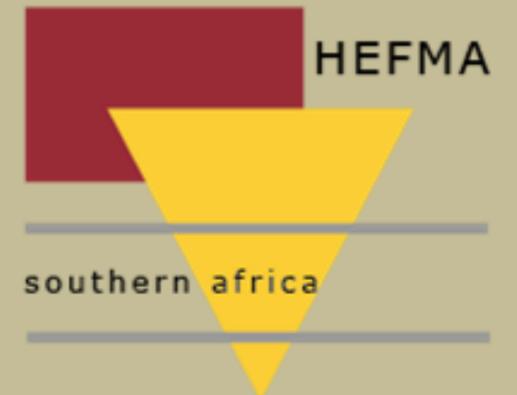


HIGHER EDUCATION FACILITIES MANAGEMENT ASSOCIATION OF SOUTHERN AFRICA (HEFMA)



HEFMA 4th COO Forum

Held at the University of the Western Cape (UWC)

**Presented by:
Hlamarisa Kubayi – HEFMA President**

24 March 2026

Opening Acknowledgements



UWC Institutional Leadership

Our sincere appreciation to the **Vice-Chancellor** of the University of the Western Cape, **Professor Robert John Balfour**, and the entire leadership team for hosting us during this significant year in your institutional journey.



Host Team Stewardship

A special thank you to our host, **Mr Manie Regal** and **his team**, for the warm **welcome** and **exceptional leadership** in organising this forum.

CELEBRATING MILESTONES

+65
Years

UWC Journey:
Celebrating more than 65 years of transformation.

25
Years

HEFMA Journey:
A remarkable **quarter-century** of progress within **Facilities Management in Higher Education Institutions**.

“These milestones remind us of the progress made and the responsibility we carry forward.”

--Hlamarisa Kubayi

Institutional Acknowledgements



University of the Western Cape:
Insightful presentations on **infrastructure development** and **student accommodation**, grounding discussions in **practical realities**.



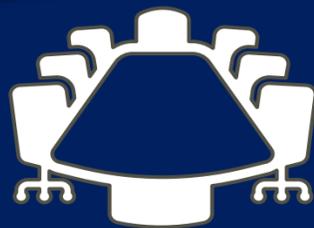
Stellenbosch University:
Advancing the conversation on systems integration and sustainability transformation is a critical pillar for our future.



University of Cape Town:
Sharing critical institutional perspectives and operational insights that broaden our collective understanding.



Sol Plaatje University:
Timely and critical input on infrastructure delivery risks, municipal compliance, and capital programme governance.



Executive Leadership:

Acknowledging the active participation of all **COOs, DVCs, CFOs, DPCs, DPFs, and Executive Directors**, whose engagement ensures strategic relevance.

Strengthening the FM Ecosystem



Presenters & Contributors:

Thank you to **all presenters** and **contributors** from across our institutions, including those colleagues who joined on-line.



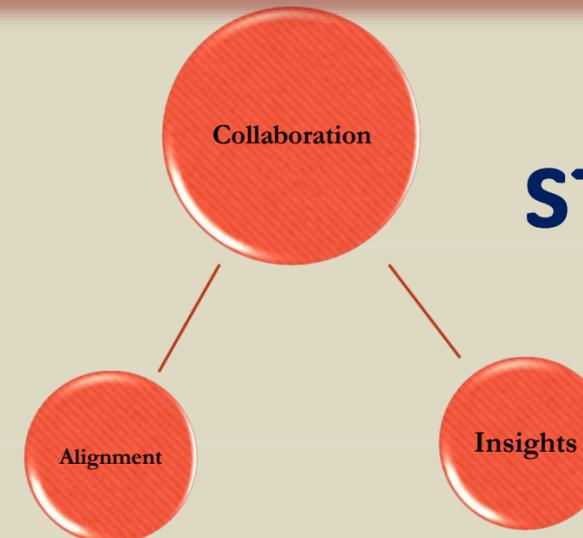
HEFMA 4th COO MC/Facilitator:

We extend our sincere thanks to the **Past President of HEFMA**, Mr Lindokuhle Mzolo, for his **stewardship** in curating the programme.



New Colleagues & First-time Attendees:

A warm welcome to those new to higher learning institutions and this forum. We look forward to your further participation..



STRENGTHENING THE FM THE ECOSYSTEM



Department of Higher Education & Training (DHET):

Acknowledging colleagues from DHET. Your contributions reinforce this forum as a sector-wide platform for shared progress.

“Your insights and openness in sharing challenges and innovations fuel collaboration across institutions.”
--Hlamarisa Kubayi

Notable Insights



“We are entering a new phase of evolution.”

- Dr Mphoti (UJ)



“The Western Cape needs to design HVAC systems like KZN.”

- Dr Kukard



“We must address the cognitive skills gap by prioritising thinking as a daily practice.”

- Mr Kraziya (Univen)



KEY SYNTHESIS: ADAPTIVE THINKING

These insights signal that we are living in the realities of climate change risks, which call for urgent adaptive thinking. The shift in "mindset" to "thinking" as a deliberate practice is essential in our daily operations.

Three Strategic Insights

From Operations to Strategic Enablement

The **presence** and **engagement of executive leadership** is critical to bridging the **gap between strategy and execution**.

Goal: Ensuring service delivery directly supports academic excellence.

Engineering Resilience in a Constrained Environment

Navigating complexity: **ageing infrastructure**, climate risks, student accommodation pressures, and fiscal limits.

Goal: Developing bankable business cases to address maintenance backlogs.

Building Sector Capabilities & Skills Pipelines

Addressing critical shortages in both technical and cognitive skills across the sector.

Action: Deepen partnerships with TVET colleges.

Closing Remarks



Institutional Maturity:



We have entered a **new level of institutional maturity**. The true value lies in **our collective ability to implement, collaborate, and lead**.



On behalf of HEFMA:

Thank you for **your leadership, your participation, and your continued commitment** to the **sector** in shaping the future of our institutions.

THANK YOU...