



# Annual Report 2008

Enhancing regional higher education



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## Chairperson's Message

The year 2008 will always be remembered in history as experiencing the worst global financial crisis since the Great Depression. It remains to be seen whether the nations of the world will continue to be reactive in the grip of the crisis, or will use the opportunity to build better global financial and governance systems and devise appropriate regulatory practices to better serve ordinary citizens in exercising their democratic right to strive for improved futures.



The crisis has made very clear the inter-related and inter-dependent nature of the relationships that govern the "global village" – no nation has been spared the economic fall out from the crisis which arose primarily in the US and European banking systems. Although Africa has been spared much of the direct impact, secondary impacts particularly as they relate to vital trade arrangements and donor commitments to the Millennium Development Goals, have yet to be fully experienced.

As Chairperson of the second elected Executive Committee of SARUA, I am acutely aware of the immediate and potential implications of the current financial situation on higher education in the SADC region. At a time when access needs to be increased and retention of our skilled professionals are major priorities in African higher education, it is clear that we need to work beyond our national boundaries in as effective a way as possible.

This will require informed understandings of higher education systems in the SADC region, regular leadership conversations within our membership constituency as well as with governments in order to develop

- pro-active responses to strengthening the core business of higher education and its outputs
- increased collaboration and importantly,
- to arrive at a strong regional agenda for higher education and development.

I am proud to be associated with the outputs of our association in the past year, which amount to several studies (including valuable demographic and statistical data) which have helped us gain a better overview of higher education in the SADC region, greater involvement from member institutions, increased networking, a more diversified funding base and an unqualified audit report. These are significant gains for a small and young organization and the Executive Committee is confident that the next period will continue to yield further important outputs, based on the Strategic Implementation Plan for 2009 – 2012.

# Executive Committee 2008

## Executive Committee Members

TWO members of the SARUA Executive Committee resigned their positions during the course of the year, due to changes in their status as Vice-Chancellors of member institutions. In early 2008 Professor Kaumba, from the University of Lubumbashi in the DRC, was appointed to a high level government position in his country and, in June 2008 SARUA's founding Chair, Professor Ndebele, retired as the Vice-Chancellor of the University of Cape Town.

The vacancies caused by these resignations have been filled by Professor L Nongxa, Vice-Chancellor of the University of the Witwatersrand, and Prof Z Kadzamira, Vice-Chancellor of the University of Malawi.

Professor Bojosi Otlhogile, the Vice-Chancellor of the University of Botswana, was elected as the new Chairperson of the Association and will hold office until the next full meeting of the membership in 2010.

At the end of 2008 the composition of the Executive Committee was as follows:

- Prof B Otlhogile, University of Botswana (Chair)
- Prof N Bhebe, Midlands State University, Zimbabwe
- Prof F Couto, Universidade Eduardo Mondlane, Mozambique
- Prof L Nongxa, University of Witwatersrand, South Africa
- Prof Z Kadzamira, University of Malawi, Malawi

## Executive Committee Meetings

The Executive Committee met four times during 2008:

- 13 March 2008
- 22 May 2008
- 22 September 2008
- 2 December 2008

In addition to their regular oversight role of the management, activities and finances of the Association, during the course of 2008 the Executive Committee also commissioned:

- revisions to SARUA's constitution, principally aimed at ensuring compliance with South African Tax laws and streamlining administrative processes, and
- a comprehensive strategic review of SARUA's operations leading to a revised Strategic Implementation Plan for the period 2008 – 2012.



### ***In Appreciation***

The Executive Committee, on behalf of the member institutions of SARUA, would like to record their gratitude and appreciation to Prof Njabulo Ndebele, the first Chair of SARUA, for his valued leadership in establishing the Association.



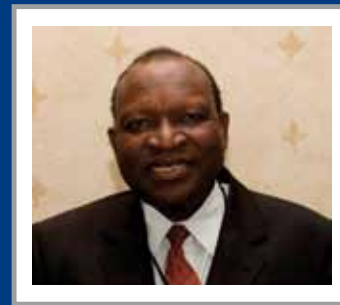
*Prof B Otlhogile*



*CEO P Kotecha*



*Prof Z Kadzamira*



*Prof N Bhebe*



*Prof FJ Couto*



*Prof L Nongxa*

# Member Institutions & Vice Chancellors



## Angola

University Agostinho Neto: Dr. Joao Teta • [www.uan-angola.org](http://www.uan-angola.org)



## Botswana

University of Botswana: Professor Bojosi K. Otlhogile • [www.ub.bw](http://www.ub.bw)



## Democratic Republic of Congo

University of Goma: Professor Jean-Bapiste Gakuru Semacumu • [www.unigom.fr.nf](http://www.unigom.fr.nf)

University of Kinshasa: Professor Mumpasi Lututala • [www.unikin.cd](http://www.unikin.cd)

University of Lubumbashi: Professor Chabu Mumba • [www.unilu.ac.cd](http://www.unilu.ac.cd)



## Lesotho

National University of Lesotho: Professor Adelani Ogunrinade • [www.nul.ls](http://www.nul.ls)



## Malawi

University of Malawi: Professor Zimani D. Kadzamira • [www.unima.mw](http://www.unima.mw)

Mzuzu University: Professor Landson Mhango • [www.mzuni.ac.mw](http://www.mzuni.ac.mw)



## Mauritius

University of Mauritius: Professor Indur Fagoonee • [www.uom.ac.mu](http://www.uom.ac.mu)



## Mozambique

Universidade Eduardo Mondlane: Professor Filipe José Couto • [www.uem.mz](http://www.uem.mz)

Universidade Pedagógica: Professor Rogério Jose Uthui • [www.up.ac.mz](http://www.up.ac.mz)



## Namibia

University of Namibia: Professor Lazarus Hangula • [www.unam.na](http://www.unam.na)



## South Africa

Cape Peninsula University of Technology: Professor Lineo V. Mazwi -Tanga • [www.cput.ac.za](http://www.cput.ac.za)

Central University of Technology: Professor Thandwa Z. Mthembu • [www.cut.ac.za](http://www.cut.ac.za)

Nelson Mandela Metropolitan University: Professor Derrick Swartz • [www.nmmu.ac.za](http://www.nmmu.ac.za)

North-West University: Dr. Theuns Eloff • [www.nwu.ac.za](http://www.nwu.ac.za)

Rhodes University: Dr. Saleem Badat • [www.ru.ac.za](http://www.ru.ac.za)

University of Cape Town: Dr. Max Price • [www.uct.ac.za](http://www.uct.ac.za)

University of Fort Hare: Professor Mvuyo Tom • [www.ufh.ac.za](http://www.ufh.ac.za)

University of the Free State: Professor Frederick CN Fourie • [www.ufs.ac.za](http://www.ufs.ac.za)

University of Johannesburg: Professor Ihron Rensburg • [www.uj.ac.za](http://www.uj.ac.za)

University of KwaZulu–Natal: Professor Malegapuru W. Makgoba • [www.ukzn.ac.za](http://www.ukzn.ac.za)

University of Limpopo: Professor Nehemiah Mahlo Mokgalong • [www.ul.ac.za](http://www.ul.ac.za)

University of Pretoria: Professor Carl W. I. Pistorius • [www.up.ac.za](http://www.up.ac.za)

Democratic  
Republic  
of Congo

Angola

Zamb

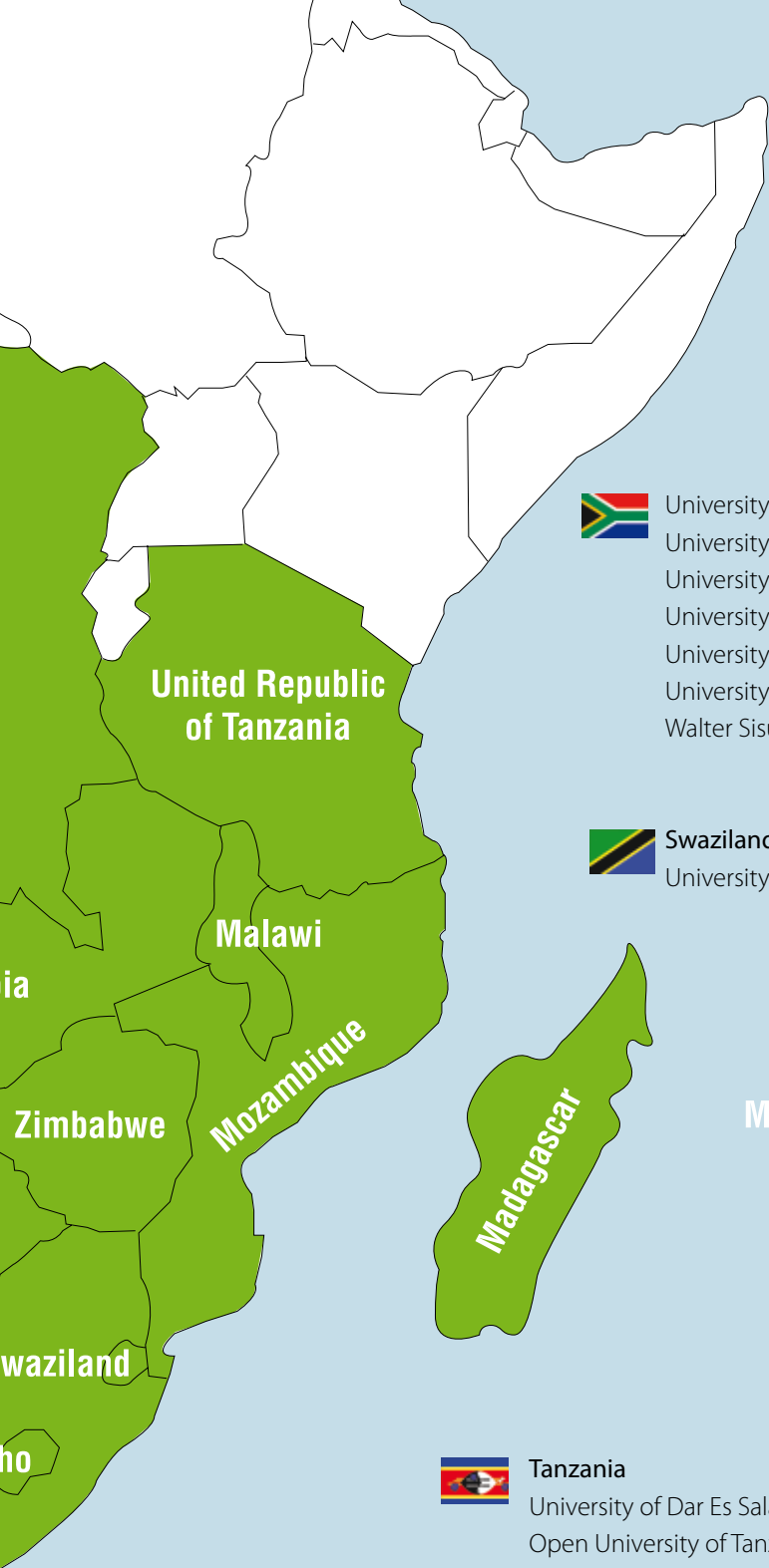
Namibia

Botswana

Lesotho

South Africa





University of South Africa (UNISA): Professor Barney N. Pityana • [www.unisa.ac.za](http://www.unisa.ac.za)  
University of Stellenbosch: Professor Russel Botman • [www.sun.ac.za](http://www.sun.ac.za)  
University of the Western Cape: Professor Brian P. O'Connell • [www.uwc.ac.za](http://www.uwc.ac.za)  
University of the Witwatersrand: Professor Loyiso G. Nongxa • [www.wits.ac.za](http://www.wits.ac.za)  
University of Venda: Professor Peter Mbatlana • [www.univen.ac.za](http://www.univen.ac.za)  
University of Zululand: Professor Rachel V. Gumbi • [www.uzulu.ac.za](http://www.uzulu.ac.za)  
Walter Sisulu University: Professor Malusi Marcus Balintulo • [www.wsu.ac.za](http://www.wsu.ac.za)



**Swaziland**  
University of Swaziland: Professor Cisco M. Magagula • [www.uniswa.sz](http://www.uniswa.sz)



**Tanzania**  
University of Dar Es Salaam: Rwekaza S. Mukandala • [www.udsm.ac.tz](http://www.udsm.ac.tz)  
Open University of Tanzania: Professor Tolly Mbwette • [www.out.ac.tz](http://www.out.ac.tz)  
Sekoine University of Agriculture: Professor Gerald C. Monela • [www.suanet.ac.tz](http://www.suanet.ac.tz)  
Mzumbe University: Professor Moses M. D. Warioba • [www.mzumbe.ac.tz](http://www.mzumbe.ac.tz)



**Zambia**  
Copperbelt University: Professor M. M. Musonda • [www.cbu.edu.zm](http://www.cbu.edu.zm)  
University of Zambia: Professor Stephen Simukanga • [www.unza.zm](http://www.unza.zm)



**Zimbabwe**  
Bindura University of Science: Professor John Mupangwa • [www.buse.ac.zw](http://www.buse.ac.zw)  
Chinhoyi University of Technology: Dr David J. Simbi • [www.cut.ac.zw](http://www.cut.ac.zw)  
Great Zimbabwe University: Professor Obert Maravanyika  
Midlands State University: Professor Ngwabi Bhebe • [www.msu.ac.zw](http://www.msu.ac.zw)  
National University of Science & Technology: Professor Lindela Rowland Ndlovu • [www.nust.ac.zw](http://www.nust.ac.zw)  
University of Zimbabwe: Professor Levi M. Nyagura • [www.uz.ac.zw](http://www.uz.ac.zw)  
Zimbabwe Open University: Dr. Primrose Kurasha • [www.zou.ac.zw](http://www.zou.ac.zw)



# CEO's Report

**Whilst** SARUA's focus in its first year of operations was on establishing the organization in terms of its staff, its operating systems, and its relationships with its members and key regional players, the second year has been very much about building its knowledge base of Higher Education in the region.

A total of seven studies were commissioned and completed during the year, leading to the publication of the "SARUA Study Series 2008" in early 2009. Many of these studies were "groundbreaking" in the sense that no one organization had ever previously attempted to gather data, for regional comparative purposes, on such a range of regional higher education issues. SARUA as an organisation learned a huge amount from this over the past year, not only from the published research findings, which are indeed an important milestone, but also from the regional research process itself involving, as it did, many significant interactions and engagements at a number of different levels with our constituency.

SARUA successfully obtained funding for these research projects from a range of different partners, which had the twin effects of substantially increasing the absolute level of grant income received (from just over R5 million in 2007 to over R10 million in 2008) whilst at the same time diversifying the funding base<sup>1</sup>.

In the last three months of 2008 a thorough review, led by an external consultancy firm, was undertaken to re-examine and refine SARUA's original mission, vision and strategy and, in the light of this, produce a detailed operational plan for the next three years to 2012. This was an extremely useful exercise, enabling management and the Executive committee to reflect on what SARUA has and has not managed to achieve its first two years, and from this produce a focused strategy and plan to take the organization forward in its next phase of development.

I believe SARUA members can indeed be proud of what the Association has managed to achieve in 2008, its second year of independent existence, the highlights of which are covered in the remainder of this report, and look forward with confidence to an improving Association that will become increasingly relevant and important in addressing the issues of higher education in the region.



<sup>1</sup> See Financial Report

# Key Achievements in 2008

- 7 baseline research studies completed
  - Opening Access to Knowledge in Southern African Universities
  - Mainstreaming Higher Education in National and Regional development
  - Profile of Higher Education in the SADC region
  - HE Funding Frameworks in the SADC
  - The State of Public Science in the SADC
  - University-Firm Interactions in the SADC
  - Understanding Current Governance, Leadership and Management Development practices and needs in the Southern African Region
- SARUA Study Series 2008 publications
  - "Opening Access to Knowledge in Southern African Universities"
  - "Mainstreaming Higher Education in National and Regional Development in Southern Africa"
  - "Towards a Common Future; Higher Education in the SADC Region, Research Findings from Four SARUA studies"
- Regional workshops held
  - SADC baseline research projects workshops – May 2008 and October 2008
  - Joint SARUA/NEPAD Engineering Round Table – June 2008
  - Mobilising Regional Capacity Initiative (MRCI) project workshop – August 2008
  - Governance, leadership and management experts forum – October 2008
  - "Universities in Development in Southern Africa" workshop – December 2008
- Further development and improvement of the SARUA website
- 20 editions of "SARUA Higher Education News" to a subscriber base of over 700 readers
- Strengthened links with regional and international bodies
- Diversification of the funding base
- Unqualified Audit report for the Year ended 31 December 2008
- Review of SARUA's operations in the first 2 years (2007-2008) and its Mandate, Mission and Vision, leading to a revised Strategic Implementation Plan 2008 - 2012

# 2008 SARUA Study Series

**Over** the last year SARUA initiated a number of research projects. These projects related both to enquiries about the characteristics of higher education institutions in the region and to issues that are inextricable from any analysis of the system as a whole. Several purposes informed the commissioning of this research and the production of the reports consequent upon its conclusion.

Firstly, it was to get a better understanding of the profile of higher education institutions in the region through the data that was collected for the purpose. This included data about students, staffing, programmes, throughput, graduation, the governance and management, the scientific outputs, financing, relationships with business and industry and other attributes of higher education institutions in the region. Secondly, the research examined issues which relate to the effectiveness of the system as a whole such as the constraints in access to knowledge and the potential role of open access in stimulating its exchange and dissemination. SARUA also commissioned a situational analysis of the relationship between higher education, national governments and donor agencies and the developmental challenges facing the SADC region with the purpose of examining how a strong interdependence between higher education and the regions developmental goals might be strengthened. Thirdly, the research was used for the purposes of establishing a network of researchers who could be drawn on in the future. Lastly, the research has produced analysis which will be published and disseminated amongst the con-

stituencies served by SARUA and will hopefully strengthen the case for higher education and impact on how policy-makers understand its role.

The research was conducted over a relatively short period of time because it was perceived as urgent. This was despite the complexities of method and design and the logistical difficulties imposed by the constraints of time. Very important lessons were learnt about the problem of obtaining reliable data and its verification across a range of sometimes contradictory sources. There is no gainsaying the importance of the efforts made to obtain, verify and compare such reliable data because it has established the critical networks and pathways for future research in the membership served by SARUA.

**Very** importantly, the research brought together representatives of regional higher education institutions on several occasions, both to interrogate the assumptions and conceptualization of the research and to receive preliminary reports about its progress and the issues emerging from its analysis.

The completed research has now been published and in the pages that follow we provide a brief description of each of the completed research projects. Complete research reports are now available on SARUA's website at [www.sarua.org](http://www.sarua.org). The publication and dissemination of SARUA's research will hopefully enhance its impact and influence higher education policy over time. It has laid the foundations for SARUA's continued role in advocating the importance of higher education to society and will build the networks necessary to its work.



# Opening Access to Knowledge in Southern African Universities



## ***Opening Access to Knowledge in Southern African Universities***

This study identifies key constraints to access to knowledge in universities in the SADC region. It is recommended that the report be read together with the following two reports from the SARUA Study Series 2007: A Status review of ICT in Universities in the SADC region and Science and Technology: A Baseline study on Science and Technology and Higher Education in the SADC Region.

The scarcity and inaccessibility of knowledge is a key constraint for SADC universities. The SARUA research study ‘Opening Access to Knowledge in Southern African Universities’, supported by the International Development Research Centre and completed in 2008, examines this issue, and proposes open access mechanisms as a means for addressing this problem.

The results of the research point to the fact that the Sub-Saharan African research output has been diminishing in recent years. Compounding the problem in the region is the impact of restrictive copyright practices, lack of access to ICTs, and a lack of enabling environments to promote knowledge and innovation. This results in a situation where the work of African researchers is often not accessible, even within the region.

The research suggests that Open Access provides a possible means of working around copyright restrictions, but also cautions that more communication on the possibilities of this publication mechanism is necessary within the region. The document suggests the adoption of a ‘Vision for Open Knowledge in Southern African Universities’, and outlines strategies for the achievement of this vision.



# Mainstreaming Higher Education in National and Regional Development



## ***Mainstreaming Higher Education in National and Regional Development in Southern Africa***

The focus of this study is to establish a situational analysis of higher education, national governments, and international aid agencies, in relation to socio-economic development in the SADC region

In partnership with the Association for African Universities (AAU), in 2008 SARUA undertook research aimed at contributing to the AAU's Mobilisation of Regional Capacity Initiatives (MRCI) programme. The research aimed to examine the extent to which higher education features in national planning documents, such as National Indicative Plans, Poverty Reduction Strategy Papers and Medium Term Expenditure Frameworks.

The research team visited a number of different SADC states to conduct interviews and gather data first hand. A by-product of this was the production of detailed country reports on the higher education systems of all 14 SADC states.

Following the country visits, the researchers met in Johannesburg on 13 August 2008 with a panel of experts, drawn from a range of different institutional backgrounds, to discuss their preliminary findings and formulate recommendations regarding the finalization of the project and publication of the report .

The research points to the huge intellectual and financial resources, as well as political will and commitment, which will be required to rebuild higher education in the Southern African region. Yet the findings of the research indicate a dis-juncture between national policy, finance and planning, and higher education processes. The report stresses the need for proactive engagement by higher education with finance ministries, donors and aid agencies in order to enhance the possibilities for coherence between national planning and the financing of higher education.



# Towards a Common Future: Higher Education in the SADC Region

Research Findings from Four SARUA Studies



## ***Towards a Common Future – Higher Education in the SADC Region***

Reports on the findings and recommendations arising from four SARUA baseline research studies on key regional higher education issues across the Southern African Region

In 2008, with funding from the UK Department for International Development (DFID), SARUA conducted a series of four baseline studies on higher education in the SADC region. These baseline studies included a profile of public higher education in the region, an examination of higher education funding models used in the region, a continuation of the SARUA baseline Science and Technology study, and an investigation into university-firm linkages in region. The results of these studies indeed illustrate and pinpoint many of the acknowledged weaknesses of higher education in Southern Africa. Over and above this, however, they provide, for the first time in many instances, sets of regional data on higher education that will be of use to decision makers both within and outside the borders of the SADC. As such, this is a major step forward.

The individual chapters of the published study are described below.

### ***Chapter One: Revitalising HE in the SADC region.***

This chapter provides an overview of the research findings from all four studies:- highlighting important themes, common issues and areas for concern and suggesting ways forward.

### ***Chapter Two: A Profile of SADC Higher Education in the Region***

This provides a summary of the extensive research work, conducted by SARUA commencing in mid 2007, into “size and shape” issues across the SADC region. The research team designed questionnaires which were sent to 64 public universities and 14 Ministries of Education in the region. There was then an intensive follow up process by mail, telephone and physical visits to several countries to conduct interviews and obtain supporting data at source. This persistence resulted in an unusually high response rate of 86% ultimately being achieved.

Chapter 2 provides an overview, together with summaries and comparative data tables, arising from this comprehensive survey of the public universities and Ministries of Education in the SADC states. The profiles provide detailed quantitative statistics as well as information on higher education funding, quality assurance, and levels of regional collaboration. In the supplemental country studies (published in full on the SARUA website), individual universities are dealt with in greater detail, revealing student numbers, academic programmes offered, numbers and educational levels of staff, as well as governance and financing arrangements.



### **Chapter Three: Higher Education Funding Frameworks in SADC.**

Public spending on higher education as a proportion of total education budgets varies substantially among SADC countries. Although commitment is positive, funding allocated to higher education is generally inadequate to meet the human resource and development needs of the individual countries. In addition, the region is characterized by low higher education participation rates and inequitable access practices. Considerable investment is necessary to overcome this legacy. The chapter points to some examples of good practice in higher education funding in the region which could be used as models in other countries.

A feature of this research were the case studies developed and presented for 11 of the 14 SADC states. This is obviously a field of particular interest and ongoing concern to all publicly funded universities in the SADC and therefore an area which will continue to be a subject of focus and further work by SARUA in the future.

### **Chapter Four: The State of Public Science in the SADC Region.**

The sub-Saharan African annual share of world scientific papers produced has been in decline in recent years, and is currently less than one percent. This research examines the science systems in SADC countries, the extent of expenditure on research and development, and scientific output in the region. The report points to the need to reverse the trend in declining scientific research, through, for example, strengthening intra-regional cooperation in research, increasing research funding, and strengthening research management capacity in the region.

In conducting this research, SARUA was able to partner with an academic institution with an established reputation and track record in this particular field, namely the team from the Centre for Research into Science and Technology (CREST) at Stellenbosch University. The research methodology built on and contributed to the further expansion of existing data-bases on scientific production in the region. A web based survey questionnaire developed specifically for this project was completed by 634 researchers throughout the region and in addition the team visited several countries to conduct one-on-one interviews.

### **Chapter Five: University-Firm Interaction in the SADC Region.**

Innovation is seen as a key component of economic growth and development. The focus of this research study was the levels of collaboration between SADC universities (excluding South Africa), as research producers, and firms, as research users. The primary aim of the research was to examine the extent of these interactions. The findings indicate that whilst there is a 'positive propensity' for such engagements amongst SADC universities, the scale of these interactions is small. The research highlights some key obstacles to university-firm interaction, and suggests some possible routes forward for the region.

The study was primarily based on replies received from 29 universities in response to questionnaires sent out.

#### ***Involving SARUA's constituency in research***

SARUA's approach to its research work is not only to aim to inform its membership of the end results, but to attempt to actively involve representatives from member institutions and government ministries at all stages of the process from conceptualization and design through to published report.

On 18-19 May 2008 a workshop was held to give participants an overview of the above four DFID sponsored research projects; to focus on key questions vital to the research and strategy of each project and to discuss and develop mechanisms to facilitate the communication, logistical, administrative and other requirements vital to the success of the research. 28 participants were drawn from the membership of SARUA and from all the SADC countries.

A follow up workshop was convened on 6-7 October 2008, as a forum to present the preliminary research findings. This workshop was attended by 20 delegates, representing 11 of the 14 participating countries, whose vigorous discussions contributed meaningfully to the final form and presentation of the research results.

Reports of both workshops were prepared and disseminated to all participants. The final publication was distributed to all public universities and Ministries of Education within the region, and a broad list of other stakeholders regionally and internationally in March 2009.



## Other Research Undertaken

### Understanding Current Governance, Leadership and Management Development Practices and Needs in The Southern African Region

Developing leadership in higher education in Southern Africa is seen as critical in ensuring the development of higher education, and its contribution to regional development goals. In 2008, SARUA commissioned a research study aimed at examining the need in the region for governance, leadership and management (GLM) development initiatives. The purpose of the research was to identify gaps in this provision that could be addressed at the regional level, and the perceptions of current senior executives in higher education regarding the need for a GLM development programme in the region.

The research findings pointed to a lack of capacity generally in the region with regard to higher education management development, and suggested that a long term aim must be to develop this capacity. The research report set out a number of recommendations for SARUA's consideration. Most importantly, these included the need to locate any initiative within the development of a regional perspective on higher education, a clear understanding of the contexts within which higher education in the region operates, and an understanding of the different challenges that these contexts bring.

The research findings were presented to SARUA members and a panel of international experts, drawn from organizations with a background of success in designing and running courses for Higher Education leadership and management, in Johannesburg in October 2008. Following on from this, the findings contributed to conceptualizing a SARUA GLM programme for 2009 – 2011 and were an important input into SARUA's overall strategic planning processes undertaken in late 2008.

This research was sponsored by Netherlands Ministry of Foreign Affairs (NMFA), as part of SARUA's Governance Leadership and Management Programme. Although the focus was primarily on desk-based research, a number of telephonic interviews were conducted with Vice-Chancellors from different regional universities to gain a direct perspective from the current university leadership, on some of the more important issues.

***Participants at the first regional research workshop held in May 2008***





***Delegates from 11 SADC states at the planning workshop held in December 2008***

## Preliminary study : Engineering Education Evaluation

The production of engineers is seen as critical for advancing the development goals of Southern African countries. As a continuation of work begun in 2007 in collaboration with the New Economic Partnership for African Development (NEPAD), a joint Round Table was convened in June 2008 comprising the Deputy Vice-Chancellors and Deans responsible for Engineering research and education in the public universities in the SADC region. The purpose of this round table was to examine and approve a proposed study of engineering education in the region.

The outcome of this process was an approved framework for the proposed research, which will provide a baseline study on the state of engineering education in the region. SARUA is in the process of engaging further on the planning for this project.

## Exploring the Relationship between Innovation and Higher Education in the Context of Regional Integration and Development in the SADC Region

Early in 2008, in partnership with the Research Policy Institute, RPI (Lund University, Sweden) and the Institute for Economic Research on Innovation, IERI (Tshwane University of Technology, South Africa) SARUA conceptualised and developed a proposal for a longer term (3-4 year) research project with the following aims:

- To analyse the relationship between the growth and development challenges of the countries of the SADC region and higher education
- To examine the potential role which research and innovation generally, and higher education institutions in particular, might play in supporting the development agenda of the region
- To assess the role higher education institutions can play in pursuance of regional cooperation and integration to achieve higher levels of economic and social development

A preliminary planning workshop, funded by the Swedish International Development Cooperation Agency (SIDA), was held with institutional representatives on 9-10 December 2008. Nineteen representatives drawn from SARUA's membership participated in the planning workshop which was convened jointly with SARUA's partners in this endeavour (the RPI and IERI). The purpose of this workshop was to identify country-based research teams and team leaders in each of the fourteen participant countries, and to clarify the aims, objectives, activities and outputs of the research, including the modalities for its co-ordination and management.

Based on the deliberations of this workshop a formal proposal has now been made for the necessary funding to conduct the research, which is expected to commence in mid-2009.

# Website

[www.sarua.org](http://www.sarua.org)

**SARUA's** ultimate vision for its website is that it should become a window on higher education across the region, providing up to date information and links to all its members and to critical regional higher education issues, supported by informed research, inter-active tools and other resources.

Considerable progress was made in 2008 towards realising some of these goals.

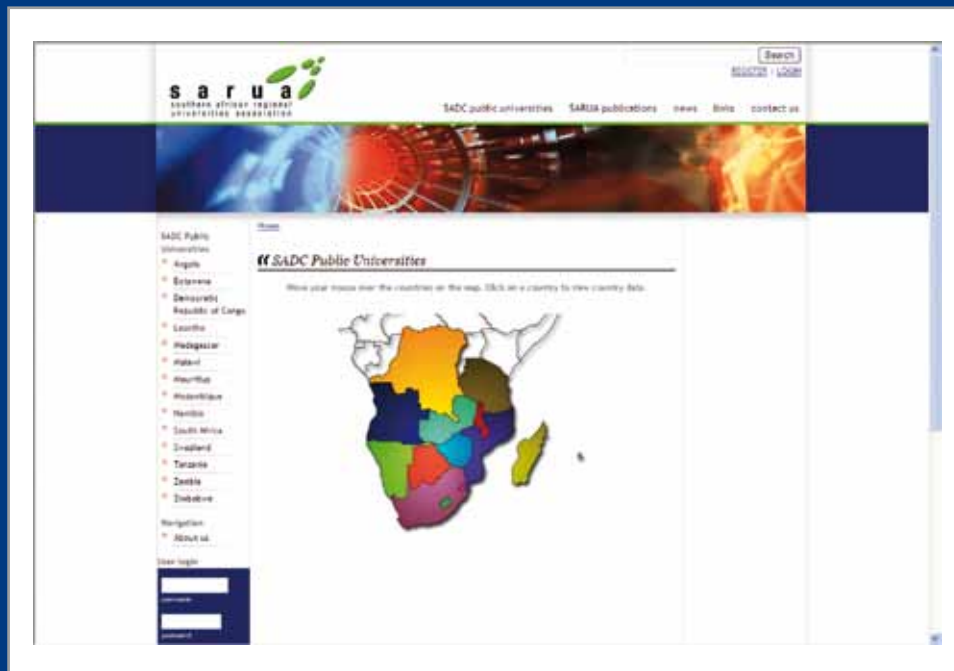
- In June 2008 the base architecture of the site was converted to "Drupal", an open source program which has given the site enhanced accessibility and functionality
- The over-all "look and feel" of the site has been upgraded in line with other elements of the SARUA brand
- The publications page now allows users to download all of SARUA's research publications in PDF format
- Institutional and country responses to various research instruments have been used to provide key statistical and other information on each country and all 66 public universities within the SADC
- "Virtual travellers" on the site can thus visit each SADC country, and the individual institutions within each country, to obtain key facts and information
- The News page, which is regularly updated, provides a focus on recent events and topical issues in higher education from a regional perspective

The results of these efforts saw the average number of "hits" increase from about 1000 hits per month at the start of 2008 to over 3,000 per month by early 2009.

As a small organisation with a large and diverse constituency spread across a huge geographic area, electronic communications are a key tool for SARUA. The Association is thus committed to an ongoing and continuous effort to maintain and improve its site, and welcomes any feedback, comments and suggested improvements in this regard.

## ***SARUA Newsletter – "HE News"***

"HE News" is an electronic newsletter covering items of news and interest to higher education in the region. Some 20 editions were produced in 2008. These were distributed electronically to a readership of over 700 subscribers, both within the region and internationally. The news section on the SARUA website is regularly updated from "HE News"



# Links with Key Regional and International Organisations

**During** 2008 SARUA built on the networks established in its first year of operations and developed some significant new partnerships both regionally and with international higher education associations.

## International Conferences

- International Association of Universities (IAU) – 13th General Conference; Utrecht, Netherlands 15-18 July 2008. (SARUA's CEO presented a paper on "Public-Private partnerships in Higher Education" and was also elected to the Board of the IAU for a three year term).
- Association of Commonwealth Universities (ACU) – Conference of Executive Heads, Hyderabad, India 28-30 November 2008 - "Dazzling technologies: Seismic shifts in higher education in a fast-changing and unequal world". (SARUA's CEO presented a paper entitled "Addressing the digital divide in Southern African Universities")
- IAU - 73rd Meeting of the Board on 5-6 December 2008 in Paris, France at IAU headquarters
- OECD - International Conference on the Future of Higher Education, Paris, France 8-9 December 2008 - "Higher education 2030: What futures for quality access in the era of globalisation?"
- Regular meetings of the African Association of Universities (AAU) Working Group on Higher Education (WGHE)

## Partnerships

SARUA was the first recipient of funding from the "Mobilizing Regional Capacity Initiatives Fund" made available by DFID through the AAU. This resulted in the joint AAU/SARUA publication "Mainstreaming Higher Education for National and Regional Development".

The SADC was kept abreast of SARUA's work and were particularly interested in the ongoing development of a regional profile of higher education, the original mandate for which emanated from an SADC Ministers meeting at Kasane, Botswana in 2006.

SARUA worked directly with NEPAD to jointly host an Engineering Round Table 9-10 June 2008 and produced a "Preliminary Engineering Education Assessment" report. It is hoped that funding can be sourced in 2009 to further develop this into a full baseline study of Engineering Education capacity within the region.

The Leadership Foundation (UK), the American Council on Education (USA) and the Malaysian Ministry of Education sent high level representatives to a forum convened by SARUA in October 2008 for the purposes of designing a relevant and achievable Governance, Leadership and Management programme 2008 – 2011.





# Financial Report

For the Year 1 January 2008 – 31 December 2008

## Overview

In its second year of independent financial operation, SARUA was able to build on the solid foundations established in 2007 and considerably expand its activities, particularly in terms of research, networking and publishing.

This substantial increase in activities and outputs is reflected in the financial statements and can be seen most clearly if the 2007 and 2008 figures are compared for "Grants utilized" in the Income Statement shown in Table 1 on the next page. (Grants utilized increased from R5,281,269 in 2007 to R10,787,909 in 2008 an increase of 104% year on year)

Different donor partners were secured to fund each research project, which resulted in the Association's funding base being expanded considerably over the course of the year and there was therefore less reliance on the Netherlands Ministry of Foreign Affairs (NMFA) as SARUA's principal funding partner. (The effect of this can be seen in Note 1 to Table 1 on the following page, the core funding grant from the NMFA comprising less than 50% of the total grant income utilized in 2008).

SARUA's operating model has been to retain a small core secretariat and outsource much of its research and publications work. The financial effect of this can be clearly seen when the ratio of staff remuneration to total expenditure is compared between 2007 and 2008. Staff remuneration as a proportion of total expenditure has declined significantly from 56% in 2007 to 32% in 2008. The increased resources flowing to the organization in 2008 were thus not utilized to increase the staffing establishment, but were rather leveraged into producing greater outputs.

The year end balance sheet (please refer to Table 2 overleaf) demonstrates that SARUA was in a healthy financial position at year end, with more than sufficient liquid cash resources to cover all its short term obligations and maintain the momentum of work well into 2009.

The Income Statement and Balance Sheet, shown in Table 1 and Table 2 respectively on the following pages, have been extracted from the full audited financial statements for the year 1 January – 31 December 2008, by SARUA's auditors Messrs PriceWaterhouseCoopers Inc. Copies of the full set of audited financials can be obtained by sending a request to [operations@sarua.org](mailto:operations@sarua.org).

Table 1

## Income Statement for the year ended 31 December 2008

	2008 <b>R</b>	2007 <b>R</b>
<b>Income</b>	<b>11 194 009</b>	<b>5 509 949</b>
Grants Utilised (Note 1)	10 787 909	5 281 269
Projected Income	384 000	–
Membership Fees	10 492	139 893
Conference Registration Fees & costs recovered	11 608	88 787
<b>Expenditure</b>	<b>11 039 273</b>	<b>5 356 644</b>
Depreciation	150 592	90 564
Networking & Research	5 627 670	1 410 269
Publications and Media	726 656	264 413
Operating Expenses	1 002 146	607 515
Remuneration	3 532 209	2 983 883
<b>Operating surplus for the year</b>	<b>154 736</b>	<b>153 305</b>
Interest Received	277 893	188 353
Foreign Exchange Gains/ (Losses)	34 361	(6 640)
<b>Net surplus for the year</b>	<b>466 990</b>	<b>335 018</b>

**Note 1: Analysis of Grants Utilised in 2008**

	<b>Amount</b>	<b>%age</b>
Netherlands Ministry of Foreign Affairs (NMFA) - Core Grant	5,156,226	47.8%
Netherlands Ministry of Foreign Affairs (NMFA) - GLM Grant	374,512	3.5%
International Development Research Centre (IDRC)	922,232	8.6%
The Association of African Universities (AAU)	864,362	8.0%
United Kingdom Department for International Development (DFID)	3,127,992	29.0%
Swedish International Development Agency (SIDA)	338,267	3.1%
Open Society Initiative in Southern Africa (OSISA)	4,318	–
<b>Grants utilised</b>	<b>R 10,787,909</b>	<b>100.0%</b>





Table 2

Balance Sheet as at 31 December 2008

	2008 <b>R</b>	2007 <b>R</b>
<b>Assets</b>		
<b>Non current assets</b>	<b>446 393</b>	<b>336 719</b>
Property, Plant & Equipment	373 405	301 197
Intangible Assets	34 238	35 522
Leased Assets	38 750	–
<b>Current assets</b>	<b>6 897 936</b>	<b>4 680 642</b>
Accounts & other receivables	600 923	267 448
Cash & Cash Equivalents	6 297 013	4 413 194
<b>Total assets</b>	<b>7 344 329</b>	<b>5 017 361</b>
<b>Funds and liabilities</b>		
Accumulated Funds	<b>817 097</b>	<b>350 107</b>
<b>Non-current liabilities</b>	<b>449 196</b>	<b>336 719</b>
Deferred Grant Income	407 642	336 719
Finance Lease Liability	41 554	–
<b>Current liabilities</b>	<b>6 078 036</b>	<b>4 330 535</b>
Deferred Grant Income	5 271 911	3 797 551
Finance Lease Liability	8 252	–
Sundry Creditors	730 524	470 164
Trade Payables	67 349	62 820
<b>Total funds and liabilities</b>	<b>7 344 329</b>	<b>5 017 361</b>

**Exemption from Income Tax, Non-Profit Organisation status and Registration for VAT**

The Southern African Regional Universities Association (SARUA)

- has been granted exemption from Income Tax in terms of section 10(1)(cN) of the South African Income Tax Act, 1962
- is a registered Non-Profit Organisation (Registration No NPO 55-719) in terms of the Non-Profit Organisations Act, 1997
- Is registered for Value Added Tax (VAT) Registration No 4680244458 in terms of the Value Added Tax Act, 1991



## Staffing, Management and Systems Issues

SARUA's core staffing component at the end of 2008 was as follows:

Chief Executive Officer  
Personal Assistant to the CEO  
Financial Manager  
Operations Coordinator  
Accounts Clerk

Subsequent to the year end the staffing component has been bolstered by the appointment of a Senior Manager for research conception and design, and a Programme Manager for research and networking projects.

A full performance management system was introduced during 2008. Each member of staff, in consultation with their manager, signed a performance contract at the beginning of the year. Half-year and end-of-year performance reviews and assessments were then conducted, using the performance contract and the defined Key Performance Areas as the guide. Following the end-of-year performance review, the results of the review and management's recommendations for performance bonus awards were then submitted to the Executive Committee for review and approval.

SARUA's internal administrative and financial control systems were reviewed and improved throughout the course of 2008 in line with the increased volume and diversity of funding support received and the resultant impact on the activities and outputs of the organization. A standard operating procedures manual was compiled towards the end of the year and will be regularly updated in future. The Association received an unqualified audit report for the financial year ended on 31 December 2008.

To produce SARUA's diverse range of outputs the small core team has had to develop contract management and networking skills in utilizing the services of external providers such as researchers, publishers, translators, travel agencies, web designers and others. There has been a steep learning curve, but it would be fair to say that by the end of 2008 the organization had developed a range of internal skills and built something of a reputation among its members for attention to detail, quality services, good communications and sound administrative management.



# What is the

## Southern African Development Community

SADC is an acronym for the Southern African Development Community, whose predecessor was the Southern African Development Co-ordination Conference (SADCC), established in 1980. In 1992, Heads of Government agreed to transform the SADCC into the Southern African Development Community (SADC), with the focus on integration of economic development. SADC members are: Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. The Seychelles has recently rejoined after a period of absence.

**SADC** and its member States are expected to act according to the following principles: Sovereign equality of all member States; Solidarity, peace and security; Human rights, democracy, and the rule of law; Equity, balance and mutual benefit; Peaceful settlement of disputes

The objectives of SADC include the following: achieve development and economic growth and alleviate poverty; promote and defend peace and security; promote self-sustaining development; achieve complementary national and regional strategies and programmes; promote productive employment and utilisation of resources of the region; sustainable utilisation of natural resources; strengthen historical, social and cultural links in the region.

For more information refer to: <http://www.sadc.int>

[www.sarua.org](http://www.sarua.org)

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