Close out Report
of the New Universities Project Management Team on the
Development of New Universities in Mpumalanga and the Northern Cape
01 NOVEMBER 2011 - 31 JULY 2017
Acknowledgements

The New Universities Project Management Team would like to express sincere appreciation to a number of people who contributed in various ways to the establishment of the new universities.

The former Minister of Higher Education, Dr Bonginkosi Nzimande, skilfully negotiated the political terrain across national government sectors and across the provincial and local spheres of government to clear obstacles from the path of establishing the new universities.

The Minister was ably assisted by a dedicated team of senior officials who worked tirelessly to mobilise the necessary support among their colleagues in government and the higher education sector. The Director-General of the Department of Higher Education and Training, Mr Gwebinkundla Qonde, and senior staff, including Dr Diane Parker, Dr Engela van Staden, and Ms Brenda Swart in particular, were exceptionally resourceful and responsive in terms of the leadership and support they provided at different times and in more than 130 formal governance meetings chaired by Dr Parker between 2012 and 2017.

The project benefited beyond measure from the collective experience of Project Steering Committee members who provided expert advice and astute guidance at crucial stages of the project – and whose names are listed below.

Council members (including the Interim Councils) of both universities played a vital role in making key decisions on academic programmes and the associated infrastructure priorities that enabled the project to maintain momentum.

The newly appointed Vice Chancellors of both universities, Prof Thoko Mayekiso and Prof Yunus Ballim, provided essential leadership in project refinement and the establishment of the requisite infrastructure delivery management capacity in order to assume ownership for the construction programme at the respective institutions.

Finally, the delivery of this project would not have been possible without the leadership, advice and support provided by several individuals and departments in the University of the Witwatersrand. Under the leadership of the former and present Vice Chancellors, Professors Loyiso Nongxa and Adam Habib respectively, the idea that one university could avail its infrastructure delivery capacity in support of building additional capacity in the system became a reality. The advice and input of the Wits Legal Department led by Ms Dawn Taylor allowed the project to move beyond several key constraints. The Wits Tender Committee, adroitly chaired by Dr Ian Jandrell (Dean of Engineering), processed and approved nearly 140 procurements to a value of over R1.4 billion, and the Wits Finance Department processed monthly payments which at the peak period of delivery in 2015 exceeded R3m per day.
| Members of the New Universities Project Steering Committee  
(at different times over the period between 2012 and 2016) |
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<tr>
<td>Dr Diane Parker (DHET) - Chairperson</td>
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<td>Prof Twana Kupe (Wits)</td>
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<td>Dr Engela van Staden (DHET)</td>
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<td>Prof Beatrys Lacquet (Wits)</td>
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<td>Mr F Patel (DHET)</td>
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<td>Prof Ian Jandrell (Wits)</td>
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<td>Ms Jenny Glennie (SPU)</td>
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<td>Ms Brenda Swart (DHET)</td>
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<td>Prof Chris de Beer (UMP)</td>
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<td>Prof Yunus Ballim (Wits and later SPU)</td>
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<td>Mr Ben Nkambule (Premier’s Office Mpumalanga)</td>
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<td>Prof John Shongwe (Premier’s Office, Mpumalanga)</td>
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<td>Prof Thoko Mayekiso (UMP)</td>
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<td>Prof Patrick Fitzgerald (Wits)</td>
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<td>Prof Marie Muller (UJ)</td>
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<td>Mr Raymond Olander (SPU)</td>
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<td>Prof Connie Mokadi (NIHE, Mpumalanga)</td>
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<td>Mr C Mawela (UMP)</td>
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<td>Adv. Justice Bekebeke (Premier’s Office, Northern Cape)</td>
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<td>Prof Andy Mogotlane (UMP)</td>
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<td>Dr Pearl Nkosi (NIHE, Northern Cape)</td>
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<td>Prof Hennie Kruger (UJ)</td>
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Abstract of the Close-out Report: Development of New Universities in Mpumalanga and the Northern Cape

Towards the end of 2011, the University of the Witwatersrand (Wits) was approached by the Department of Higher Education and Training (DHET) to provide specialised delivery capacity for the implementation of government’s decision to establish new universities in the Mpumalanga and Northern Cape provinces of South Africa. A memorandum of agreement (MOA) between Wits and DHET established the New Universities Project Management Team (NUPMT) to direct academic and institutional planning as well as the planning, design, construction and handover of infrastructure for the first phase of both universities.

This close out report of the NUPMT provides a succinct anatomy of the project including the delivery of higher education infrastructure facilities, from the adoption of the business case to the handover and close out of the first delivery phase. The report covers the development of the University of Mpumalanga and the Sol Plaatje University from October 2011, when the NUPMT commenced with identification of suitable sites, to July 2017, when the facilities delivered for the 2016 academic year were closed out and the NUPMT was demobilised.

This report commences with the context and drivers within which these two new universities were delivered. It outlines the progressive expansion of the NUPMT’s responsibilities over time and describes:

- project governance arrangements that were put in place to inform and shape delivery;
- the academic and institutional development of the two new institutions;
- the land assembly process;
- the processes for obtaining of the necessary budget and planning approvals; as well as
- the approach taken to enable enrolment of the first cohort of students for the first academic year at the start of 2014.

This report also provides an overview of some of the innovations adopted by the NUPMT in delivering the required facilities, namely

- the use of spatial development frameworks to provide form, content and meaning to the physical requirements for these two institutions;
- implementation of an architectural design competition to procure a high standard of architectural quality in order to create iconic and inspirational architecture;
- a procurement strategy that was adapted to ensure that procurement outcomes are aligned with project and procurement objectives; and
- a design philosophy which translated into design briefs for the professional teams.

The report also describes the facilities that were delivered. It provides a management review of project performance, which links expenditure to phases of development and reviews procurement outcomes in terms of project objectives and value for money. It concludes with the handover of a live project to the institutions that were established though the project and that are responsible for its effective functioning and continued expansion and growth. Footnotes to the report provide a reference to relevant documents that can be accessed through the electronic “New Universities Project Archive” maintained by Wits Library Services and also handed over to the DHET, SPU and UMP.
Close out Report

Development of New Universities in Mpumalanga and the Northern Cape
November 2011 – July 2017

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