Enhancing regional higher education
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and it’s role in regional development
Chairperson’s Message

SARUA is a young organisation at the cutting edge of higher education developments in the Southern African region. With its exciting programme in 2010 SARUA continued to build its profile amongst member universities in the region, and to develop its voice as a representative association for universities in Southern Africa.

Higher education in the region is in the midst of a period of significant change and growth. Universities in SADC face the ongoing challenges of increased demand for higher education, constant competition for resources, the need to improve responsiveness and relevance of university teaching and research, and the desire for improved quality. SARUA must be able to respond to the rapidly-changing environment by developing relevant programmes that assist the universities in the region to build capacity, adapt to change and work together more.

SARUA has played its role in developing a strong research and knowledge base on Southern African higher education and building its profile. It is now in a phase of full engagement with the challenges of higher education in the region and continues to develop its networking and engagement programmes and political advocacy work, while always focusing on knowledge building. SARUA’s members supported SARUA’s 2010 programme of activities through active participation in SARUA events.

SARUA has always endeavoured to keep our finger on the pulse of current developments in the region and this has assisted us in setting up initiatives that are timeous and relevant. Two exciting Vice-Chancellor Dialogues were held in 2010 on urgent challenges facing the higher education sector in our region. A multi-layered programme of networking events added to the richness of SARUA’s 2010 work agenda.

SARUA continues to engage government leadership wherever the opportunity arises. This is in pursuit of our drive to boost development of Higher Education in the region. In 2010 SARUA was invited to give a presentation to the SADC Education Ministers meeting in Kinshasa. The observations made to the Ministers and the recommendations are described later in this report. What is exciting about this event is that it has laid the foundation for a strong working relationship between SARUA and the governments of the region, and indeed with the SADC Secretariat. We look forward to contributing to the success of the SADC Technical Committee set up as a result of this meeting.

I would like to take this opportunity, on behalf of the outgoing Executive Committee, to welcome the new members for 2011 to 2013. I am confident that they are committed to continuing with the work of meeting SARUA’s goal of Enhancing Regional Development through Higher Education.

This is the last year that I Chair this organisation as in 2011 I will be retiring from my role as the Vice Chancellor of the University of Botswana. I take with me the experience of having been involved with SARUA from a fledgling concept to an established organisation which now has 51 member institutions. I have no doubt that SARUA will continue to thrive and impact positively on the development of the region through Higher Education. It is my hope that Universities will continue to support the initiatives set up by SARUA and play an active role in its development and success.
The members of the Executive Committee in 2010 were:

- Prof B Othogile, University of Botswana (Chairperson)
- Prof N Bhebe, Midlands State University Zimbabwe
- Prof F Couto, Eduardo Mondlane University, Mozambique
- Prof L Nongxa, University of the Witwatersrand, South Africa

Two Executive Committee meetings were held during the year as follows:

- 23 April (physical meeting in Cape Town)
- 29 September (teleconference)

In addition there was a General Meeting, open to all member universities, held at the University of Mauritius in October 2010, at which a new Executive Committee was elected. To ensure continuity in governance and management for the organisation it was decided that the outgoing Executive would remain in office for the whole of 2010, until the first meeting of the new Executive Committee in February 2011, at which time the outgoing Chair formally handed over responsibilities to the new Chair.
2010 was a busy and exciting year for SARUA and marked the first year of a second three-year core funding grant from the Netherlands Ministry of Foreign Affairs. With a full programme of work, and an intensification of many of SARUA’s strategic initiatives, SARUA continued to grow in 2010.

SARUA increasingly plays a role at the continental and global level, representing the voices and interests of SARUA members in Southern Africa. 2010 was a positive year at the political level, with SARUA presenting a set of key recommendations to the SADC Minister’s conference in Kinshasa in March 2010. One result of this was an agreement to set up a SADC Technical Committee on Higher Education in which SARUA will participate, with a specific mandate to assist in the development of regional strategic priorities and plans for higher education.

SARUA continues to build on our vision as “the Revitalisation of regional Higher Education through the provision of an effective platform, which enables key regional higher education leadership players to engage and contribute meaningfully to regional development”. Four systemic outcomes underpin this vision: to develop the regional identity of higher education; to enhance regional higher education collaboration; to enhance regional higher education leadership capacity; and to ensure a receptive higher education policy environment in the region. SARUA also works to ensure that its internal efficiencies can be maximised to support these goals.

This report will show the ways in which SARUA is advancing all of these systemic pillars of work. Highlights of the 2010 programme include 4 new publications, a fully-fledged GLM (Governance, Leadership and Management) programme, also funded by the NMFA, with two Executive Focus events, two Vice-Chancellor Dialogues, and two cohorts of the Higher Education Management Certificate Course.

A successful Triennial General Meeting of SARUA members was held in October 2010 in Mauritius, following the Vice-Chancellor dialogue. At this meeting a new Executive Committee was elected for the period 2011 to 2013.

I look forward to working with the new Executive Committee in 2011.

SARUA continued to produce HE News, a bi-monthly news bulletin on Southern African higher education matters, sent to SARUA members and partners. In 2010, SARUA had a full membership of 51 members, and therefore continued to show growth in membership from the region.

SARUA was invited to participate as the African partner in a European Universities Association (EUA) project entitled “Strengthening Doctoral Education Cooperation between Europe, Latin America, Asia and Africa”, which is funded by the EU as part of the Erasmus Mundus programme. SARUA’s role is to support a global survey on trends in doctoral education, and participate in a number of dialogue workshops throughout the project, one of which will be organised in Southern Africa in 2012.

I am proud to note that once again SARUA achieved an unqualified audit. It is a priority for SARUA to continue to manage our funds with integrity and care.

I would like to pay tribute to our outgoing Executive Committee and its chair, Professor Bojosi Otlhogile for the support they have given to SARUA over the past three years.

As we continue to build SARUA’s profile as an organisation, and grow our membership participation, we continue to strengthen the internal workings of the organisation. In this regard, I would like to end by acknowledging and thanking the Netherlands Ministry of Foreign Affairs, our substantial partner in this endeavour.
On 15 March 2010 SARUA was invited to make a presentation on its research findings, and the implications for regional policy, at a meeting of SADC Ministers of Education and Training held in Kinshasa in the Democratic Republic of Congo. The principal findings presented at the meeting were:

- There are extremely low levels of higher education participation rates in the region, with the majority of SADC countries having a Gross Tertiary Enrolment Ratio of between 2 and 4%.
- Critical staffing shortages are a feature of higher education across the region, with only 26% of academic and research staff holding doctoral degrees. In many countries the academic staff body is ageing and there is a high turnover of younger staff.
- The region as a whole has low research outputs, and a declining proportion of world research outputs. Access to existing research is also low, due to the excessive costs charged by international copyright holders and inadequate technological infrastructure in some universities.
- There is a need for concerted efforts to improve policy, governance and leadership in higher education, both within institutions and at a systemic level, and to focus on the development of science and innovation systems, quality improvements, comparability of outcomes and the generation and collection of shared data.

Against this background, SARUA identified five key priority areas as follows:

- The collection of reliable data and statistics,
- The need for better co-ordination between higher education funding and planning,
- The importance of improved information and communication technologies (ICT),
- The development of science systems in the region, and
- Effective quality assurance systems.

SARUA’s recommendations were received positively and the Ministers subsequently recommended that a Technical Committee on Higher Education be established. The Technical Committee will commence work in 2011 and SARUA has been invited to participate in the work of the Committee. In 2011 SARUA will also be undertaking research into “Cost barriers to access to Higher Education and Student Mobility in the SADC region” on behalf of the SADC.
Networking and Engagement Programme

SARUA’s networking and engagement activities provide the primary mechanisms for building an organised regional higher education community that can share knowledge, facilities, and experiences and develop collaborative programmes and areas of regional common interest. Through these activities, SARUA aims to establish an evidence base to inform the development of interventions which will build the capacity of the higher education sector in the region. This evidence-based approach, it is hoped, will lead to the development of a more coherent and systemic Southern African agenda for Higher Education development around a shared vision.

The dialogue, exchange and networking events are aimed at the top level leadership of the Higher Education sector in the region. These events provide an opportunity for Vice Chancellors and senior leaders to engage with each other on key issues. In this way they encourage the development and strengthening of new and existing relationships that stretch beyond the limits of the physical and geographic boundaries separating universities in the region. During the year under review, SARUA facilitated two events targeting the participation of Vice Chancellors and a further three events targeting senior leaders.
SARUA was presented with a unique opportunity to contribute to “revitalizing Higher Education” in a particular part of the region, when a formal approach was made by the Zimbabwe University Vice-Chancellors Association (ZUVCA) to SARUA to find a way to focus on the crisis of higher education in Zimbabwe. SARUA recognises that the responsibility for the ultimate resolution of the difficulties facing higher education in Zimbabwe lies with Zimbabwean universities themselves and the Zimbabwean government. However, although the combined problems faced by Zimbabwean institutions may be a special case, their problems are not entirely isolated. Many SARUA member universities face similar problems of “survival”. The request from ZUVCA provided an opportunity for SARUA members to collectively consider the reality of operating universities in environments where there are severe resource constraints.

SARUA’s Executive Committee therefore agreed to convene a VC dialogue discussion in Cape Town in April 2010, to be focused specifically on the theme of Rebuilding Higher Education in Zimbabwe.

The event itself, held on Saturday 24 April 2010, attracted attendance from 17 Vice Chancellors, 8 of whom were from Zimbabwe, 8 from South Africa and one from Botswana. In addition to the Vice Chancellors present, a number of key partners from regional and international organisations attended. There have been three immediate outcomes of the event for SARUA. The first of these, based on the unity of purpose and solidarity expressed by all SARUA member institutions present, was the post-conference release of a joint communiqué and Call for Action The Cape Town Accord. The second was a practical decision by the members present to recommend the appointment of a Special Envoy to Zimbabwe to engage intensively with each Zimbabwe university around the issues raised, and produce a comprehensive Plan of Action for Rebuilding higher education in Zimbabwe. This would be coordinated through the Zimbabwe Council on Higher Education (ZCHE). The third outcome was a request to SARUA by the African Development Bank to submit two funding proposals: the first one for the appointment of a SARUA Special Envoy for a period of four months, and the second to explore the bandwidth connectivity necessary for the development of Zimbabwean universities.

The papers presented at the April VC Dialogue event on Zimbabwe, including the needs analysis undertaken by SARUA and the Cape Town Accord, were subsequently published.
As an organisation with limited resources working over a geographically vast region, SARUA only holds General Meetings of its members once every three years. Prior to October 2010 the only previous opportunities for the Vice Chancellors representing member universities of SARUA to collectively come together in the form of a general meeting had been:

- the Inaugural meeting held in Cape Town on 20 February 2005, at which the Association was officially constituted, and
- the first Triennial General Meeting, held in Botswana on 19 November 2007

The second Triennial General Meeting, hosted by the University of Mauritius on 20 October 2010, was therefore another significant milestone in SARUA’s development and vitally important from a governance perspective in affording member institutions the opportunity to receive feedback on progress and give input on future direction.

The meeting was attended by the Vice Chancellors, or their mandated representatives, of 24 SARUA member universities.

Since the previous TGM in November 2007, SARUA developed rapidly both in terms of its visibility and its programme of activities across the region. In the morning session, members were provided with an overview both of the successes of and the challenges faced during the preceding three years. They were then given an opportunity to reflect on these in the context of building SARUA as a stronger platform for membership engagement and collaboration over the next three years.

In the afternoon the necessary business of the Association was conducted with respect to the admission of new Members, financial reporting, constitutional issues and, importantly, the election of five Vice Chancellors to represent members as the Executive Committee of the Association for the next three years.

At the Gala Dinner held that evening the Guest of Honour was the Mauritian Minister of Tertiary Education, Science, Research and Technology: the Honourable Dr Rajeshwar Jeetah.
Election of a new Executive Committee for 2011 - 2013

The following five Vice Chancellors were proposed and elected, by members attending the TGM on 20 October 2010, to serve as the SARUA Executive Committee for the three year period 2011 - 2013:

- Professor Cheryl de la Rey (University of Pretoria, South Africa) Chair
- Professor Obert Maravanyika (Great Zimbabwe University, Zimbabwe) Deputy Chair
- Professor Kweku Bentil (Botswana International University of Science and Technology)
- Professor Chabu Mumba (University of Lubumbashi, DRC)
- Professor Jorges Ferrao (Universidade Lurio, Mozambique)
While Southern African countries produce a small proportion of the industrial emissions alleged to be driving changes in global weather patterns, it is widely acknowledged that we are significantly more vulnerable than other regions in our ability to respond and adapt. Universities have a particular role to play in developing the knowledge necessary for adaptation and response. This Vice-Chancellor dialogue addressed a number of questions about the role of universities in regional development, and specifically addressed the response of universities in the region to climate change adaptation.

SARUA drew together a number of leading experts within their fields from across the SADC region, to present and discuss their views with Vice Chancellors and senior managers of universities at a two day dialogue event, entitled “Climate Change, Adaptation and Higher Education: Securing our Future”. The event was held from the 21-22 October 2010 at the University of Mauritius, immediately following SARUA’s Triennial General Meeting.

A “Framework for Action on Climate Change and Adaptation in Higher Education in SADC” emerged as a result of the work at the end of the second day. The Framework, together with the principal papers presented at the conference, were subsequently published in the final Leadership Dialogue publication (Vol 2 No 4) of 2010, released in March 2011.
Furthering SARUA’s Research in 2010

Private Higher Education in SADC
Over the past three years SARUA has built up a considerable base of knowledge about public higher education in the SADC region. However, little is known about the extent and nature of private higher education provision in the region. We do not have a clear picture of private higher education service providers in different countries, nor of the policy environment that regulates private provision. With the increased demand for higher education in the region, and the limited capacity of the public sector to grow to accommodate all needs, it is likely that the private sector is growing in most countries. In order, therefore, to provide a fuller picture of higher education in SADC, SARUA has embarked on a study of private higher education in the region.

Due to the scope of the task, and a general paucity of available data on private higher education in some countries, the study was only at first draft stage by the end of 2010. It will be completed in early 2011.

Strengthening Doctoral Education Cooperation (CODOC Project)
SARUA was invited to participate as the African partner in a European Universities Association (EUA) project entitled “Strengthening Doctoral Education Cooperation between Europe, Latin America, Asia and Africa”, which is funded by the EU as part of the Erasmus Mundus programme. SARUA’s role is to support a global survey on trends in doctoral education, and participate in a number of dialogue workshops throughout the project, one of which will be organised in Southern Africa in 2012. The project commenced in October 2010 and will be concluded by September 2012. This project covers a broad range of geographical areas, but provides important links with SARUA’s past research and dialogue programmes relating to research development in the SADC region. It will provide opportunities to further develop SARUA’s research and networking programme on research development, doctoral education, postgraduate development and the development of the academic profession.
A n integral component of SARUA’s Governance, Leadership and Management Programme, which links closely with the VC Dialogue series, is an Executive Programme of Strategic Focus Events. This programme is aimed at specific groups of senior university leaders and was launched in April 2010 with an event for Research managers held in Cape Town.

**Research Managers Event in Cape Town**

22 senior research executives from across the SADC attended this event, entitled “The Research, Science, Technology and Innovation System in Southern Africa” held on 11 April 2010 at the International Convention Centre in Cape Town.

SARUA’s own research has revealed the urgent need to improve the research capacity of the region, and to ensure research relevance for the region. By hosting an event for Research Executive Managers of universities in the region, SARUA’s aim was to contribute towards developing a community of practice in research management across the region to enhance the development of research capacity.

The event was linked to the INORMS international conference hosted by SARIMA (Southern African Research and Innovation Management Association). It thus allowed SARUA members to engage as a constituency with each other and with the outcomes of the research findings from SARUA studies, and to participate in the broader SARIMA workshops and offerings of the conference.

Participants were provided with an overview of the research profile of the region, together with results of a recently completed mapping of the regional science system, including its policies and strategies, organisations, societies, associations and academies, and scientific publications. These inputs provided a basis for discussing the scale and scope of the challenges and opportunities for increasing knowledge production and improving research management from a regional higher education perspective.

**Finance and ICT Focus Events at the University of Dar es Salaam in Tanzania**

A second successful Executive Focus Event, combining both Finance and ICT themes, was held at the University of Dar es Salaam in Tanzania from the 5-6 August 2010. It attracted attendance from over 50 participants including Vice Chancellors, Deputy Vice Chancellors and Directors of Finance and ICT from 12 different SADC countries and 29 different universities.
There is renewed recognition and appreciation for the contribution of Higher Education to development globally, manifesting in increasing investment in the sector. The event addressed the extent to which this trend is evident in Southern African countries. Some of the questions addressed were: What are the trends in higher education investment and what are the frameworks guiding such investments? What innovations and practices are emerging in higher education funding aimed at meeting the growing demand in the sector, while mediating competing claims for scarce financial resources?

Such questions were at the forefront of the lively discussions that followed the papers presented at this event.

These papers were subsequently published in Leadership Dialogue Series Vol. 2 No. 2 (2010): *Investment in Higher Education for Development: New Directions*.
ICT Event: ICT Infrastructure and Connectivity: New capacity, New Opportunities

The problems experienced by SADC universities in getting access to fast, affordable and reliable ICT connectivity have been the subject of a number of SARUA initiatives and publications. SARUA has established links with the UBUNTUNET Alliance, the regional Research and Education Network (REN), and a number of national RENs. In 2006 SARUA published a groundbreaking study on Optical Fibre for Education and Research Networks in Eastern and Southern Africa (2006) and this was followed in 2007 by *ICT: A Status Review of ICT in Universities in the SADC Region* (2007).

In recent times there have been many positive developments in the ICT field, including the liberalization of telecommunications policies in a number of states, increased investments in national fibre backbones and the activation of a number of new undersea cables linking Africa to Europe, Asia and the rest of the world. These developments have radically changed the environment in which SADC universities seek to gain high speed internet access and connectivity.

The aim of the ICT focus workshop on 6 August 2010 was to foreground the major changes in ICT access and connectivity that have taken place over the last few years, assess the implications thereof, and investigate the options for taking full advantage of the benefits emanating from new developments.


SARUA Leadership Dialogue Series
Vol 2 No 3
ICT Infrastructure and Connectivity: New Capacity, New Opportunities

This publication contains a selection of four papers presented to an audience of 70 senior higher education leaders, at a SARUA Executive Focus event *ICT Infrastructure and Connectivity: New Capacity, New Opportunities* held at the University of Dar es Salaam in Tanzania.

The publication documents the rapid progress in ICT connectivity that has been achieved across the region in the last 2-3 years, specifically highlighting some highly innovative collaborative approaches adopted by universities, and pointing towards further developments and opportunities for the future.
SARUA’s Certificate Course
in Higher Education Management 2010

In 2010 SARUA organised a Certificate Course in Higher Education Management, in partnership with the School of Public and Development Management (P&DM) at the University of the Witwatersrand in South Africa.

The programme focused on building core competencies for senior middle managers in higher education institutions and addressing the unique challenges such institutions face in the Southern African context.

**Purpose of the Certificate in Higher Education Management**

The Certificate programme in Higher Education Management was set up after extensive research by SARUA into the governance, leadership and management practises and needs in the Southern African region. The Certificate is a response to SARUA’s aim to build regional higher education capacity at the level of the individual, at the level of institutions and at a regional systemic level through building a common identity, and sharing problems, perceptions and approaches through regional learning networks.

The first participants on the programme (Cohort 1) completed their first two week block release in March 2010. Cohort 1 comprised 36 middle managers from 8 different countries, representing 18 different institutions, including academic managers such as deans and heads of schools, and managers from different functional specialties such as finance, quality control and research. They completed their second two week block release in May 2010, with a 100% pass rate.

A second cohort of 34 managers completed its first two week block release in August 2010 and the second and final block release in November 2010. Considerable effort was put into building on the success and learning from the lessons of the first Cohort in order to progressively strengthen and strategically position this programme within SARUA’s long term capacity and leadership building objectives. Again there was a 100% pass rate and this time one or two individuals succeeded in passing with distinctions.

Thus, by the end of 2010, a total of 70 managers from a range of institutions across the SADC region, had all completed a total of four weeks intensive study, training and interaction with their peers and had been issued with “Certificates in Higher Education Management” by Wits University as a direct result of this SARUA initiative.

**Re-Designing the Course for greater regional relevancy in 2011**

In 2011 SARUA is seeking to build on the experience gained from running the HE Management course in 2010, to improve its relevance, expand the curriculum knowledge base, and make it a truly regional offering. All 2010 participants were asked to complete an assessment of each block as they completed it. These recommendations and expert opinions from a variety of sources will be included in the review of the curriculum and course content taking place during 2011.
Expanding External Communications and Links With Members

**Website**

The SARUA website continued to grow and develop during 2010. New web pages were added for the GLM programme, including information about courses, publications and events. Archive folders were also set up on the site to store previous issues of HE News together with information, reports and photographs of past events so that a web-based history of all SARUA’s important milestones is now available. The site has become a useful hub for people seeking general and contact information on higher education in the SADC and averages over 6,000 hits a month.

In addition, a separate Moodle site was constructed for use on the HE Management course. The aim of the site was to provide a learning and communication space for participants on the first two cohorts of the course. The site enables static content to be uploaded in the form of timetables, lecture notes, assignments as well as interactive spaces for group discussions and easy ongoing communication between participants when they have finished the course and returned to their respective universities.

**Publication Dissemination**

SARUA disseminates its publications electronically to as wide an audience as possible. Paper copies of SARUA publications are distributed to the membership of the organisation. In addition, publications are placed on the SARUA website. As all publications have ISBN numbers, we also distribute to all public libraries within South Africa.

SARUA constantly looks for opportunities to create links with SARUA’s research, dialogue and networking programme, and publications are continuously promoted and disseminated through these events.

**HE News**

Seventeen issues of SARUA’s electronic news magazine “HE News” were produced during the year and sent to a subscriber base of about 800 individuals involved in higher education issues. HE News focuses on news and developments in higher education across the SADC region.
Key Achievements

2010 Dialogue and Networking Events

- The Research, Science, Technology and Innovation System in Southern Africa, Cape Town, 11 April 2010
- Rebuilding Higher Education in Zimbabwe, Cape Town, 24 April 2010
- Investment in Higher Education for Development: New Directions, Dar es Salaam, 5 August 2010
- ICT Infrastructure and Connectivity: New Capacity, New Opportunities, Dar es Salaam, 6 August 2010
- Second Triennial General Meeting, Mauritius, 20 October 2010
- Climate Change, Adaptation and Higher Education: Securing Our Future, Mauritius, 21-22 October 2010

2010 Higher Education Management Courses

Cohort 1
- Block 1: 15 – 26 March 2010
- Block 2: 10 – 21 May 2010

Cohort 2
- Block 1: 16 – 27 August 2010
- Block 2: 8 – 19 November 2010

2010 Publications

Leadership Dialogue Series 2009
- Vol 1 No 3 – Development and its implications for HE in Southern Africa

Leadership Dialogue Series 2010
- Vol 2 No 1 – Rebuilding Higher Education in Zimbabwe: Implications for Regional Collaboration
- Vol 2 No 2 – Investment in Higher Education for Development: New Directions
- Vol 2 No 3 – ICT Infrastructure and Connectivity: New Capacity, New Opportunities

Election of a new Executive Committee for 2011 – 2013
Financial Overview 2010

2010 was the first year in which all three elements of the GLM Programme were in full operation. As reported in greater depth elsewhere in this Annual Report, SARUA held two VC Dialogue events (in April and October), two Executive Focus events (in April and August), ran two full cohorts of the Higher Education Management Course and produced a number of Leadership Dialogue publications. This resulted in expenditure of approximately R6.2 million on GLM programme activities, as reflected in GLM Grant funds utilized of R6,188,754 (see Note 1 overleaf). By contrast utilisation of Core funds was approximately R1.5 million less than 2009, mainly due to savings on staff costs (as a result of vacant management positions).

The full roll-out of the GLM programme is reflected in an increase of about 33% in total expenditure (up from ± R8.2 million to ± R10.9 million). This increased level of expenditure was adequately covered by existing grants. In addition, SARUA was able to recover R266,929 by way of university copayments towards the costs of running HE management courses and contributions of R80,457 towards travel costs, where SARUA was invited to attend international conferences.

In overall terms this resulted in a surplus of income over expenditure for the year of R621,275 (see the Statement of Comprehensive Income shown in Table 1). The surplus for the year has been taken to accumulated funds, and will be utilized in the future solely for the objects of the Association.

The Statement of Financial Position in Table 2 overleaf, reflects the fact that SARUA did not receive funding in advance for 2011 activities, before 31 December 2010. None-the-less the amount held in cash and cash equivalents of R3.5 million at the year end was more than sufficient to cover all short term liabilities (which amounted to less than R2 million). Funding for activities over the first six months of 2011 was received in full in February 2011.

AUDITED FINANCIAL STATEMENTS 2010

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 2010. 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 2010 – 31 December 2010, 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

They are also available on the SARUA website www.sarua.org
Table 1

Statement of Comprehensive Income for the Year Ended 31 December 2010

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<tr>
<th></th>
<th>2010</th>
<th>2009</th>
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<tr>
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<td>R</td>
<td>R</td>
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<tr>
<td><strong>Income</strong></td>
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<tr>
<td>Grants utilised (Note 1)</td>
<td>10,893,247</td>
<td>8,210,796</td>
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<tr>
<td>Membership fees</td>
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<td>Recovery of Costs</td>
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<td>16,596</td>
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<td>Course Registration Fees</td>
<td>266,929</td>
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<td>Other Income</td>
<td>-</td>
<td>171,867</td>
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<tr>
<td><strong>Expense</strong></td>
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<td></td>
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<td>Higher Education Management Courses</td>
<td>3,699,478</td>
<td>-</td>
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<td>Networking and research</td>
<td>2,823,464</td>
<td>1,942,171</td>
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<td>Publications and media</td>
<td>631,763</td>
<td>969,067</td>
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<td>Operating expenses</td>
<td>3,791,995</td>
<td>5,250,166</td>
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<td><strong>Operating surplus for the year</strong></td>
<td>338,705</td>
<td>276,855</td>
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<td>Finance Income</td>
<td>307,031</td>
<td>229,262</td>
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<td>Finance Cost</td>
<td>-8,324</td>
<td>-12,364</td>
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<td>Foreign exchange (loss)/gain</td>
<td>-16,137</td>
<td>-19,569</td>
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<tr>
<td><strong>Net surplus for the year</strong></td>
<td>621,275</td>
<td>474,184</td>
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**Note 1: Analysis of Grants Utilised**

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<th>Grants utilised</th>
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<th>2009</th>
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<tbody>
<tr>
<td></td>
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<td>R</td>
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<tr>
<td>Netherlands Ministry of Foreign Affairs (NMFA) - Core Grant 2010 - 2012</td>
<td>4,546,907</td>
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<td>Netherlands Ministry of Foreign Affairs (NMFA) - Core Grant 2007 - 2009</td>
<td>126,763</td>
<td>6,587,355</td>
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<td>Netherlands Ministry of Foreign Affairs (NMFA) - GLM Grant</td>
<td>6,188,754</td>
<td>884,254</td>
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<td>International Development Research Centre (IDRC)</td>
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<td>2,104</td>
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<td>African Association of Universities (AAU)</td>
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<td>134,565</td>
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<td>United Kingdom Department for International Development (DFID)</td>
<td>-</td>
<td>149,356</td>
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<td>Swedish International Development Agency (SIDA)</td>
<td>-</td>
<td>55,634</td>
</tr>
<tr>
<td>Open Society Initiative in Southern Africa (OSISA)</td>
<td>719</td>
<td>397,528</td>
</tr>
<tr>
<td><strong>Grants utilised</strong></td>
<td>10,893,247</td>
<td>8,210,796</td>
</tr>
</tbody>
</table>
Table 2

STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2010

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R</td>
<td>R</td>
</tr>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-current assets</td>
<td>300,443</td>
<td>358,507</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>280,301</td>
<td>346,821</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>20,142</td>
<td>11,686</td>
</tr>
<tr>
<td>Current assets</td>
<td>3,818,878</td>
<td>8,999,305</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>307,163</td>
<td>302,233</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>3,511,715</td>
<td>8,697,072</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>4,119,321</td>
<td>9,357,812</td>
</tr>
<tr>
<td><strong>FUNDS AND LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated funds</td>
<td>1,912,556</td>
<td>1,291,281</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>291,692</td>
<td>356,495</td>
</tr>
<tr>
<td>Deferred grant income</td>
<td>291,692</td>
<td>334,756</td>
</tr>
<tr>
<td>Finance lease liability</td>
<td>-</td>
<td>21,739</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>1,915,073</td>
<td>7,710,036</td>
</tr>
<tr>
<td>Deferred grant income</td>
<td>1,394,839</td>
<td>7,096,488</td>
</tr>
<tr>
<td>Finance lease liability</td>
<td>21,468</td>
<td>20,894</td>
</tr>
<tr>
<td>Sundry creditors</td>
<td>483,931</td>
<td>580,826</td>
</tr>
<tr>
<td>Trade payables</td>
<td>14,835</td>
<td>11,828</td>
</tr>
<tr>
<td><strong>TOTAL FUNDS AND LIABILITIES</strong></td>
<td>4,119,321</td>
<td>9,357,812</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 (Registration No 0 55-719-NPO) in terms of the South African Non-Profit Organisations Act, 1997
- is registered for Value Added Tax (VAT) Registration No 4680244458 in terms of the South African Value Added Tax Act, 1991
SARUA members

Angola
- Universidade Agostinho Neto

Botswana
- Botswana International University of S&T
- University of Botswana

DRC
- Université de Lubumbashi
- Université de Goma
- Université Officielle de Bukavu

Lesotho
- National University of Lesotho

Malawi
- University of Malawi
- Mzuzu University

Madagascar
- Université de Fianarantsoa

Mauritius
- University of Mauritius

Mozambique
- Universidade Eduardo Mondlane
- Universidade Lurio
- Universidade Pedagogica

Namibia
- University of Namibia

South Africa
- Cape Peninsula University of Technology
- Central University of Technology (Free State)
- University of Cape Town
- University of Fort Hare
- University of the Free State
- University of Johannesburg
- University of KwaZulu Natal
- University of Limpopo
- Nelson Mandela Metropolitan University
- North-West University
- University of Pretoria
- Rhodes University
- Tshwane University of Technology
- University of South Africa UNISA
- University of Stellenbosch
- Walter Sisulu University
- University of Venda
- University of the Western Cape
- University of the Witwatersrand
- University of Zululand
- Vaal University of Technology

Swaziland
- University of Swaziland

Tanzania
- Open University of Tanzania
- Muhimbili University of Health and Allied Sciences
- University of Dar es Salaam

Zambia
- Copperbelt University
- University of Zambia

Zimbabwe
- Midlands State University
- Chinhoyi University of Technology
- Bindura Institute of Science Education
- Great Zimbabwe University
- Harare Institute of Technology
- Lupane State University
- National University of Science & Technology
- University of Zimbabwe
- Zimbabwe Open University
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, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe.

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

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Wits Management Campus No. 2, St Davids Place, Parktown, South Africa
Postal Address: PO Box 662 Wits, 2050, South Africa
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Fax + 27 11 717 3950

www.sarua.org