Enhancing regional higher education
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and it’s role in regional development
“SARUA opens a new window and provides us with a vehicle that we can all use to explore the possibilities of partnerships with our neighbours.”
In three short years SARUA has opened the doors to many new possibilities for the leadership of our universities. First and foremost, as academics, it is gratifying that we all now know so much more about each other, our institutions, our unique contexts and our common challenges. This knowledge is available both in the form of the extensive research that SARUA has published and now, perhaps more importantly, in the form of the working relationships, connections and contacts that we are starting to build as we tentatively stretch our hands out to each other across the region.

For too long the dominant form of partnerships and collaborations in our region has been predominantly North-South. Whilst these are extremely important, in fact in many cases vitally important, to many of our institutions, SARUA opens a new window and provides us with a vehicle that we can all use to explore the possibilities of partnerships with our neighbours. In 2009 we started to see the first possible fruits of new South-South partnerships as Vice Chancellors from many different SADC universities engaged with each other at the two VC Dialogue events and managers from our institutions signed up for the four week courses SARUA will be running with Wits University in 2010-2011.

As your Executive we are committed to building an Association that is inclusive and representative of all the public higher education institutions in the region. We fully realise that the long term potential and value of an organisation like SARUA can only be realised through active involvement and participation of the membership, and that by its very nature SARUA must always be a forward looking organisation that adapts to meet the changing demands and challenges of different times.

Towards the end of 2009 SARUA’s Executive and Management applied their minds to envisioning four succinct long term outcomes that will give the organisation direction and purpose over the next three year period 2010 – 2012. These strategic goals are listed below:

- A Regional identity for Higher Education is developed
- Regional Higher Education collaboration is enhanced
- Regional Higher Education leadership capacity is enhanced
- A more receptive Higher Education policy environment in the region is achieved.

I am sure we can all identify with these broad aims which provide members with a useful framework within which they can assess their own level of involvement and participation in SARUA’s activities and programmes.

Back in February 2005 the Vice Chancellors of 29 public universities met in Cape Town to sign SARUA’s inaugural constitution. By the end of 2009 membership of the Association had grown to 49 public universities and there will be more than 50 members by the time we hold the next triennial general meeting in October 2010. This will be a very important meeting, marking another landmark in the history of the Association and the opportunity to elect a new Executive Committee to represent you and carry the Association forward for the next three years, which I am sure will be even more challenging and rewarding than the first. I appeal to as many Vice-Chancellors as possible to make the effort to join hands with us at this event.
Executive Committee 2009

Executive Committee Members

The Executive Committee in 2009 comprised the following five Vice Chancellors from different countries, who were elected by their peers at the previous General Meeting held in November 2007:

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

Prof Kadzamira’s term as Vice-Chancellor of the University of Malawi expired at the end of 2009, and in terms of SARUA’s constitution he therefore resigned from the Executive Committee in December 2009.

Admission of New Members

Four universities were admitted as new members during the course of 2009 as follows:

- Botswana International University of Science and Technology
- Harare Institute of Technology (Zimbabwe)
- Muhimbili University of Health and Allied Sciences (Tanzania)
- Universite d’Fianarantsoa (Madagascar)

This brought the total membership to 49 institutions (out of a possible 70) by the end of the year.

Executive Committee Meetings

The Executive Committee met three times during 2009:

- 1 April 2009  Physical Meeting in Johannesburg
- 12 October 2009  Physical Meeting in Johannesburg
- 10 December 2009  Teleconference

In addition to their regular oversight role of the management, activities and finances of the Association during the course of 2009 the Executive Committee were closely involved in:

- Hosting and leading discussions at the VC Dialogue events held in April and October 2009
- Reviewing and making inputs to SARUA’s plans and budgets for the next three years 2010 – 2012 which formed the basis of the submission of the core funding grant to the NMFA
- The conceptualisation and launch of SARUA’s certificate course in HE Management
"As your Executive we are committed to building an Association that is inclusive and representative of all the public higher education institutions in the region.

Prof B Othhogile
CEO P Kotecha
Prof Z Kadzamira
Prof N Bhebe
Prof FJ Couto
Prof L Nongxa
CEO’s Report

A Significant Milestone

2009 marked a significant milestone for SARUA, being the third and final year of the initial three year core funding granted to Association by the Netherlands Ministry of Foreign Affairs.

SARUA has certainly come a long way in that time and, as we are now in the fortunate position of having secured core funding at the end of 2009 for a further three years 2010 – 2012, it is perhaps appropriate that we pause and reflect on some of the achievements of the first three years 2007 – 2009.

The bulk of my report this year will therefore attempt to provide such a synopsis while information on specific activities during 2009 can be found in the rest of the Annual Report.

Funding Profile

Given SARUA’s reliance on external funding it is appropriate that I should start by summarising, and acknowledging, the various different sources of funding the organisation has received during this period: (see table below)

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<tr>
<th>FUNDER</th>
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<th>2008</th>
<th>2009</th>
<th>TOTAL (ZAR)</th>
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Publications Profile

An important priority identified early in 2007 was to develop information and knowledge outputs, which reflect factual “base-line” information about the region as well as promote discussion on key regional issues.

In 2007, SARUA brought out publications on ICT, HIV/AIDS and Science and Technology. 2008 saw the publication of three substantial research based publications, namely Towards a Common Future, Mainstreaming Higher Education and Opening Access to Knowledge in Southern Africa.

Finally, in 2009, two Leadership Dialogues publications – Leadership Challenges for Higher Education in Southern Africa and The Challenges of Regional Integration and its implication for Higher Education – as well as the SARUA Handbook of public universities in the region, contributed to a total of nine publications in three years.

In the same period, over 20 issues of HE News have been circulated, Annual Reports for 2007 and 2008 have been produced and an informative website created, which has secured a steady increase of visits (an average of over 6,000 hits per month by the end of 2009).
Research, Networking and Policy Advocacy

Eight workshops were convened either for sharing research findings on a regional basis, for planning and consultation purposes or on specific leadership issues.

SARUAs policy recommendations were formulated and forwarded to the SADC secretariat, which in turn incorporated them in the formal agenda of the SADC Education Ministers meeting. SARUA was invited to speak to these recommendations and address the SADC Education Ministers in early November 2009. This meeting was unfortunately postponed, but SARUA representatives were given an opportunity to present research findings and broad policy recommendations at a reconvened meeting held in the DRC in early 2010.

Six new research proposals of varying scope have currently been drawn up and are at various stages of implementation and at various stages of engagement with potential donors.

Governance and Reporting

In accordance with SARUAs constitution, nine EXCO meetings, one TGM meeting and three external financial audits (all of which received unqualified audit opinions) have taken place in the 2007-2009 period. In addition, all the narrative and funding reports required by various donors have been sent in accordance with the formal requirements of the respective grant agreements.

Membership Profile

Membership has grown from 34 member universities in 2007 to 49 members in 2009, out of a potential pool of 70 public sector institutions in the region.

Overtures will continue to be made to the minority of universities that have still not officially joined as SARUA members, with the target of achieving 100% membership (all 70 public institutions) by the end of the next three year period.

Building SARUA 2010 - 2012

SARUAs visibility and reputation has grown in the region, in Africa and internationally, particularly in the last eighteen months. This is evidenced in the number of requests for participation in events, for our publications, and for exploring joint ventures.

As we enter the next growth phase for SARUA, it will be important to strengthen our internal systems, coordination, contract and project management, as well as capitalise on emerging opportunities by greater liaison with our members, other partner and network organisations, donors and possibly the private sector.
Key Achievements 2007

- Full-time team of skilled staff recruited for the secretariat
- Long term office space negotiated
- Administrative and financial systems established. Unqualified audit reports for both the first six months (1 Jan - 30 June 2007) and the full financial year (1 Jan – 31 December 2007)
- SARUA website successfully established, using Web 2.0 technology
- Regular newsletter HE News
- Work commences on four baseline regional research studies
  - SADC Higher Education baseline study Phase 1
  - SARUA regional Science and Technology study
  - SARUA regional ICT baseline study
  - SARUA/NEPAD regional engineering baseline study
- HIV/AIDS Action Guide for Universities
- Open Access Leadership Conference
- First Triennial General Meeting
- Increased membership of the Association
- Diversification of the funding base
- Growing links with key regional organisations
- Memorandum of Agreement with NEPAD to support development of Engineering education in the region

Key Achievements 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
Key Achievements 2009

- Two VC Dialogue Events
  - April 2009 in Johannesburg
  - October 2009 in Maputo, Mozambique
- Two VC Dialogue publications:
  - Leadership Challenges for Higher Education in Southern Africa
  - The Challenges of Regional Integration and its implications for Higher Education
- Publication of the SARUA Handbook 2009 – A Guide to the Universities of Southern Africa
- Substantial upgrade of the content on the SARUA website to include information on all SADC countries and public universities. Website now averages 6,000 hits per month
- Mapping exercise for the development of a regional Science and Technology database
- Further three year Core Funding grant 2010 – 2012 secured from the NMFA
- Research proposals developed for:
  - Private Higher Education institutions
  - Development Initiatives
  - Post Graduate Studies
- HE Management course, developed in partnership with Wits University, launched
- Four institutional case studies, for use on above course, developed
- 20 editions of SARUA Higher Education News
- Country research teams selected and confirmed for UNIDEV 2 proposal
Overview

SARUA’s GLM programme provides a three-pronged set of initiatives, focussed at different audiences and different levels of specificity. The top, or outer, layer of the programme is the SARUA Vice Chancellor Leadership Exchange Event series. These events provide a strategic forum for engagement at a high level within the region, and have as their explicit aim the development of a regional perspective on higher education. Understandings developed in these events feed back into activities at the other two levels.

The next ring of the programme comprises an Executive Programme of Strategic Focus Events. This programme is aimed at specific groups of senior leadership in higher education, and will comprise a dialogue and engagement series on key topical issues in higher education. The primary aim of this programme, which will be launched in 2010, will be to create communities of practice across the region.

The innermost core of the model is a Certificate Course in Higher Education Management offered in partnership with the School of Public and Development Management at the University of the Witwatersrand in South Africa. This programme focuses on building core competencies in managing higher education institutions and addressing the unique challenges such institutions face in the Southern African context.
The programme is represented diagrammatically as follows:
SARUA’s 2009 Programme of Vice-Chancellor Dialogue and Networking Events

April 2009 VC Dialogue Event

Engaging with and Considering the Implications of SARUA’s Research

SARUA’s first VC Dialogue event was held in Johannesburg, from 2nd to the 3rd April 2009. The primary focus of the event was to present to an audience comprised solely of Vice-Chancellors some of the main findings and recommendations arising from the research studies carried out by SARUA during 2008, and give this audience an opportunity to engage with the researchers around the key issues.

This event marked something of a milestone in the development of understandings of the state of Higher Education in the SADC region as, for the first time ever, a representative grouping of the top institutional leadership of the region were presented with substantial data and information on the size, shape and scope of public higher education and public science throughout the SADC.

The SADC Education Chair, South Africa’s Minister of Education, Naledi Pandor gave the opening address.

21 Vice Chancellors, from nine different countries, participated in this event which produced many useful insights. In particular SARUA was able to utilise the focus they brought to bear on the numerous strands of the research that had been conducted, to synthesise a list of the top 20 challenges facing institutions across the region and reproduce this, after the event, in the form of a publication Leadership Challenges for Higher Education in Southern Africa (see Publications Report).
October 2009 VC Dialogue Event

*Development and its implications for Higher Education*

The second VC dialogue event for 2009 was held in Maputo, Mozambique from the 8th to the 9th October 2009.

The aim of the event was to provide participants with an opportunity to examine particular approaches to development most useful in the socio-economic/political context of the Southern African region and, through this broad discussion, create the context in which to raise deeper analytical questions about the specific role of higher education and its contributions to the regional development agenda.

The formal presentations therefore sought to canvass a number of issues such as:

- How the concept and practices of development are conceptualised and how context and history are related to such conceptualisations?
- What are the main elements of a ‘development agenda’?
- Who are the key players, agencies and institutions in the development of such an agenda?
- What are the key structural and other barriers to development, and what incentives are there for its promotion?
- What are the likely scenarios affecting development in the coming decade?
- What conditions in particular are conducive to the augmenting of a ‘development strategy’?
- And importantly, what is the role of higher education in development and the relationship of development to the production and dissemination of research and knowledge?

The programme was structured to provide sufficient time for discussion and debate on all the formal presentations and, in addition, participants were provided with an opportunity to have a broader discussion on the implications of development for universities, and to deliberate about what perspectives can be used to understand it more fully.

The event was facilitated by Dr Lidia Brito (former Mozambique Minister of Higher Education) and attracted attendance from the Vice-Chancellors of 29 universities from across the region.

A formal dinner, held on the first evening of the conference, provided an ideal opportunity to formally launch the HE Certificate Management course (see separate report) to an audience of Vice Chancellors and other significant regional role players.
VC Dialogue Series Publications

The aim of the VC Dialogue Series is to promote wider debate and awareness around the specific themes and topics that are presented and discussed at the VC Dialogue events. SARUA recognises that it is only at the beginning of a very long road towards the development of a truly regional agenda and meaningful consensus around the major issues confronting Higher Education. For this reason, coupled with the fact that many of the issues at this level are by their very nature highly contested, SARUA is not seeking through this series to provide any definitive ‘answers’, but rather to develop greater understanding of the complexities.

The VC Dialogue series includes papers that have been specifically prepared for SARUA VC Leadership events and draws broadly on the issues, themes and topics raised at those events, in the interests of contributing to a wider debate.

*Leadership Challenges for Higher Education in Southern Africa*

Vol. 1 No. 1 in the SARUA Leadership Dialogue Series *Leadership Challenges for Higher Education in Southern Africa* published in July 2009 draws both on SARUA’s 2008 research studies and the discussions arising from the April 2009 VC Dialogue event, to succinctly present in one publication 20 key challenges facing Higher Education leadership in the SADC region.

The 20 challenges (listed below) are viewed in a variety of ways; at a systems level some can be framed as long term goals, whilst others represent the operational means towards the achievement of such goals. The challenges can further be ranked at regional, national and institutional level:

- Data Collection and Availability
- Access
- Post-graduate registrations
- Student success
- Staffing
- Funding
- Planning Capacity
- Infrastructure and space
- Private provision
- Commercialisation and Entrepreneurialism
- Research Development
- Mobility
- Quality
- Qualification Frameworks
- Curriculum
- Information and Communication Technologies
- Policy and Planning
- Engagement
- Co-operation
- Leadership

Whilst focussing on challenges, the intention of the publication is not to paint a negative picture of higher education in the region, but to bring a collective focus on the key issues, stress linkages and encourage debate and collaborative efforts towards solutions.
The Challenges of Regional Integration and its Implications for Higher Education

Vol. 1 No. 2 in the SARUA Leadership Dialogue Series
The Challenges of Regional Integration and its Implications for Higher Education published in October 2009 presents a number of papers prepared on topics that were to have been the focus of a VC Dialogue event “Regionalisation” planned for June 2009.

Although the event itself ultimately did not take place as planned, this does not diminish the importance of this topic and a decision was therefore taken to proceed with the publication.

Some idea of the scale and complexity of the issues covered can be gleaned from the titles of the four papers presented in the publication, as follows:

- Regional Integration – Contested Approaches by Enver Motala
- Regional Economic Communities as Building Blocks of African Regionalism: Institutional Perspectives on SADC by Ogochukwu Nzewi
- The Prospects for Regional Innovation Systems within Sub Saharan Africa by Mario Scerri
- Higher Education, Research and Knowledge for African Integration by Mammo Muchie

Development and its Implications for Higher Education in Southern Africa

Vol. 1 No. 3 in the SARUA Leadership Dialogue Series
The third VC Dialogue publication, linked to the VC Event held in Maputo in October 2009 around the theme of “Development” will be published and disseminated in 2010.

All SARUA publications are freely available on the SARUA website www.sarua.org in downloadable PDF format.

Hardcopy versions may be obtained by sending an email to operations@sarua.org (a charge will be made to cover printing costs, plus postage and packaging).
During the course of 2009 negotiations were finalised with the University of the Witwatersrand for the development of academic content and the running of SARUA’s Certificate Course in Higher Education Management for 2010-2011.

In terms of the agreement with the university, Wits will deliver a total of two x four week HE Management courses in 2010 and a further two courses in 2011. Each course will be split into two x two week blocks (as it was considered that four weeks was too long for managers at this level to be away from their institutions) and will be designed for a maximum of 36 participants per course. Hence, assuming maximum participation, a total of 72 HE institutional managers will be trained in 2010 and a further 72 in 2011.

Wits is responsible for the development of the curriculum, course materials, presenters, lecturers and course assessment whilst SARUA is responsible for marketing, communications with institutions, admissions, and the travel and accommodation logistics.

Each course is structured into four discrete modules as follows:

**Module One: Academic Policy and Planning**

This module will focus on the socio-political environment as it impacts on higher education institutions. An introduction to issues, trends and developments regionally and internationally will provide participants an opportunity to understand their national environments in the context of wider developments.

**Module Two: Governance & Strategy**

The purpose of this module is to enhance understandings, analysis and application of governance and leadership concepts and techniques within the higher education context. Content will include institutional governance; strategic leadership and management; strategic planning for institutions and challenges facing managers in transforming institutions.

**Module Three: Systems Management**

This module will introduce participants to the management of key systems in higher education. The content will include funding and financial management, information management, quality management; and programme and project management.
Module Four: Managing People & Change

The purpose of this module is to explore contemporary understandings and applications of organisation development and change, with a specific focus on human resource management and development.

The content will include organisational theory and design; organisational culture; change management; human resource management in higher education; and performance management in higher education.

Assessment

A certificate of competence will be issued to successful candidates on successful completion of this programme. In order to qualify for this certificate, participants will be required to complete assessment processes including both individual and group assignments for each of the modules of the programme.

A case study development of an SADC institution, developed in groups, will close the course off.

Launch and Marketing

The course was officially launched by the Head of Wits Graduate School of Public and Development Management, Prof Daniel Plaatjies on the evening of 8 October 2009 at a dinner for the VCs attending SARUA’s October VC event (see earlier).

Following the launch publicity materials and information about the course were sent to all the public universities in the region.

There was a great deal of interest from a number of different institutions and different countries with the result that before the end of 2009, both of the 2010 Courses were already over-subscribed.

The 2010 course dates are as follows:

Cohort 1: 15 – 26 March and 10 – 21 May 2010

Cohort 2: 16 – 27 Aug and 18 – 29 October 2010

Case Studies

In November 2009 SARUA commissioned four case studies for use in conjunction with the HE Management course.

The case studies all represent stories of systems and institutions in the region undergoing fundamental changes. Four different countries were included in this first collection: Botswana, South Africa, Tanzania and Zimbabwe. The studies from these countries cover the diverse areas of policy development, research management and strategic structural change, and within this, raise issues as diverse as responding to the demands of the ‘knowledge economy’, the need for market responsiveness, research relevance, and curriculum relevance in an African context.

All, in different ways, reflect a search for renewed relevance in the institutions of higher education of the region. Engagement with issues of social and economic development is one clear theme. Within this, issues explored include the role and nature of higher education institutions, institutional diversity and/or fragmentation, research relevance and mission, and educational quality.
Furthering SARUA’s Research in 2009

The following research proposals were developed in 2009:

**The relationship between innovation and higher education in the context of regional integration and development in the SADC region**

This is a three year multi-country research project to explore the relationship between innovation and higher education in the context of regional integration and development in the SADC region. Following the regional workshop organised in December 2008, country team leaders were identified for the 14 countries scheduled to take part, and a final proposal submitted to SIDA in March 2009.

**Sub-regional workshop series on implementing open access strategies**

SARUA contributed to a process that led to the development of a proposal titled: *Scholarly Communication and Access to Knowledge in Africa Programme*, which has been accepted by the IDRC and awarded to a consortium with links to the University of Cape Town. SARUA continues to be involved and retains close links with the programme.

**Cooperation between institutions of higher education in Southern Africa: joint programmes in postgraduate studies.**

This resulted in a short paper entitled *Cooperation in Higher Education and Postgraduate programmes in the SADC* including a number of recommendations as to what governments, donors, and institutions respectively can do to improve and build on existing programmes. The paper will form part of the background discussion documentation going into the first VC event of 2010.

**Policy Advocacy**

In August 2009 a presentation was made to high level officials of the 15 SADC Ministries of Science and Technology. Other presentations were made to the National Association of the Academy of Sciences (NASAC) and an IDRC Research workshop in June 2009.

At the invitation of the SADC secretariat, SARUA prepared a policy brief *SARUA Recommendations to SADC Ministers of Education Ministers Conference* containing eleven specific policy recommendations clustered in five key priority areas as follows:

- Collection of reliable data and statistics
- Co-ordination of funding and planning
- ICT infrastructure
- The development of Science Systems
- Effective Quality Assurance.

The Minister’s conference was initially scheduled for June 2009, then postponed until November 2009, and finally held in March 2010 in the Democratic Republic of Congo when SARUA was given an opportunity to present its findings and recommendations.

**SARUA’s Electronic Directory of Public Science in the SADC**

SARUA commissioned the Centre for Science, Research and Technology (CREST) at the University of Stellenbosch to research and produce an electronic directory of public science in the 15 SADC countries (The final product was launched and demonstrated to participants attending the Executive Research Workshop in Cape Town on 15 April 2010).

The directory, which will be available to users through a portal on the SARUA website, should prove to be an enormously valuable tool for academics conducting research throughout the region. Data in the directory is clustered in four major categories as follows:
SADC Country Policies and strategies
A total of 192 policy documents have thus far been entered into the database. Three main kinds of policies have been included in the database sub-directories, and this information is available upon request.

R&D Organisations in the SADC
A total of 2442 scientific or R&D performing organisations or units, as well as R&D support organisations (e.g. units responsible for commercialisation), grouped within six broad categories, have been entered into the directory thus far. Detailed information is available upon request.

Societies, associations and academies
A total of 287 scientific societies, associations and academies have thus far been identified.

Publications
Scientific articles published in peer-reviewed journals by researchers in the SADC countries have been included in the directory. Three main databases have been mined for this purpose:

- Web of Science (ISI) database of Thomson Scientific, specifically the Arts & Humanities Citation Index, the Social Sciences Citation Index and the Science Citation Index
- African Journals On-line (AJOL), the largest online collection of African-published, peer-reviewed scholarly journals
- PubMed, a service of the United States National Library of Medicine, covers articles produced in the fields of medicine and life sciences.
The key international initiative of significance for Africa in 2009 was the UNESCO World Conference on Higher Education titled "The New Dynamics of Higher Education and Research for Societal Change and Development", held in Paris in July. It had a special focus on Africa, and the final Communiqué included a number of important recommendations on Africa. The South African Minister of Higher Education gave a keynote address, which included a favorable reference to SARUA’s work to date.

SARUA will keep a watching brief on any opportunities which arise regarding partnerships or other strategic opportunities for the development of HE in Africa.

SARUA participated in several workshops over the course of 2009 including:

- UNESCO World Conference on Higher Education: The New Dynamics of Higher Education and Research for Societal change and Development, Paris 5-8 July
- Centre for Policy Studies - Seminar on Democratising Regional Integration, Johannesburg
- Universidade Eduardo Mondlane, Mozambique – workshop on legal implications of regionalisation
- African Regional Workshop on Science, Technology and Innovation (World Bank and Finnish Embassy), Johannesburg
- Scholarly Communication Project, (IDRC and Shuttleworth Foundation), Cape Town
- Building the Next Generation of Academics, (Higher Education South Africa), Rhodes University, Grahamstown
- University of Botswana Leadership Development Programme, Gaborone
- Building Capacity for Better Governance Research (British Council and ACU), Nairobi; and

The CEO continued her work as a member of the Association for the Development of Education in Africa’s (ADEA’s) “Working Group on Higher Education” and as a member of the Board of the International Association of Universities (IAU). Existing links with other international higher education organisations were maintained and strengthened.

The SADC was kept abreast of SARUA’s work and were instrumental in getting SARUA onto the agenda for the SADC Ministers of Education meeting (see report on Policy Advocacy).

A number of other meetings were held with various organisations and individuals with the aim of discussing the implications of SARUA’s research and exploring avenues for mutual cooperation. This included visits to a number of embassies in Pretoria during September.
Financial Overview 2009

The 2009 financial statements reflect both the external effects of the world wide economic recession, which created a difficult environment in which to raise new sources of external funding, coupled with an internal change in SARUA's activities as the emphasis shifted from the large scale field research projects conducted in 2008, to networking, dissemination and engagement around the issues raised by the research.

The financial effect of a number of once-off 2008 research projects coming to a conclusion in 2009 can be clearly seen in Note 1 to the Statement of Comprehensive Income (Table 1 on the next page). For example, the completion of the various SADC baseline studies leading to the publication of "Towards a Common Future" in the early part of 2009 resulted in the 2009 grant income received from DFID decreasing from R3.1 million in 2008 to R0.1 million in 2009. As a result of the completion of such once-off projects, the total grant income utilised of R8.2 million in 2009 was considerably less than the R10.8 million utilised in 2008.

This merely reflects the natural progression of the organisation, as a period of intense research in 2008 gave way to a period of engagement and debate around the issues. As an organisation SARUA was far stronger at the end of 2009, having utilised the necessary investment in research in 2008 to achieve a higher level of visibility and credibility regionally and internationally by the end of 2009.

SARUA was in a strong financial position at the end of 2009, as shown in the Statement of Financial Position (see Table 2 overleaf), and this reflects management's consistently prudent approach of developing the organisation's strengths within the resources available to it. At the end of 2009 SARUA had received R6.4 million of grants in advance for 2010 (reflected in the figure for Deferred Grant Income of R7.1 million) and included in the cash balances of R8.7 million. SARUA's current assets of R9.0 million were more than sufficient to cover all current liabilities, which amounted to R7.7 million at year end.

AUDITED FINANCIAL STATEMENTS 2009

It is pleasing to record that, once again, SARUA received an unqualified audit report on the financial statements for the financial year ended 31 December 2009. The Association has consistently received unqualified audit reports since its inception as a financially independent entity in 2007.

The Statement of Comprehensive Income and Statement of Financial Position, shown in Table 1 and Table 2 respectively on the following pages, have been extracted from the full financial statements for the year 1 January 2009 – 31 December 2009, as audited 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
### Table 1

**Statement of Comprehensive Income for the Year Ended 31 December 2009**

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants Utilised (Note 1)</td>
<td>8 210 796</td>
<td>10 787 909</td>
</tr>
<tr>
<td>Project Income</td>
<td>-</td>
<td>384 000</td>
</tr>
<tr>
<td>Membership Fees</td>
<td>39 000</td>
<td>10 492</td>
</tr>
<tr>
<td>Recovery of costs</td>
<td>16 596</td>
<td>11 608</td>
</tr>
<tr>
<td>Other Income</td>
<td>171 867</td>
<td>-</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Networking and Research</td>
<td>1 942 171</td>
<td>5 627 670</td>
</tr>
<tr>
<td>Publications and Media</td>
<td>969 067</td>
<td>726 656</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>5 250 166</td>
<td>4 680 141</td>
</tr>
<tr>
<td><strong>Operating surplus for the year</strong></td>
<td>276 855</td>
<td>159 542</td>
</tr>
<tr>
<td>Finance Income</td>
<td>229 262</td>
<td>277 893</td>
</tr>
<tr>
<td>Finance Cost</td>
<td>-12 364</td>
<td>-4 806</td>
</tr>
<tr>
<td>Foreign exchange (loss)/gain</td>
<td>-19 569</td>
<td>34 361</td>
</tr>
<tr>
<td><strong>Net surplus for the year</strong></td>
<td>474 184</td>
<td>466 990</td>
</tr>
</tbody>
</table>

**Note 1: Analysis of Grants Utilised**

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Netherlands Ministry of Foreign Affairs (NMFA) - Core Grant</td>
<td>6,587,355</td>
<td>5,156,226</td>
</tr>
<tr>
<td>Netherlands Ministry of Foreign Affairs (NMFA) - GLM Grant</td>
<td>884,254</td>
<td>374,512</td>
</tr>
<tr>
<td>International Development Research Centre (IDRC)</td>
<td>2,104</td>
<td>922,232</td>
</tr>
<tr>
<td>African Association of Universities (AAU)</td>
<td>134,565</td>
<td>864,362</td>
</tr>
<tr>
<td>UK Department for International Development (DFID)</td>
<td>149,356</td>
<td>3,127,992</td>
</tr>
<tr>
<td>Swedish International Development Agency (SIDA)</td>
<td>55,634</td>
<td>338,267</td>
</tr>
<tr>
<td>Open Society Initiative in Southern Africa (OSISA)</td>
<td>397,528</td>
<td>4,318</td>
</tr>
<tr>
<td><strong>Grants utilised</strong></td>
<td>8,210,796</td>
<td>10,787,909</td>
</tr>
</tbody>
</table>
Table 2

Statement of Financial Position at 31 December 2009

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2009 R</th>
<th>2008 R</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non current assets</td>
<td>358 507</td>
<td>446 393</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>346 821</td>
<td>412 155</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>11 686</td>
<td>34 238</td>
</tr>
<tr>
<td>Current assets</td>
<td>8 999 305</td>
<td>6 897 936</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>302 233</td>
<td>600 923</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>8 697 072</td>
<td>6 297 013</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td>9 357 812</td>
<td>7 344 329</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FUNDS AND LIABILITIES</th>
<th>2009 R</th>
<th>2008 R</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated Funds</td>
<td>1 291 281</td>
<td>817 097</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>356 495</td>
<td>449 196</td>
</tr>
<tr>
<td>Deferred grant income</td>
<td>334 756</td>
<td>407 642</td>
</tr>
<tr>
<td>Finance lease liability</td>
<td>21 739</td>
<td>41 554</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>7 710 036</td>
<td>6 078 036</td>
</tr>
<tr>
<td>Deferred grant income</td>
<td>7 096 488</td>
<td>5 271 911</td>
</tr>
<tr>
<td>Finance lease liability</td>
<td>20 894</td>
<td>8 252</td>
</tr>
<tr>
<td>Sundry creditors</td>
<td>580 826</td>
<td>730 524</td>
</tr>
<tr>
<td>Trade payables</td>
<td>11 828</td>
<td>67 349</td>
</tr>
<tr>
<td>TOTAL FUNDS AND LIABILITIES</td>
<td>9 357 812</td>
<td>7 344 329</td>
</tr>
</tbody>
</table>

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 (Regn. No. 055-719 NPO) 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
In June 2009 a significant resource publication was produced titled *The SARUA Handbook of SADC Universities*. This represents the first attempt ever made to present in one publication practical information regarding all the state-funded public universities in Southern Africa.

The aim of the Handbook is to provide sets of basic university data, and show the Southern African region as one, with large opportunities for co-operation in the higher education field. The book provides an overview of each country’s historical, economic and social trends of the past 50 years and how these have influenced the development of national higher education efforts.

Information in the Handbook is accessible and of wide practical utility. A short introduction to the work of SARUA is followed by an equally brief overview of the history of SADC. Thereafter, each country is dealt with alphabetically. A general national description places the country in its regional context, highlighting its independence from colonial rule and generally setting the socio-political scene in which higher education has developed over the past half century or more. The higher education institutions operating in that country are then dealt with individually.

The final edition of the *SARUA Handbook 2009* was published in June 2009 after a one month “window period” for comments and corrections. (A printed draft of the book was distributed to VCS at the April 2009 VC Dialogue event and subsequently sent for comment to all 68 SADC public universities featured in it).

The Handbook was then distributed to all public universities and Ministries of Education in the SADC region, plus a wide range of other interested parties including international donor agencies, embassies, Ministries of Science and Technology, international and regional associations and geo-political organisations. It was particularly well received, attracting attention and favorable comment both regionally and internationally.

As a combined set, SARUA’s research publications have significantly advanced the basic knowledge of the region and represent a valuable resource both to SARUA members and other interested parties.
Member Institutions & Vice Chancellors

Angola
University Agostinho Neto: Dr. Joao Teta • www.uan-angola.org

Botswana
University of Botswana: Professor Bojosi K. Othoghile • www.ub.bw
Botswana International University of Science and Technology: Professor Kweku Bentil

Democratic Republic of Congo
University of Goma: Professor Jean-Bapiste Gakuru Semacumu • www.unigom.frnf
University of Kinshasa: Professor Mumpasi Lututala • www.unikin.cd
University of Lubumbashi: Professor Chabu Mumba • www.unilu.ac.cd

Lesotho
National University of Lesotho: Professor Adelani Ogunrinade • www.nul.ls

Madagascar
Université de Fianarantsoa : Professor Monique Rasoazananera • www.univ-fianar.mg

Malawi
University of Malawi: Dr Emmanuel Fabiano • www.unima.mw
Mzuzu University: Professor Landson Mhango • www.mzuni.ac.mw

Mauritius
University of Mauritius: Professor Konrad Morgan • www.uom.ac.mur

Mozambique
Universidade Eduardo Mondlane: Professor Filipe José Couto • www.uem.mz
Universidade Pedagogica: Professor Rogério Jose Uthui • www.up.ac.mn

Namibia
University of Namibia: Professor Lazarus Hangula • www.unam.na

South Africa
Cape Peninsula University of Technology: Professor Lineo V. Mazwi -Tanga • www.cput.ac.za
Central University of Technology: Professor Thandwa Z. Mthembu • www.cut.ac.za
Nelson Mandela Metropolitan University: Professor Derrick Swartz • www.nmmu.ac.za
North-West University: Dr. Theuns Eloff • www.nwua.cza
Rhodes University: Dr. Saleem Badat • www.ru.ac.za
University of Cape Town: Dr. Max Price • www.uct.ac.za
University of Fort Hare: Professor Mvuyo Tom • www.ufh.ac.za
University of the Free State: Professor Jonathan Jansen • www.uovs.ac.za
University of Johannesburg: Professor Iptron Rensburg • www.uj.ac.za
University of KwaZulu-Natal: Professor Malegapuru W. Magoba • www.ukzn.ac.za
University of Limpopo: Professor Nehemiah Mokgalong • www.unorth.ac.za
University of Pretoria: Professor Cheryl De la Rey • www.up.ac.za
University of South Africa (UNISA): Professor Barney Pityana • www.unisa.ac.za
University of Stellenbosch: Professor Russel Botman • www.sun.ac.za
University of the Western Cape: Professor Brian O’Connell • www.uwc.ac.za
University of the Witwatersrand: Professor Lysiso Nongxa • www.wits.ac.za
University of Venda: Professor Peter Mbati • www.univen.ac.za
University of Zululand: Professor Kikile Mazibuko • www.uzul.ac.za
Walter Sisulu University: Professor Malusi Marcus Balintulo • www.wsu.ac.za

Swaziland
University of Swaziland: Professor Cisco M. Magagula • www.uniswa.sz

Tanzania
University of Dar Es Salaam : Rwekaza S. Mukandala • www.udsm.ac.tz
Open University of Tanzania: Professor Tolly Mbwette • www.openuniversity.ac.tz
Sokoine University of Agriculture: Professor Gerald C. Monela • www.suanet.ac.tz
Mzumbe University: Professor Moses M. D. Warioba • www.mzumbe.ac.tz
Muhimbili University of Health and Allied Sciences: Prof Kisali Pallangyo • www.muchs.ac.tz

Zambia
Copperbelt University: Professor Mike Musonda • www.cbu.edu.zm
University of Zambia: Professor Stephen Simukanga • www.unza.zm

Zimbabwe
Bindura University of Science: Prof Cuthbert Katsvanga • www.buse.ac.zw
Chinhoyi University of Technology: Dr David J. Simbi • www.cut.ac.zw
Great Zimbabwe University: Professor Obert Maravanyika
Harare Institute of Technology: Eng Q Kanhukamwe
Midlands State University: Professor Newabi Bhebe • www.msu.ac.zw
National University of Science & Technology: Professor Lindela Rowland Ndlovu • www.nust.ac.zw
University of Zimbabwe: Professor Levi M. Nyagura • www.unz.ac.zw
Zimbabwe Open University: Dr. Primrose Kurasha • www.zou.ac.zw
Story of the SARUA logo

When you next see a flock of geese flying along in a V formation, pause to think for a moment of why they fly that way. As each bird flaps its wings it creates an updraft for the bird immediately following it, thus by flying in a V formation the flock as a whole can fly 70% further than if each bird had tried to fly on its own.

Perhaps people who share a common direction can also achieve more if they cooperate...when a goose falls out of formation it soon feels the resistance of trying to go it alone and quickly gets back into formation to take advantage of flying with the flock!

When the lead goose gets tired, it rotates back in the wing and lets another goose take over. It pays to share leadership and take turns at doing the hard jobs for the group so that the momentum is maintained and the goals of the entire group are achieved.