

NELSON MANDELA
UNIVERSITY

MID-YEAR
Performance Report
2024



NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REPORT 2024

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FOREWORD BY CHAIRPERSON OF COUNCIL

In navigating the many complex challenges and host of uncertainties that characterise the global and local higher education context, Nelson Mandela University aspires to be a dynamic African university recognised for its leadership in generating cutting-edge knowledge that promotes social justice and enhances social, economic, and ecological sustainability.

Council continues to oversee the implementation of the University's Vision 2030 Strategic Plan in all spheres of the institution as it continues to differentiate itself nationally and globally in the post-school education and training system, through:

- Consolidating excellence in the University's strategic trajectories including repositioning equalising forms of engagement, the medical school, ocean sciences, revitalising the humanities, sustainability and transdisciplinarity, transformation and decolonisation, digitalisation and the establishment of the Virtual Academy, food security and sovereignty, and student entrepreneurship and youth employability.
- Pursuing inclusive student access for success through vibrant student life experiences and humanising pedagogical approaches that release the full potential of graduates.
- Positioning the University nationally and globally, by ramping up research outputs and postgraduate studies, while also expanding the University's internationalisation footprint, especially in Africa and the global South.
- Advancing social embeddedness through transformative engagement to co-create socially just and sustainable futures in partnership with the University's communities.
- Deepening a values-driven, inclusive institutional culture and empowering high-performing, socially diverse employees.
- Accelerating digital transformation in pursuit of improved efficiencies, agile systems and processes, and adaptive institutional operating models that facilitate innovation and continuous improvement.
- Promoting the long-term sustainability of the University through innovative resource mobilisation, strategy-aligned budgeting, and responsible resource stewardship.

In so doing, Council re-affirms its dedication to the maintenance of the highest standards, ethical principles, and ensuring that the University's core values inform and define the University's institutional ethos and endeavours.

As a comprehensive university, with a specific focus on providing life-changing educational opportunities from certificate to doctoral levels across a wide range of disciplines and fields of study, the University continues to invest in student access for success. The University has

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worked progressively towards more integrated, digitalised, and responsive enrolment management systems and processes, to ensure that the substantial number of offers made to applicants translate into actual enrolments. This has included implementing various cross-cutting interventions, to enhance the efficiency of the student access and enrolment value chain under the auspices of the institutional Enrolment Management Committee. Targets for first-time entering, undergraduate, and total headcount enrolments were exceeded, as were enrolments in specific fields of study. However, the University plans to slow down the rapid growth in enrolments at undergraduate level going forward, to ensure a quality learning and teaching experience for students.

The University has experienced consistent declines in postgraduate and international enrolments in recent years, and as a result, has set lower targets for postgraduate enrolments in its recent annual performance plans. Whilst the targets were met in 2024, in the coming years, the University will target a higher growth at postgraduate level. Impediments to increasing postgraduate enrolments include limited funding for postgraduate bursaries and scholarships, restricted supervisory capacity due to resignations and retirements of highly qualified, senior academic staff members, as well as challenges in filling vacancies in faculties, particularly in scarce skills fields of study, and fewer international student enrolments. In addition to various strategies put in place to address these challenges, the University has initiated an institutional research study focused on postgraduate students' experiences of access to postgraduate studies. The findings from this study, will also inform recruitment and enrolment efforts. The University will continue to invest in efforts to enhance the efficiency and responsiveness of the student access and enrolment value chain for both under- and postgraduate students as a critical precondition for achieving the University's enrolment targets.

A lower than targeted student: academic staff FTE ratio is a positive improvement, although the ratio remains unacceptably high in certain fields of study. Provision has been made in the Resource Allocation Model to fill vacancies in these faculties. With an increasing proportion of Nelson Mandela University students enrolling from quintile 1-3 schools, the University will continue to provide expansive wrap-around student support to academically vulnerable students to maximise their opportunities for success. Declines in both the overall success rate and the scarce skills success rates are areas of concern. Possible reasons for the declines include students enrolling for qualifications that are not necessarily their first choice; incomplete learning and curriculum coverage during the COVID-19 pandemic; in-year defunding of NSFAS-supported students; and poor class attendance after becoming accustomed to learning online. In addition, the transition from continuous assessment back to formal summative assessments has impacted students. The University will implement targeted interventions to address the decline in student success rates.

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Graduate outputs at the under- and postgraduate level also declined, as did the number of graduates in each of the scarce skills fields of study. As noted earlier, many students who were supposed to graduate in 2023 were enrolled during the pandemic and could have experienced gaps in their learning. This may have led to them failing modules, as seen in the lower success rate, and therefore not graduating in minimum time. The underperformance in graduate outputs in the scarce skills fields also points to the need for targeted and integrated student recruitment strategies to attract talented students who matriculate with Mathematics and Physical Science to pursue qualifications in these fields.

The percentage of permanent academic staff with doctoral degrees declined in 2023. Increasing the percentage of staff with doctoral qualifications is vital for improving postgraduate supervisory capacity within the University. The University plans to reverse this trend through various programmes such as developing the next generation of academics, supporting early career academic staff to obtain their Doctoral qualifications so that they are equipped to supervise Master's and doctoral candidates and to produce quality research publication outputs, and to attract talented scholars with PhDs and postgraduate supervision experience. In addition, the postgraduate supervisory pool will be expanded through the appointment of honorary, emeritus, ad personam, visiting and adjunct (HEAVA) professors, research associates and postdoctoral fellows.

It is encouraging that the University exceeded its Doctoral graduate output target, while the preliminary ratio of publication units per FTE staff is on target. The University furthermore achieved a total research output of approximately 573 research output units, which is slightly above the target.

As the University nears the end of the first five-year cycle of its strategic plan, it has a clear view of the work that lies ahead to achieve its strategic goals, remain financially sustainable, and distinguish itself as a dynamic, socially embedded, and responsive African university. Through judicious governance and management and ongoing efforts focused on the pursuit of excellence in its core academic missions, the University can achieve its mission to offer a diverse range of life-changing educational experiences for a better world.

Council wishes to express its appreciation to the Vice-Chancellor, senior management, employees, students, and all University stakeholders for their collective efforts to advance social justice and the public good in keeping with the legacy of our iconic namesake.

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COMPLIANCE WITH REPORTING REGULATIONS

In accordance with the Regulations for Reporting by Public Higher Education Institutions, Section 41, read with Section 69 of the Higher Education Act, 1997 (Act. No. 101 of 1997), Nelson Mandela University's Mid-Year Performance Report (MYPR) provides an overview of the progress that had been made up to 30 June 2024 against targets set out in the 2024 Annual Performance Plan (APP) regarding the following:

- Enrolment performance against Ministerial approved targets;
- Progress and expenditure with respect to earmarked funding allocations; and
- Financial performance up to 30 June for the year under review, detailing income, and expenditure for the six-month period, as well as a comparison between the actual and budgeted revenue and expenditure for the period.

According to the Reporting Regulations, the MYPR must be approved by Council and submitted during the fourth quarter of the year under review.

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OFFICIAL SIGN-OFF

It is hereby certified that the Nelson Mandela University Mid-Year Performance Review (MYPR) Report for 2024 accurately reflects the mid-year performance of the University relative to the 2024 targets submitted to the Department of Higher Education and Training in its annual performance plan.

JUDGE NAMBITHA DAMBUZA
CHAIRPERSON OF COUNCIL

PROFESSOR ANDRÉ KEET
ACTING VICE-CHANCELLOR

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INSTITUTIONAL PERFORMANCE AGAINST MINISTERIAL APPROVED TARGETS FOR 2024

The table below provides an overview of the 2024 key performance indicators (as submitted in the Annual Performance Plan for 2024) and progress made in relation to student access and success, staff efficiency and research output targets. Where targets were not fully achieved, reasons are provided for the variances.

Important note: The data in the shaded section of the table is being reported against the APP 2023 targets, because the 2024 data is either unavailable due to the timing of the submission of the report and/or is too provisional in view of the HEMIS auditing timeframes, relative to the approved 2024 targets. Thus, the 2024 student access key performance indicators are compared to the APP 2024 targets, and the 2023 student success, staff efficiency and research output indicators are compared to the APP 2023 targets.

Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
A. STUDENT ACCESS				
Headcount totals (2024 compared to APP 2024 targets)				
First-time entering undergraduate	7 270	7 270	8 036	The University has been working progressively towards more integrated, digitalised, and responsive enrolment management systems and processes to ensure that the substantial number of offers made to applicants translates into actual enrolments. These efforts contributed to the significant increase in first-time entering undergraduate enrolments in 2022 where the uptake ratio of offers made was much higher than anticipated. In 2024, the first-time entering enrolments were 10.5% above the target with 8 036 enrolments compared to the target of 7 270. The conversion of applications to registrations of first-time entering students is unpredictable, although the University is consistently working to

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				improve the management of first-time entering students in line with the target. The University has plans to grow first-time entering students at a lower average annual growth rate of between 0.8% and 1.0% from 2025 to 2030 to ensure that the enrolments do not exceed infrastructural, human, and financial resource capacity.
Headcount enrolments	32 024	32 024	33 162	The University exceeded the total APP 2024 headcount enrolment target of 32 024 with 33 162 enrolments in 2024, which is 3.5% above the target. The University has been growing consistently in terms of enrolments at undergraduate level but has experienced a decline in postgraduate enrolments in recent years. To ensure a quality learning and teaching experience for students, the University plans to slow down the rapid growth at undergraduate level and to target a higher growth at postgraduate level.
Headcount enrolments (Foundation Provisioning)	4 140	4 140	4 055	As part of its mandate as a comprehensive university, the University enrolls high proportions of students from quintiles 1 to 3 schools. Drawing a higher percentage of students from more disadvantaged schooling backgrounds has led to a rapid increase in extended programme enrolments. In previous years the enrolments in extended programmes have exceeded the targets considerably. As a result of this trend, the target in the APP 2024 was increased in line with the rapid growth in extended programme enrolments. The enrolments are now much closer to the target, with 4 055 enrolments compared to the target of 4 140 (2.1% below the target).
Headcount enrolments - Total UG	28 602	28 602	29 775	The University exceeded the undergraduate enrolment target of 28 602 by 1 173, which is 4.1% above the target. The two main

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				contributing factors to this were that the 2024 first-time entering undergraduate intake was 10.5% above the target, and the movement through the system of the exceptionally high first-time entering intake in 2022. The University will further ramp up its focus on student success, due to a significant decline in success rates from 81% in 2022 to 74% in 2023.
Headcount enrolments - Total PG	3 222	3 222	3 230	In 2024, the University enrolled eight more postgraduate enrolments than the APP 2024 target. The University plans to increase postgraduate enrolments at an average annual growth rate of between 2.0% and 2.5% for the years 2025 to 2030. The most important impediments to increasing enrolments at postgraduate level continue to be funding for postgraduate bursaries and scholarships, as well as restricted supervisory capacity in some fields of study. Declines in international student enrolments also contributed to the decline in postgraduate enrolments from 3 731 in 2020 to 3 537 in 2022, with a further decline to 3 113 in 2023. In 2024, an improvement was experienced with 3 230 enrolments. The declines over recent years were mainly at Master's and Doctoral level. The University has initiated a study to explore postgraduate students' experiences of access to postgraduate studies at the University, which includes examining the reasons why postgraduate applicants who were admitted to the University did not actually register, and this will inform continuous improvement interventions. Preliminary findings were presented to the Enrolment Management Committee Indaba in April 2024 with

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				<p>suggested recommendations. These findings indicated that challenges of securing funding for postgraduate studies was the primary barrier to postgraduate student enrolment. Part-time students experienced particular challenges. University systems and processes were another barrier, as was supervisory capacity. The preliminary findings pointed to the need for an overarching strategy informed by data; increased targeted marketing efforts including specifically to international postgraduate students; ongoing communication with applicants; integrated accessible systems and processes - including improvements to the online application system, better coordination and cooperation across Mandela University departments, and prioritising processing of international applicants to allow time for processing of student visas; an inclusive institutional culture and ethic of care from all postgraduate value chain staff; and intensified resource mobilisation and funding for postgraduate studies.</p> <p>In parallel, a benchmarking study was conducted with other public universities to examine national enrolment trends, postgraduate application and enrolment practices, provision of financial and academic support, and to identify possible best practices. Eight universities participated. Amongst other findings, these responses highlighted that the decline in postgraduate enrolments is a shared phenomenon across the sector over the last 5 years. All participating universities noted a downward trend in PG funding in South Africa and indicated that this was the foremost challenge impacting postgraduate enrolments.</p>

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
Occasional	200	200	157	Occasional student enrolments are erratic, and it is therefore difficult to set targets. In 2024, 157 occasional students enrolled compared to the target of 200. This was 24.7% lower than the target. However, these students are usually just registered for one module, so these enrolments do not significantly impact on the Teaching Input Unit targets of the University.
<i>Enrolments by major field of study (2024 compared to APP 2024 targets)</i>				
Science, Engineering, Technology	10 729	10 729	11 054	<p>The University currently has 11 054 enrolments in SET, compared to 10 441 in 2023, which is an increase of 613 enrolments. The 2024 enrolments in SET are 325 more (3.0% above) the target of 10 729. The increase in SET enrolments can mainly be attributed to a 22.4% increase in first-time entering undergraduate enrolments in the Faculty of Engineering, Built Environment and Technology (EBET); a 35.3% increase in the Faculty of Health Sciences; and a 25% increase in the Faculty of Sciences. The following qualifications showed the highest increases in first-time entering students in these faculties: BSc (Biochemistry, Chemistry, Microbiology & Physiology); BSc (Biological Sciences); B Eng Tech (Civil Engineering); B Eng Tech (Mechanical Engineering); Diploma (Building); BA Psych; and B (Environmental Health).</p> <p>Due to intense competition within the higher education sector for the small pool of school leavers with the requisite Grade 12 performance in Mathematics and Physical Science, especially in the Eastern Cape, the Faculty of EBET had experienced a decline in enrolments over recent years but has now managed to turn this around. The faculty achieved this by engaging and</p>

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				<p>communicating with provisionally accepted students, building a faculty profile on social media, visiting schools, and engaging with school learners through student competitions (e.g., Lego league; Solar boat race; etc.) and career exhibitions.</p> <p>The increase in enrolments in the Faculty of Health Sciences and certain programmes/qualifications in the Faculty of Science can be attributed to interest among applicants in the Medical School, and the possible articulation possibilities of some of these programmes/qualifications into the MBChB. Concerted efforts are needed to encourage enrolments in the Physical, Mathematical and Computational Sciences going forward given that these are scarce skills.</p> <p>At postgraduate level, only doctoral degree enrolments increased in the Faculty of EBET, from 74 in 2023 to 80 in 2024. Enrolments in all other postgraduate programmes declined. In the Faculty of Health Sciences, enrolments in all postgraduate programmes increased from 2023 to 2024. Honours degree enrolments increased from 37 to 50, Master's degree enrolments increased by 11.8% from 195 to 218, and doctoral enrolments increased by 14.3% from 77 to 88. In the Faculty of Science only Master's enrolments increased from 175 to 180.</p>
Business/Management	11 432	11 432	12 040	<p>Current enrolments in Business and Management Sciences are 12 040, which exceeded the target of 11 432 by 608 or 5.3%. The high growth can be attributed to a 10.5% increase in the Faculty of Business and Economic Sciences (BES) in first-time entering undergraduate enrolments. The programmes experiencing large</p>

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				increases include B Com (Accounting), B Com (Computer Science & Information Systems); Diploma (Economics) Extended Programme; Diploma (Marketing) Extended Programme, and Higher Certificate (Business Studies). All postgraduate enrolments declined in the BES Faculty from 2023 to 2024, except for postgraduate diploma enrolments, which increased by 20.7% from 334 to 403.
Education	2 273	2 273	2 402	The Faculty of Education exceeded the target of 2 273, by 161 or 7.2% enrolments. This is a positive development given the decline in initial teaching training enrolments over recent years. The Faculty of Education experienced an increase of 18.1% in first-time entering enrolments with the highest growth in the Bachelor of Education (Foundational Phase Teaching), the Bachelor of Education (Intermediate Phase Teaching), and the Bachelor of Education Senior Phase and Further Education and Training (Humanities). The Faculty experienced declines in postgraduate enrolments, except for Master's enrolments which increased slightly from 30 to 35.
Other humanities	7 590	7 590	7 666	Enrolments in the Faculty of Humanities and the Faculty of Law are reflected in this field of study. In 2024, there were 7 666 enrolments, with 76 more enrolments than the target of 7 590. This is only 1.0% above the target. The growth occurred in the Faculty of Humanities, which experienced an increase of 11.3% in first-time entering undergraduate students. First-time entering enrolments increased in the Faculty of Law by 1.3%. In the Faculty of Humanities, postgraduate enrolments declined, except for

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				enrolments in honours degrees which increased by 12.1% from 165 to 185. In the Faculty of Law, postgraduate enrolments only increased in postgraduate diplomas by 13.4% from 67 to 76.
Distance education enrolments	22	22	22	The University only has one distance programme (Master's in Nanoscience) with low enrolments.
B. STUDENT SUCCESS (2023 graduate outputs compared to APP 2023 Targets)				
Graduates UG	6 135	6 135	4 712	The number of graduates in undergraduate programmes in 2023 (4 712) was much lower than the target (6 135). The lower success rate in 2023 was probably due to the after-effects of the pandemic. Many students who were supposed to graduate in 2023 were enrolled during the pandemic as first-time entering or senior students, this resulting in lower success rates and fewer students graduating in minimum time.
Graduates PG	1 501	1 501	1 103	Due to the decline in postgraduate enrolments in recent years, the number of postgraduate graduate outputs declined on average by 8.1% per annum from 2020 to 2023. Declines in international postgraduate enrolments also contributed to this decline. The 2023 postgraduate graduates were 1 103, or 398 below the APP 2023 target of 1 501. While Council has invested significantly in postgraduate bursaries and scholarships, funding for postgraduate studies remains a barrier for those students who received NSFAS funding at the undergraduate level. A further barrier is experienced by those students who qualify for postgraduate scholarships but cannot take them up due to historical debt. Another challenge is funding for part-time postgraduate studies, as well as restricted

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				postgraduate supervisory capacity due to the retirement of senior academics with doctoral qualifications. The University has also noted an increase in postgraduate student dropout rates. Reasons for this trend will be explored further but may be linked to financial challenges. Full-time postgraduate students may have to work to meet financial obligations, which in turn leads to them opting to switch to part-time studies, or a decision to drop out altogether.
Success rate	83%	83%	74%	<p>The University aimed to increase the success rate from 81% in 2022 to 83% in 2023. Despite the extensive academic development and support systems that are in place to promote student access for success, the success rate for all modules (coursework and research) declined to 74%. The reasons for this will be investigated more thoroughly, but possible factors contributing to this low success rate are:</p> <ul style="list-style-type: none"> • A sizeable increase in students from resource-deprived schools enrolling at the University. Many of these learners have received inadequate career counselling at their schools and enrol for qualifications that are not necessarily their first choice. This impacts on their motivation levels and academic performance, especially in their first year of study. • The impact of incomplete learning and curriculum coverage during the COVID-19 pandemic on all students. • With the shift back to face-to-face learning and teaching, students are expected to attend classes, yet many are not doing so, since they have become accustomed to learning online.

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				<ul style="list-style-type: none"> The transition from continuous assessment during the pandemic to formal summative examinations has had a significant impact on most students.
<i>Undergraduate output by scarce skills (2023 graduate outputs against APP 2023 Targets)</i>				
Engineering	380	380	200	<p>The number of engineering graduates dropped to 200, which is down from 402 in 2022, and is 47.4% below the target of 380. Engineering graduates declined at a rate of 19.8% over the period 2020 to 2023. While the University aspires to produce higher numbers of engineering graduates, it continues to find it difficult to substantially increase enrolments in engineering due to the poor mathematics and physical science results of applicants. Competition for high-performing school-leaving students who qualify for scarce skills fields of study has intensified within the higher education sector with the introduction of the NSFAS fee-free bursary scheme since these students can opt to study at any university in the country.</p> <p>The University is implementing a new approach for the 2025 intake that seeks to rank applicants on the basis of their Applicant Score (AS). This moves away from the 'first come first served' approach followed previously. Further, as mentioned previously, enrolments into extended programmes have rapidly increased, which is a positive trend. Given that extended programmes enhance student performance by providing additional support to ease the transition from schooling into higher education studies. In addition, there is an ongoing, concerted effort in the Faculty of</p>

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				EBET to improve student success to increase the number of students who complete their qualifications.
Life and physical sciences	248	248	148	The number of graduates in life and physical sciences declined from 193 in 2022 to 148 in 2023, which was 40.3% below the target of 248. The decline in life and physical sciences was at an average rate of 11.7% over the 2020 to 2023 period. The decline in the number of graduates in 2023 could be attributed to the impact of COVID-19 pandemic on high school learners. Learners from disadvantaged backgrounds and rural areas were particularly impacted by the emergency learning and teaching measures introduced during the pandemic, which may have resulted in incomplete curriculum coverage.
Animal and human health	495	495	339	Historically, the Faculty of Health Sciences has produced more graduates than the targets set, although in recent years the number of graduates in Human Health Sciences has been declining sharply. In 2023, there were only 339 graduates compared to the target of 495, which was 31.5% below the target. The decline in enrolments and graduates in the human health sciences was largely due to the discontinuation of certain programmes in pharmacy and nursing with historically high enrolments due to professional accreditation challenges. As with other scarce skills fields, another possible reason could be the impact of the COVID-19 pandemic on students. The new MBChB programme will improve the situation but will only produce the first graduates in 2026.

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
Teacher education	558	558	380 (99 PGCE and 281 B Ed)	There was a slight increase in graduates in the B Ed programme, from 273 in 2022 to 281 in 2023, which is a 2.9% increase. However, graduates in the PGCE declined by 18.4% from 117 in 2022 to 99 in 2023. Teacher education graduates declined on average by 5.5% per annum over the period 2020 to 2023, with the number of B Ed graduates declining on average by 4.3% and that of PGCE graduates by 8.7% per annum. The decline in PGCE enrolments and graduates could be due to this qualification being regarded as a second qualification by NSFAS and is therefore not funded. In total, however, the graduates for initial teacher education were 178 (31.9%) short of the target. The overall underperformance in graduates in the scarce skills fields points to the need for targeted and integrated student recruitment and support strategies to attract talented students to pursue qualifications in these fields and to complete their studies in minimum time.
Success rate	87%	87%	81%	The success rate in the scarce skills fields was 81% in 2023, which was higher than the success rate of 74% for the University yet considerably lower than the APP 2023 target of 87%.
C. EFFICIENCY				
<i>Instructional/Research Professional Staff (2023 staff compared to APP 2023 targets)</i>				
% Staff with doctoral degrees	47%	47%	47%	The percentage of permanent academic staff with doctoral degrees declined from 48% in 2021 to 46% in 2023. The decline was largely due to retirements and resignations of highly qualified, senior academic staff members, as well as challenges in

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
				<p>filling vacancies that arose in faculties, particularly in scarce skills fields of study.</p> <p>The intention is to reverse these trends by continuing to invest in developing the next generation of academics, supporting staff to obtain their doctoral qualifications, and prioritising the filling of academic vacancies across all faculties. Increasing the percentage of permanent academic staff with doctoral qualifications is vital for improving postgraduate supervisory capacity and research productivity within the University.</p>
Number of nGAP staff	17	17	17	Performance is in line with funding allocated by DHET for nGAP appointments.
Ratio of FTE students to FTE instructional/research staff	29:1	29:1	28:1	<p>The student: academic staff FTE ratio increased from 27:1 in 2021 to 29:1 in 2022 due to the significant increase in first-time entering undergraduate students in 2022. Due to the much lower intake of first-time entering students and the further decline in postgraduate student enrolments in 2023, the ratio declined to 28:1, which is a positive trend. There are, however, certain departments where the ratio is unacceptably high. As a result, the University will need to mitigate an ever-increasing student: academic staff FTE ratio to ensure that this does not impact negatively on the quality of learning and teaching, as well as student success rates. To this end, the University has built a factor into the Resource Allocation Model to enable fields of study where the ratio is too high, to move closer to the national averages in these fields of study for contact universities.</p>

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
D. RESEARCH OUTPUT (2023 research outputs compared to APP 2023 Targets)				
Publication units per FTE staff	0.67	0.67	*0.67	This is provisional data and final figures will only be available by the end of 2024, once the DHET has approved the final publication unit allocations. The preliminary ratio of 0.67 is on target. The number of research output units is directly correlated to the percentage of academic staff with doctoral degrees, as well as the undergraduate teaching loads of academic staff. If the University wishes to increase this ratio the University has to ensure that more staff obtain their doctoral degrees and receive the necessary training and support to be able to publish.
Research Master's graduates	219	219	204	It is of concern that the number of research Master's graduates at Nelson Mandela University has been declining over several years due to the decline in enrolments since 2017. Declines in international PG enrolments also contributed to fewer Master's graduates. The number of research Master's graduates at the University declined from 224 in 2021 to 218 in 2022, with a further decline to 204 in 2023. Funding for postgraduate studies and restricted supervisory capacity remain the most important impediments to increasing graduates at postgraduate level. The sharp decline in Master's programme enrolments is now being reflected in declines in graduates, pointing to the need for interventions to reverse this trend.
Doctoral graduates	88	88	93	The University produced 93 doctoral graduates in 2024, which was five more than the target of 88.

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Key performance indicator	Target percentage or number	Mid-year performance targets as per APP 2024	Actual mid-year performance 2024	Reason for variance
Publication units	565	565	*573	The total publication units (including books, chapters in books and conference proceedings) declined from 581 in 2021 to 556 in 2022, but then increased to 573 in 2023, which was eight publication units more than the target of 565 (1.4%).

*This data is preliminary. Final data will only be available by the end of 2024 once DHET has reviewed the publication output units for books, chapters in books and conference proceedings.

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EARMARKED GRANTS

Nelson Mandela University received allocations from DHET associated with the following grants:

- Clinical Training Grant
- Infrastructure and Efficiency Grant
- University Capacity Development Grant
- Foundation Provision Grant
- COVID-19 Responsiveness Grant

EARMARKED GRANTS FOR 2024 (FUNDING ENVELOPES AND INFRASTRUCTURE PROJECTS)

Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
Clinical Training Grant	R15 572 000	R4 010 560.40	Pharmacy	Project plan already submitted to DHET - History shows 100% performance on projects.	40% of budget received to date - 100% expenditure Remaining 60% once received to be spent by 31 March 2024.	60% of funding has not been received - 40% spent in full to date.
		R8 858 850	Nursing Sciences			
		R1 248 416.40	Biomedical technology			
		R1 188 448.80	Emergency Medical Care			
		R2 127 941.20	Radiography			

NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REPORT 2024

Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
		R383 429.20	Dietetics			
		R354 354	Biokinetics			
Infrastructure & Efficiency Grants (2017/2018)	R61 801 582 Efficiency 4	R6 736 365	University Projects - ICT	Increased / upgraded university infrastructure	Complete	Not applicable. Complete.
		R29 565 217	Maintenance CSIR	Increased/ upgraded university infrastructure	Budget will be 100% spent by December 2023.	Budget is 88% spent. Maintenance work that is dependent on refurbishment. Funds will be spent by June 2025.
		R25 500 000	Ocean Sciences Building	Increased / upgraded university infrastructure	Not applicable. Complete.	Not applicable. Complete.
	R50 000 000 Efficiency 6	R50 000 000	Student Housing	Increased/ upgraded university infrastructure	Complete	Not applicable. Complete.

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report	
		Budget	Projects				
Infrastructure & Efficiency Grants (2018/2019)	R155 550 561 <i>Efficiency 7</i>	R155 550 561	Various	Increased/ upgraded university infrastructure	Not applicable. Complete.	Not applicable. Complete.	
Infrastructure & Efficiency Grants (2019/2020)	R53 130 179 <i>Efficiency 7</i>	R 53 130 179	Various	Increased/ upgraded university infrastructure	Budget will be 100% spent by December 2023.	Budget 100% spent.	
Infrastructure & Efficiency Grants (2020/2021)	R37 744 345 <i>Efficiency 7</i>	R37 744 345	Various	Increased/ upgraded university infrastructure	Budget will be 100% spent by December 2023.	Budget 88% spent. Funds relate to the stalled residence project. Balance to be spent by January 2025.	
		R35 855 925 <i>Interest utilised</i>	R4 855 925	Felsted building re-purposes - Bird Street	Increased/ upgraded university infrastructure	Complete	Not applicable. Complete.
			R6 000 000	Water reservoir - George	Increased/ upgraded university infrastructure	Complete	Not applicable. Complete.
			R8 000 000	Furntech building - George	Increased/ upgraded university infrastructure	Complete	Not applicable. Complete.

NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REPORT 2024

Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
		R10 000 000	Law faculty additions - Embizweni	Increased/ upgraded university infrastructure	Complete	Not applicable. Complete.
		R7 000 000	Reclaimed water scheme - South	Increased/ upgraded university infrastructure	100% of budget spent by 30 June 2024.	Budget 100% spent.
Infrastructure & Efficiency Grants (2018/2019)	R11 000 000 <i>Efficiency 7</i>	R11 000 000	University Projects - ICT	Increased / upgraded university infrastructure	Complete	Not applicable. Complete.
Infrastructure & Efficiency Grants (2019/2020)	R6 600 000 <i>Efficiency 7</i>	R6 600 000	University Projects - ICT	Increased / upgraded university infrastructure	Complete	Not applicable. Complete.
Infrastructure & Efficiency Grants (2020/2021)	R4 750 000 <i>Efficiency 7</i>	R4 750 000	University Projects - ICT	Increased / upgraded university infrastructure	100% of budget spent by 30 June 2024.	88% spent. 100% to be spent by the end of December 2024.
Budget Facility for Infrastructure (BFI Funding) for	R33 500 000 <i>Efficiency 8</i>	R33 500 000	Student Housing	Increased/ upgraded	Complete	Not applicable. Complete.

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
Student Housing 2018/2019				university infrastructure		
Budget Facility for Infrastructure (BFI Funding) for Student Housing 2019/2020	R33 500 000 <i>Efficiency 9</i>	R33 500 000	Student Housing	Increased/ upgraded university infrastructure	Complete	Not applicable. Complete.
Infrastructure & Efficiency Grants (6TH IEG CYCLE ALLOCATION)	R14 000 000 <i>Efficiency 10</i>	R14 000 000	e-Assessment Centres (North Campus)	Increased/ upgraded university infrastructure	30% of budget spent by 30 June 2024.	No spend to date. Tender to be advertised in October 2024, with construction to commence in Jan 2025. 10% spent by March 2025.
Infrastructure & Efficiency Grants (6TH IEG CYCLE	R106 154 830 <i>Interest Utilised</i>	R9 500 000	Customer Relationship Management	Increased/ upgraded university infrastructure	90% of budget spent by 30 June 2024.	81% spent. 100% to be spent by March 2025.

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
ALLOCATION - Interest Utilised)		R18 500 000	Cloud Migration Strategy	Increased/ upgraded university infrastructure	40% of budget spent by 30 June 2024.	41% budget spent. 80% to be spent by March 2025.
		R15 000 000	E-Assessment & Proctoring	Increased/ upgraded university infrastructure	40% of budget spent by 30 June 2024.	22% spent. 80% to be spent by March 2025.
		R6 650 000	Software Packages	Increased/ upgraded university infrastructure	100% of budget spent by 30 June 2024.	Complete
		R8 700 000	Connectivity WIFI Expansion	Increased/ upgraded university infrastructure	90% of budget spent by 30 June 2024.	92% budget spent. 100% to be spent by December 2024.
		R2 300 000	Building & Space Optimisation Audit	Increased/ upgraded university infrastructure	30% of budget spent by 30 June 2024.	No spend to date. 30% to be spent by December 2024.

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
		R11 000 000	Integrated Workspace Management	Increased/ upgraded university infrastructure	90% of budget spent by 30 June 2024.	80% spent. 100% to be spent by December 2024.
		R26 000 000	E-Assessment Centre North Campus	Increased/ upgraded university infrastructure	30% of budget spent by 30 June 2024.	No spend. Tender will be advertised in October 2024, with construction to commence in Jan 2025. 30% spent by March 2025.
		R3 504 830	Cyber Security Initiatives	Increased/ upgraded university infrastructure	90% of budget spent by 30 June 2024.	92% spent. 100% to be spent by December 2024.
		R5 000 000	Apprenticeships, Internships & Work Integrated Learning	Increased/ upgraded university infrastructure	30% of budget spent by 30 June 2024.	72% spent. 100% to be spent by March 2025.
University Capacity	R22 339 000	R4 045 389	Project 1: Learning Development to	To improve students'	50% of budget spent by June	Mid-year target met - 83% spent

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
Development Grant			enhance Student Success	academic performance	2024.100% by December 2024.	
		R775 415	Project 2: Student Employability and Entrepreneurship Development (SEED)	To equip Nelson Mandela University students with the skills to develop an entrepreneurial mindset.	50% of budget spent by June 2024. 100% of budget spent by December 2024.	Mid-year target not met - 23% spent. Budget loaded in April when DHET letter was received and therefore spending could only happen as from April.
		R1 913 740	Project 3: Enhancing Postgraduate Student Research Development	To increase postgraduate students' research skills	50% of budget spent by June 2024. 100% by December 2024	Mid-year target not met - 20% spent. Budget loaded in April when DHET letter was received and therefore spending could only happen as from April.
		R2 747 000	Project 4: Teaching development for transformative teaching practices	To enhance the quality of teaching and learning and advance reflective	50% of budget spent by June 2024. 100% by December 2024.	Mid-year target not met - 7% spent. Budget loaded in April when DHET letter was received and therefore

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
			and learning experiences	teaching practice		spending could only happen as from April.
		R4 432 811	Project 5: Digital transformation of Learning and Teaching	To capacitate staff and students to effectively utilise online technology platforms	50% of budget spent by June 2024. 100% by December 2024.	Mid-year target not met - 30% spent. Budget loaded in April when DHET letter was received and therefore spending could only happen as from April.
		R5 621 840	Project 6: Supporting and Strengthening Staff Research Development	To improve the effectiveness of research endeavours of currently employed staff	50% of budget spent by June 2024. 100% by December 2024.	Mid-year target not met - 27% spent. Budget loaded in April when DHET letter was received and therefore spending could only happen as from April.
		R1 629 500	Project 7: Curriculum Development and Mapping	To ensure that the teaching programmes of the University are of high	50% of budget spent by June 2024. 100% by December 2024.	Mid-year target not met - 36% spent. Budget loaded in April when DHET letter was received

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
				quality and meet the needs and expectations of students		and therefore spending could only happen as from April.
		R1 058 556	Project 8: UCDG programme management, monitoring and evaluation	To efficiently and effectively implement, monitor and evaluate the University UCDG plan	50% of budget spent by June 2024. 100% by December 2024.	Mid-year target met - 61% spent
Foundation Provision Grant	R26 256 000	R1 335 491	Humanities	75% success rate	100% of budget spent by 30 June 2024.	60.27% of budget spent
		R7 898 670	Business & Economic Sciences	75% success rate	100% of budget spent by 30 June 2024.	45.39% of budget spent
		R784 390	Engineering, Built Environment & Tech	75% success rate	100% of budget spent by 30 June 2024.	67.04% of budget spent
		R1 063 369	Law	75% success rate	100% of budget spent by 30 June 2024.	60.44% of budget spent

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Grant	Earmarked allocation	Breakdown of allocation		Linkage to performance indicators	Mid-year performance indicator	Progress/Variance Report
		Budget	Projects			
		R6 364 147	Science	75% success rate	100% of budget spent by 30 June 2024.	63.03% of budget spent
		R2 219 933	Learning & Teaching (academic life skills)	75% success rate	100% of budget spent by 30 June 2024.	54.84% of budget spent
COVID - 19 Responsiveness Grant (CRG1) (Existing interest approved by DHET for use)	R9 312 257	R9 312 257	Academic Recovery and Campus Readiness Plans	To recover and complete the 2020 Academic year and ensure readiness of campus in light of COVID-19	Complete	Complete
COVID - 19 Responsiveness Grant (CRG2)	R15 431 000	R15 431 000	Academic Recovery and Campus Readiness Plans	To recover and complete the 2020 Academic year and ensure readiness of campus in light of COVID-19	Complete	Complete

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FINANCIAL PERFORMANCE NOTES: BUDGET VS REVENUE AND EXPENDITURE AS OF 30 JUNE 2024

EXECUTIVE SUMMARY

The financial performance considers the comparison between the actual and budgeted revenue and expenditure for the period. The revised budget indicates any mid-year budget adjustments to the original Council-approved budget, while forecasts are done against revised budgets to consider projected savings in expenditure or shortfalls in revenue. A benchmark of 50% (6/12) for the period to date is used to compare the financial position of Nelson Mandela University as of 30 June 2024. A year-to-date budget is included, however, due to the cyclical nature of revenue and certain categories of expenditure at a tertiary institution, the financial results on a month-to-month basis must consider material timing differences and therefore should be examined per line item where mid-year expectations will be indicated.

There is continued pressure on the budget, so a reprioritisation process continues in 2024 for the virement of budgets to assist in addressing new and reprioritised needs. This will be a continuous process for 2024 as future savings and additional costs become known. As the resourcing envelope is largely dependent on subsidy and fees, any material variances on the current assumptions will have a significant impact on the financial projections.

INCOME

Subsidy for operations is accounted for when received. The first subsidy payment is received in April for the period January to March. During May, subsidy is received for the period from April to June. Payments for July to November are received monthly, one month in advance. The University is therefore in line with the benchmark of 58%. The block allocation for operations in 2024 is forecasted at 0.40% up on the 2023 block grant subsidy. This amounts to R9.2 million more than the budgeted amount, while the Foundation Grant is R7.7 million more than budgeted for. The only Interest and Redemption subsidy applicable is on State-guaranteed loans where the State pays the loan repayments, nets off the subsidy and this is recouped in the final subsidy payment. Foundation Programme subsidy is earmarked funding for extended programmes which is sub-vented with Council funds.

Tuition fees were above the expectation at mid-year as the enrolment budget has been exceeded mainly due to first-time undergraduate student enrolments. A bad debt provision of 8% is budgeted and is in line with mid-year expectations. Recoverability is being monitored carefully following concessions granted around access for 2024 together with the impact of the economy on family household incomes.

NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REPORT 2024

Residence fees are on par with mid-year expectations. As a self-funding entity, residence budgets will be reviewed after registrations in the second semester. A bad debt provision of 3% has been budgeted. Off-campus accommodation is treated as an agency fund. The net surplus/ (deficit) is disclosed in the income statement.

Other income includes Facilities, Trust contributions, Office for International Education, etc. These are in line with mid-year expectations except for Facilities. Budget review adjustments and assumptions will be performed for Facilities to determine the accuracy of the revenue projections in the second half of the year.

EXPENDITURE

Strategic allocations are non-recurrent in nature and are allocated to specific projects in line with institutional strategy. The spend to date is on par with mid-year expectations and will continue to be monitored accordingly.

Salary forecasts are done monthly, reviewing vacant positions and fixed commitments. The current austerity measures on vacant posts in Faculties and Professional and Administrative Support Staff (PASS) directorates and resultant savings will be returned to central funds to assist in funding urgent operational matters.

The forecast assumes that funds as requested and approved for operations will be fully utilised and spent by year-end. Management will continue to review operational budgets during the year for possible underspend and savings. A mid-year budget review will be performed to adjust the baseline budgets and reprioritise funds, as required, to stay within the budgeted surplus.

Depreciation and accumulative leave provisions, as budgeted for, are expensed pro rata, monthly to the income statement.

The finance costs as budgeted for, are expensed monthly to the income statement for reporting purposes.

INVESTMENT INCOME

The investment income is based on the latest cash flow forecast.

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SPECIFIC PROVISIONS

Estimated post-retirement benefits provision as budgeted for is expensed monthly on a pro rata basis to the income statement. Interest earned on unutilised Infrastructure and Efficiency Project Funds is earmarked to build up reserves to accommodate infrastructure inflation costs as prescribed by the DHET.

NON-RECURRENT INCOME AND EXPENDITURE

Non-recurrent income and expenditure represent non-recurrent / once-off projects that are not funded by the operational budget. Sources of funds include DHET, reserves, donors, and long-term borrowings.

FORECASTED STATUS

As of the end of June, the forecasted surplus of R115.7 million after investment income.

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FINANCIAL PERFORMANCE: BUDGET VS REVENUE AND EXPENDITURE AS OF 30 JUNE 2024

NELSON MANDELA UNIVERSITY						
MID YEAR PERFORMANCE REPORT 2024 - BUDGET VS ACTUAL REVENUE EXPENDITURE						
Jun-24						
	YTD Actual	YTD Budget	Approved Budget	Revised Budget	Forecast	Notes
INCOME	2 140 579 930	2 056 804 477	2 617 685 482	2 633 676 976	2 681 258 719	
SUBSIDY	763 973 000	774 747 282	1 319 103 242	1 335 960 840	1 335 960 840	
Operations	763 973 000	759 431 282	1 292 715 896	1 301 882 198	1 301 882 198	In line with mid year expectation
Medical School	-	-	7 802 802	7 802 802	7 802 802	In line with expectation and allocation to be done at the end of the year
Interest & Redemption	-	-	19 840	19 840	19 840	To be received in final subsidy reconciliation payment
Foundation Programme	-	15 316 000	18 564 704	26 256 000	26 256 000	Earmarked funding revised per original subsidy allocation
FEES	1 341 089 206	1 241 163 287	1 217 301 769	1 215 928 320	1 263 510 063	
Teaching	1 086 528 224	1 029 051 921	990 999 503	990 077 973	1 037 659 716	
Tuition fees	1 043 225 572	989 353 097	990 299 848	989 353 097	1 043 225 572	Exceeded budgeted enrolments
Medical School	27 471 470	27 080 856	27 080 856	27 080 856	27 471 470	Achieved the set target of the fees from the Medical School
Registration & application fees	54 805 130	51 591 915	51 641 285	51 591 915	54 805 130	Exceeded budgeted enrolments
Less: provision for bad debt	(38 973 948)	(38 973 948)	(78 022 486)	(77 947 895)	(87 842 456)	Pro rata of provision
Residences	254 560 982	212 111 366	226 302 266	225 850 347	225 850 347	
Residence fees	212 098 046	214 461 041	214 657 630	214 461 041	214 461 041	In line with adjusted mid year expectation
Off campus Accommodation (net surplus / (deficit))	45 249 761	-	16 343 986	16 088 656	16 088 656	Agency fund
Vacation accommodation/ rentals	362 850	800 000	1 600 000	1 600 000	1 600 000	Expect to achieve budget during the December holidays
Less: provision for bad debt	(3 149 675)	(3 149 675)	(6 299 350)	(6 299 350)	(6 299 350)	Pro rata of provision
OTHER INCOME	35 517 724	40 893 908	81 280 471	81 787 816	81 787 816	In line with adjusted mid year expectation

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NELSON MANDELA UNIVERSITY MID YEAR PERFORMANCE REPORT 2024 - BUDGET VS ACTUAL REVENUE EXPENDITURE

	Jun-24					
	YTD Actual	YTD Budget	Approved Budget	Revised Budget	Forecast	Notes
EXPENDITURE	1 194 821 069	1 305 380 600	2 617 641 747	2 632 033 713	2 662 380 364	
STRATEGIC ALLOCATIONS	31 718 103 ▲	36 560 391	70 901 030	73 120 781	73 120 781	In line with adjusted mid year expectation
SALARIES	746 980 408	822 687 043	1 641 810 369	1 666 646 598	1 708 993 249	
Academic	327 458 888	357 186 437	728 027 135	714 372 873	707 372 873	Variance is due to savings in vacancies which were reprioritised
Admin and Academic Support	359 186 374	386 288 946	742 350 608	772 577 892	765 577 892	Variance is due to savings in vacancies which were reprioritised
Remuneration Contingency	(154 530)		12 950 122	21 272 513	77 619 164	Used to fund salary adjustments
Other	60 489 676	79 211 660	158 482 504	158 423 320	158 423 320	Variance is due to savings in vacancies which were reprioritised
SUPPLIES AND SERVICES	318 871 125	348 881 736	710 427 485	697 763 471	685 763 471	In line with mid year expectation
PROVISIONS	62 481 288	62 481 287	124 962 574	124 962 574	124 962 574	In line with mid year expectation
FINANCE COSTS	25 941 341	25 941 341	51 882 681	51 882 681	51 882 681	In line with mid year expectation
OTHER OPERATIONS	8 828 804	8 828 804	17 657 608	17 657 608	17 657 608	In line with mid year expectation
SURPLUS/(DEFICIT) from OPERATIONS	945 758 861	751 423 877	43 735	1 643 263	18 878 355	

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NELSON MANDELA UNIVERSITY

MID YEAR PERFORMANCE REPORT 2024 - BUDGET VS ACTUAL REVENUE EXPENDITURE

30 JUNE 2024

	YTD Actual	YTD Budget	Approved Budget	Revised Budget	Forecast	Notes
SURPLUS/(DEFICIT) from OPERATIONS C/F	945 758 861	751 423 877	43 735	1 643 263	18 878 355	
INVESTMENT INCOME	108 169 319	108 648 174	217 296 348	217 296 348	217 296 348	In line with mid year expectation
LESS : SPECIFIC PROVISIONS	5 245 233	-	120 491 966	120 491 966	120 491 966	Further transfers to be done at year end
SURPLUS/(DEFICIT) from OPERATIONS & INVESTMENT INCOME	1 048 682 947	860 072 051	96 848 117	98 447 645	115 682 737	
NON RECURRENT INCOME	10 503 000	-	4 200 000	4 200 000	10 503 000	Deferred revenue adjustment on IEG Grant funding
NON RECURRENT EXPENDITURE	33 258 072	-	443 604 211	369 269 250	369 269 250	Spend expected to accelerate in second semester
TRANSFER FROM EFFICIENCY FUNDED RESERVES	11 218 188		144 659 839	142 346 879	136 043 879	
TRANSFER FROM RESERVES	11 536 884		294 744 372	222 722 371	222 722 371	
SURPLUS/(DEFICIT) (COUNCIL FUNDS)	1 048 682 947	860 072 051	96 848 117	98 447 645	115 682 737	
NON COUNCIL FUNDED SURPLUS / (DEFICIT)	(113 384 002)	-	-	-	-	
Income	401 307 399		732 641 711	732 641 711	401 307 399	Institutional budgets not set for these activities and
Expenditure	514 691 401		732 641 711	732 641 711	401 307 399	funding group i.e. restricted research funds
SURPLUS/(DEFICIT) (ALL FUNDS)	1 048 682 947	860 072 051	96 848 117	98 447 645	115 682 737	

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CONCLUSION

Nelson Mandela University's Mid-Year Performance Report (MYPR) has provided an overview of the progress made up to 30 June 2024 with regards to student access and success, staff efficiency and research output targets, expenditure of earmarked funding allocations, and financial performance. Where targets were not fully achieved, reasons were provided for the variances.

With regards to access, targets for undergraduate, and total headcount enrolments were exceeded, as were enrolments for first-time entering students, and those in specific fields of study. The University plans to slow down the rapid growth in enrolments at undergraduate level going forward, to ensure a quality learning and teaching experience for students, whilst targeting a higher growth in postgraduate and international enrolments, where targets were not achieved.

The mid-year performance against the Ministerial approved targets for student success, staff efficiency and research output indicated that sustained efforts are needed in pursuit of excellence in these core areas of the University. Whilst the University continues to provide expansive wraparound student support services to students to maximise their opportunities for success, declines were recorded in both the overall success rate and the scarce skills success rates, and targets in this regard were not achieved. In addition, graduate outputs at the under- and postgraduate level also declined, as did the number of graduates in each of the scarce skills fields of study. The University will explore reasons for these declines and implement targeted interventions to address them.

Increasing the percentage of staff with doctoral qualifications was highlighted as vital for improving postgraduate supervisory capacity and research productivity, and the University must continue to monitor the various programmes in place for staff support and development. The preliminary ratio of publication units per FTE staff is on target, and the University achieved a total research output of approximately 573 research output units, which is slightly above target.

Progress and expenditure with respect to the various earmarked funding allocations was set out in the report. The majority of Infrastructure & Efficiency Grants (6TH CYCLE) were reported as on target, or as having exceeded the mid-year target. However, several of the University Capacity Development Grant Projects were reported as not on target due to budgets only being loaded in April when the DHET letter was

NELSON MANDELA UNIVERSITY MID-YEAR PERFORMANCE REPORT 2024

received and therefore spending could only happen from April. Furthermore, 60% of the Clinical Training Grant had not been received by mid-year, but spending on the 40% received was on target.

The report revealed continued pressure on the University budget, and reprioritisation will be a continuous process for 2024 to address new and reprioritised needs.

Spend on allocations to strategy-aligned projects was on par with mid-year expectations. Operational budgets will continue to be reviewed during the year for possible underspend and savings. The current austerity measures on vacant posts in Faculties and Professional and Administrative Support Staff (PASS) directorates will be maintained with the resultant savings returned to central funds to fund urgent operational matters.

A mid-year budget review was performed to adjust the baseline budgets and reprioritise funds, as required, to stay within the budgeted surplus. As of the end of June, a surplus of R115.7 million after investment income was forecasted.

Having appraised its mid-year performance, the University will redouble its efforts towards achieving its goals and targets as elucidated in its Annual Performance Plan and Budget for 2024.