects aimed at mainstreaming gender and women empowerment with the support of interested groups including Nelson Mandela University.
- The University will be partnering with a non-profit organisation, Project Image, who will be hosting a dialogue on 5 December 2019 under the theme "Building from Shattered Pieces" to focus on young mothers.

ANNEXURE 2: ICT INNOVATIONS, INFRASTRUCTURE DEVELOPMENT AND FACILITIES MANAGEMENT

ICT INNOVATIONS

Connectivity improvements in off-campus accommodation

The first phase of a project to connect accredited off-campus accommodation establishments is nearing completion with 32 of the 36 residences identified in this phase having been connected already. So far positive feedback has been received as the internet service has been improved. Phase 2 of the project will now focus on the additional 12 recently accredited residences that each house more than 20 students. The initiative aims to give better access experience to students who previously had limited and/or capped Wi-Fi.

Medical School and Missionvale Campus technology upgrades

The University continues to collaborate and engage with key stakeholders in the provision of connectivity to medical school areas. In the main, Walter Sisulu University and the PE hospital complex (DOH) have provided help in this regard. It has been established that EDUROAM (WiFi) services will be required at extensive areas within Dora Nginza Hospital. ICT Services is currently awaiting a floor plan of Dora Nginza to create a scope of work document and prepare estimated costing to distribute EDUROAM at the hospital in identified spaces. Medical technologies will be displayed to the HPCSA delegation during the week of the 28th of October, which includes Body Interact table, Anatomage dissection table, BioPac Human Physiology system, Padcaster education system, along with proposed student laptops highlighting the use of Primal Pictures and Clinical Key training software.

e- Appointment System for Campus Health Services

An appointment booking system was developed for Campus Health Services to ease the workload on health services staff and make it easier for students to plan and book appointments from their mobile devices. The system has been in operation since August and further refinement are being implemented on request.

Student Laptop Initiative

Planning has commenced for the 2020 intake of NSFAS-funded, first-time entering students.

Ocean Sciences

ICT is assisting SAIMI with the development of a comprehensive and integrated database of SAIMI's key stakeholders.

Transformation of graduation

ICT Services is participating in and contributing towards the transformation of graduation by reimagining what could be automated during the various graduation ceremonies. This includes the procurement of two permanently installed screens at the Sports Centre.

HR process improvements

o Annual Bonus Payment

The current Conditions of Service provides that employee bonuses should be paid in their birthday month. However, HR collaborated with Payroll and ICT Services to develop an e-platform to allow employees a choice of receiving their bonus in January or December. This was implemented to alleviate the paper-based option forms and monitor the responses timeously for implementation in 2020.

o E-Enabled monitoring of absenteeism, disability and long-term illness

Human Resources actively participated in the recent v4 ITS upgrade, for example enhancement in the Leave System to assist with absenteeism management and enhancement in Enabler to allow uploading the supporting documentation on employee application for line managers to assess submissions and approve absences appropriately, obviating the need for the Leave Office to reconcile and manage medical certificates.

The Leave Office also collaborates with the HR Remuneration and Benefits team, to log cases on disability and long-term illness that could result in potential future incapacity. The Occupational Health team advises the

client on remedial actions, as they have medical expertise, and Leave Office records cases to ITS, to monitor absences with Occupational Health. This will be streamlined in 2020, to improve the disability application process and reduce risk to both employee and employer, through pro-active interventions.

New website design

ICT Services and Communication and Stakeholder Liaison (CSL) have been working with a digital marketing company on a new website design as part of the University's digital strategy. Work on converting the main website to the new templates is progressing steadily and content is also being re-aligned to implement some of the recommendations made in the Student Access Value Chain Analysis report.

Zoom video conferencing software

Renowned for being one of the leading video conferencing technology used in the education sector, Zoom software has already been deployed in the TVET programme to deliver online lectures from the Missionvale campus to remote sites throughout South Africa. Plans are underway to roll out Zoom to other users, including the newly established Medical School.

Technology to support e-assessment on/off campus:

The University intends to use multi-purpose general computer labs to also serve as E-assessment centres in the future.

Map Buddy app

The university Map Buddy app is being updated to be able to map and show the layering of building interiors to locate teaching venues as well as mapping information to a range of entities.

INFRASTRUCTURE DEVELOPMENT

Progress on specific projects is as follows:

- **Transportation Hub** - The tender document was approved at the latest Tender Adjudication Committee (TAC). The tender advert will be placed shortly.
- **Law Building extension** - The tender document was not approved at the TAC and a revised document is currently being prepared for submission. This will serve later this month at a special TAC meeting to expedite the process.
- **Security Strategy implementation (restricted campus)** - After consultation with the consultants, the EIA document was amended with proposed "offsets" to address concerns. The consultants are confident that the revised document will be approved. To mitigate current delays, the phasing of the works is under review.
- **Infrastructure developments on George Campus**
 - **New Residences** - The contractor was appointed at the beginning of 2019 resulting in the University committing R58 561 631 to the George residence development. Progress is going well, although there were initial challenges with municipal plan approvals, which were subsequently resolved. The current expected completion date is end of April 2020. Currently the contractor is busy with wet work on the second floor (top floor) of the residences. The progress as of 12 September 2019 is at 50% completion and the total expenditure stands at R15 791 097.
 - **Furntech Building**

The conversion of existing underutilised space into three (3) lecturing venues is underway and construction is 93% complete. Estimated completion date is end October 2019.
 - **Water Reservoir**

There has been a slight delay with the discovery of four (4) small milkwood trees. The matter is being attended to. Completion is at 20%. Estimated completion end April 2020.

- **Port Elizabeth Residences** - The contractor/developer has submitted the plans to NMBM for approval. The issue regarding WBHO's challenge of the award was dismissed by the Court and ruling was in the University's favour. The contractor attempted to establish the site on 1 October, but progress was halted by the Summerstrand Business Forum (SBF). Both the University and Aveng have had engagements with the SBF and hopefully agreements will be reached soon to ensure that this (and other) projects are not affected by SMME site closures.
- **Medical School** - Progress is going well. Currently the short term arrangements for the residences have been resolved and the long term planning must be resolved. Progress with other current medical school infrastructure projects is outlined below:
 - Building 507 Ground Floor: Nursing: Completed.
 - Building 507 Offices: Completed end September 2019
 - Building 508: Lecture Venues: Completed end November 2019.
 - Building 510: Skills Labs: Completed end September 2019.
 - Building 511: Biokinetics: Completed.
 - Building 512: Gross Anatomy and Labs: Completed end September 2019.
 - Building 512 Offices: Completed end September 2019.
 - Building 519: Multi Teaching Venues: Completed end November 2019.
- **Ocean Sciences Campus**
 - **Conference and Commons Area:** All consultants have been appointed and are currently preparing the tender documentation. The aim is for the tender document to serve at a Special TAC. Estimated completion end March 2020.
 - **Block E Extension:** Draft consultant design brief completed and presented to Ocean Sciences Task Team and user groups. The brief is currently being finalised. Estimated completion date is end December 2020.
 - **Science Centre:** Draft design brief under development.
- **Bird Street Campus – repurposing of the Felsted Building:** In process of finalising the tender drawings and documentation.
- **Establishment of Photovoltaic (PV) solar farm on – 2nd Avenue Campus:** Investigations have been completed for the roll-out of PV Farms on the remaining campuses. The 2nd Avenue campus will be developed as per the South Campus installations, whereas the North, Missionvale and George campuses will be developed in conjunction with a food production operation. A request to extend the existing PV contract on Summerstrand to the 2nd Avenue campus has been approved.
- **South and North Campuses - Reclaimed Water Project:** We are currently considering the second phase and requested Procurement to advise on the possibilities to continue under the current appointment as a variation to the existing contract. If this is not approved Phase 2 will be tendered as a separate project.

FACILITIES MAINTENANCE SERVICES

The following maintenance projects are underway:

- **Main Building 3D Signage** - Awaiting feedback from MacSafe. Estimated completion end November 2019.
- **Implementation of fire risk assessment (South Campus)** - Appointed consultant to compile the specification for fire detection. Estimated completion end December 2019. Minor remedial elements are being implemented.
- **Lift door replacement – Admin Building and Library South Campus** - Contractor appointed. Estimated completion end December 2019.
- **Refurbishment of Sarah Baartman (Veritas) Annex** - Refurbishment of bedrooms and bathrooms. Estimated completion end January 2020.
- **Resurfacing of Architecture Roof** - All documentation submitted to Procurement. Estimated completion end December 2019.

- **Concreting seating repairs athletic sport stadium** - Additional items identified to be completed before venue Safety Certificate can be issued. Report in progress.
- **Missionvale infrastructure retaining walls** - Structural Consultant report received to repair retaining walls that pose a safety risk. Estimated completion date end December 2019.
- **Medium Voltage Electricity reticulation upgrade for North Campus, 2nd Avenue and Ocean Sciences** - Tender closed and tender report submitted to Procurement. Awaiting MANCO approval. Estimated completion end December 2019.
- **Maintenance projects - George Campus**
 - **Painting of academic buildings at Mopani** - 2nd Phase of painting commenced and is progressing well.
 - **Upgrading of two (2) hostels, Oukraal and Kiepersol** - Documentation in process to obtain tenders for upgrading of the hostels. The idea is to proceed with the refurbishment of both in 2020. Discussion with Student Affairs confirms that forty four (44) students will have to be accommodated elsewhere during the refurbishment.