Leading regional development
Contents

Chairperson's Message
CEO's Report
Triennial General Meeting
Member Profiles
Open Access Conference
Sarua Website
Financial Report

through higher education
Chairperson’s Message

It has been both a challenge and an honour to have had the privilege to be the first Chairperson of SARUA, a unique collaborative venture by the leaders of the public higher education institutions in Southern Africa that aims to promote the role of higher education in making a meaningful contribution to the overall development of the region.

The challenge is indeed a formidable one in a region so vast as ours, with its multiplicity of cultures, a history ravaged by the effects of colonialism and apartheid, lack of resources and infrastructure and large scale problems of poverty and disease. The honour is to be associated in some way with those that are not daunted by such challenges but who wish to apply their minds and actions to seeking common solutions and a better way ahead for all.

In February 2005 the Vice Chancellors of 29 Higher Education institutions from across the 14 countries of the SADC came together in Cape Town with a common vision and purpose to formally bring into being an association to represent them both in their vast diversity but also in their commonality of purpose in teaching, research and the development of human potential and capacity across the region. Just over a year later, we as the Executive Committee elected at that meeting, took a bold decision to appoint a Chief Executive Officer with a mandate to seek funding for the establishment of a more permanent structure and the implementation of regional programmes. Our vision and our commitment was recognized by the Netherlands Ministry of Foreign Affairs who have made available funding over a three year period 2007-2009 to bring some of our dreams into reality.

Almost three years after the first meeting in Cape Town we were thus able, in November 2007, to convene SARUA’s first Triennial General Meeting of members and welcome a further 15 new member institutions into the SARUA fold. Since independent funding became available at the start of 2007, a relatively short space of 12 months, I believe that a solid start has been made to putting SARUA firmly onto the regional HE map and that a new and exciting era of joint initiatives and collaboration in many fields across Higher Education is potentially there for those who wish to build and strengthen their ties through SARUA.
The Executive elected by the Inaugural Meeting in February 2005 to hold office until the first Triennial General Meeting were as follows:

Prof. N Ndebele (University of Cape Town, South Africa) Chair
Prof. B Othogile (University of Botswana, Botswana)
Prof. L Kaumba (University of Lubumbashi, DRC)
Prof. N Bhebe (Midlands State University, Zimbabwe)
Prof. R Serpell (University of Zambia, Zambia)

Prof. Serpell resigned in May 2007 and the vacancy was not filled until the Triennial General Meeting (TGM) in November 2007, when Prof. FJ Couto (Universidade Eduardo Mondlane, Mozambique) was elected to take his place. The remaining four members were re-elected for a further period until the next TGM is held in 2010.

Through the effective use of modern telecommunications and ICT technology the Executive have overcome the problems of the vast distances that physically separate them in order to ensure that they have been able to meet and communicate regularly.

The current Executive have provided the guidance and direction needed during SARUA’s critical start up phase and deserve the gratitude of all the members for ensuring that a solid foundation has been laid for the future.
SARUA can be said to have come of age in 2007, in the sense of truly gaining its independence as a stand-alone organization with human, financial and physical resources that are now solely dedicated to the mission and objectives of its founding members.

2007 was a period of rapid growth in terms of the appointment of new staff, obtaining additional office space, buying equipment and setting up the foundations of the financial, IT, human resources and communications systems that will sustain the organization into the future.

Whilst it was important to establish a solid organizational platform, it was equally important for the new organization to be visible in the region, establish good communications with its member organizations, and to begin a number of baseline research studies to enhance our understanding of the state of Higher Education across the region and the nature of the challenges it faces.

In this way SARUA hopes to be able to start delivering on its vision and mission of contributing to the revitalization of HE and the broader development agenda of the region as a whole.
Key Achievements in 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 organizations
- Memorandum of Agreement with NEPAD to support development of Engineering education in the region
SADC Higher Education Baseline Study (PHASE 1)

The first phase of this study, which commenced in June 2007, will be completed in 2008 and will consist of individual country reports for the 14 SADC countries and a consolidated regional report on the status of higher education in the region. This should provide the necessary foundational understanding and some important benchmarks needed for SARUA’s ongoing work.

SARUA Science and Technology Framework (STF)

During the course of 2007 SARUA started to develop the framework for one of its major programme areas, Science and Technology. Funding for two major studies was obtained, the status of ICT capacity at universities within the region, and the status of Science and Technology capacity at these institutions.

An initial study was under way by the end of 2007 to provide data on selected S&T topics and indicators for the 14 member countries of SADC (i.e. areas of specialisation in R&D, size of the R&D work force, key R&D initiatives and networks, facts and figures on brain drain, and international and foreign funding of S&T). The study itself will be published and distributed in May 2008.

In 2007, SARUA also formed an expert advisory group of six senior international experts from the region to bolster its development of a Science and Technology programme.

Professor Yunus Ballim: University of the Witwatersrand
Professor Lidia Brito: Eduardo Mondlane University
Professor Robin Michael Crewe: University of Pretoria
Professor Ameenah Gurib-Fakim: University of Mauritius
Professor Michael Kahn: Human Science & Research Council SA
Professor Sospeter Muhongo: International Council for Science
SARUA ICT strategy

Similarly work commenced in 2007 on an initial study to provide a status review of ICT in the universities across the SADC region, and the status of current capacity vs needs, with recommendations on short, medium and long term strategies to address the major ICT issues identified. The study itself will be published and distributed in May 2008.

SARUA HIV/AIDS good practice framework for SADC higher education institutions

An “action guide” on HIV/AIDS for universities throughout Southern Africa was near completion by the end of 2007. This is intended to serve as a concise planning tool to help identify best practice and the minimum level of services and activities that should be present in all institutions, as well as to provide links to the wealth of information and service providers available on the topic. The Guide will be published and distributed, along with the S&T and ICT studies, in May 2008.

Joint SARUA/NEPAD study on Engineering Infrastructure and curricula of SADC higher education institutions

Preliminary work began in 2007 on this study which will aim to provide a baseline assessment of both current capacities and the types of engineering education provided by universities in the region, and will be followed in June 2008 by a joint NEPAD/SARUA round table to explore concrete ways in which public-private partnerships for engineering training can be fostered and funded.
Representatives from 25 SARUA member institutions, including 22 Vice Chancellors, attended SARUA’s first TGM, held in Gaborone, Botswana on 19 November 2007.

This was indeed a rare event as the only previous occasion on which Vice Chancellors from across the region had ever been able to get together in such numbers was back in February 2005 at the Inaugural Meeting of the Association.

The meeting was superbly hosted by the University of Botswana and, as the accompanying pictures illustrate, provided an opportunity both for serious thought provoking discussions and to celebrate the coming of age of a unique Association for which many had worked very hard and very long to see come into being. Undoubtedly the high point of 2007 for SARUA!

In the morning session there were reports on progress and plans for the future from the Chair and the CEO followed by a plenary session where the delegates were split into three groups to address the following questions (one per group):

- What does the concept and goal of “Leading Regional Development through Higher Education” mean in practice for a regional association, and for its members?
- Given the low priority accorded to higher education policies and investment in the past decades, how best can members and SARUA make the case for greater and effective investment in Higher Education in the Region?
- What can this collective itself, in concrete terms, achieve in “Leading Regional Development through Higher Education”?

The comments and feedback received from these groups will be used by SARUA to help plot the course that should be taken over the next three years until the next TGM.

The afternoon session was devoted to the more traditional business of an AGM including the admission of new members, presentation of audited financial statements and accounting policies, the budget for 2008 and election of a new Executive Committee to hold Office until the next TGM in 2010.

In the evening a Gala Dinner was held at the Gaborone International Conference Centre. The guest of honour and keynote speaker was Botswana’s Minister of Finance the Right Honourable Baledzi Gaolathe.
Open Access is an international movement that seeks to safeguard and facilitate access to knowledge for all as a right. The movement is spearheaded by Higher Education but includes a large and ever growing alliance from a wide variety of backgrounds, disciplines and constituencies.

They are united by a common desire to share knowledge freely and to ensure that every institution and individual has ready access to information and research, such that they can participate in and contribute to the emerging local and international knowledge economies freely and on an equal footing.

The OA movement is thus one that is commensurate with the higher purpose of SARUA institutions and will be critically important in the future to ensure the growth and availability of the knowledge necessary to underpin human, social and economic development in the region as a whole.

It was thus fitting that some of the finest minds and practitioners on the subject of “Open Access” internationally were among the speakers at SARUA’s Open Access leadership Conference held in Gaborone, Botswana from 20 – 21 November 2007.
Among the papers presented were:

“The Silent Continent – research publication policy in Africa and the global divide”
“If only African Research were out there! - why Open Access is the answer”
“Open Access – a Human Rights perspective”
“Implementing an Open Access Policy for scholarly publishing in South Africa”
“Centering the knowledge periphery through Open Access: Case studies and best practices”
“The Open Journal system, ensuring a journal’s economic sustainability, while increasing access to knowledge”
“Protecting traditional knowledge, stimulating research and sustaining creativity”
“Open Access and the public interest in copyright”
“Access to information: a matter of Social Justice”
“Institutional Repositories – why they are important for African Research”

Copies of these and other papers presented at the OA Conference are available on the SARUA Website www.sarua.org
The first phase of the SARUA website development was completed at the end of June 2007. The site has been developed on an open source platform and offers full "Web 2" functionality such as the capacity to be able to post discussion lists, blogs and hold online discussions.

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

During 2007 a news section, updated weekly and covering the latest news on member institutions and HE issues from across the region was successfully launched. This will be expanded in 2008 to include a weekly electronic newsletter to be sent to HE managers and leaders in both institutional and governmental circles.

In 2008 SARUA plans to complete the background content with updated information available on all its member universities and to encourage members to use the site more to promote the unique features of their institutions and what they can contribute to the revitalization of HE in the region. The site content should receive a major boost as data becomes available from the baseline research studies SARUA has commissioned. The aim is for the site to become known and recognized as a good source of up to date and reliable data on HE in the SADC region.
Premises

During 2007 SARUA occupied offices in the Commerce Law and Management (CLM) Building on the University of Witwatersrand East campus in Johannesburg, South Africa. These offices proved a good base to start operations from but, by late 2007, SARUA had grown to a point where space was starting to become an issue.

Towards the end of the year a highly desirable opportunity arose, in the form of an offer from the University of Witwatersrand, to take occupation, in April 2008, of a stand-alone double storey building on the School of Management Campus in Johannesburg. This building offered sufficient space to allow for the association’s current and anticipated accommodation needs for the next 3 to 5 years, with the added advantage that SARUA will be the sole occupant, hence able to adapt the building and its environment and develop a unique and independent “SARUA” culture and image there.

Refurbishment work began in January 2008 and it is anticipated that SARUA will take occupation at the end of March 2008.
Diversifying the Funding Base

In 2007 SARUA was principally funded by the Netherlands Ministry of Foreign Affairs (NMFA) who have committed a total of R19 million over three years (2007 – 2009) for core funding. In addition the Association also received relatively small amounts (approximately R120,000 in total) of funding from three other donors, namely the Open Society Initiative in Southern Africa (OSISA), the Association for the Development of Education in Africa (ADEA) and Electronic Information for Libraries (eIFL), for smaller once-off projects.

By the end of 2007, in addition to the balance of the NMFA grant, SARUA had also secured:

- a £240,000 (R3.5 million) 2008 grant from the United Kingdom Department for International Development (DFID) to further develop, and finalise the SADC higher education baseline study, the first phase of which was financed with NMFA money in 2007; and
- a CAD$156,000 (R1 million) 2008 grant from the International Development Research Centre (IDRC) in Canada for a project around open access to knowledge in the internet age.

SARUA had also submitted a one year (2008) proposal to the AAU to access £80,000 (R1.2 million) of DFID monies for a project which will investigate the extent to which higher education for national and regional development is “mainstreamed” by governments in their national budget allocations, and what can be done to advocate greater attention to higher education in government resource planning. (This proposal was officially accepted by the AAU and the first tranche of monies, amounting to R1,043,000, was received in February 2008).

Thus SARUA confidently anticipates that the funding base will steadily grow and diversify over the next few years. The challenge will be to ensure that the organisation’s vision and internal capacity both develop logically and in step with these external commitments.

Audit

SARUA underwent two full external audits during 2007, namely for the six month period 1 Jan – 30 June 2007 and then for the full 12 months 1 Jan – 31 Dec 2007. This was at the behest of the Association’s principal funder, who wanted this as an extra financial safeguard in the first year of operation.

It is pleasing to be able to report that the auditors issued an unqualified opinion for both the above audits. From 2008 onwards the Association will be subject to the normal audit cycle i.e. at the end of each financial year (31 December).
Key challenges for the future

- The need to acquire a comprehensive understanding of higher education in the region and gain a consolidated picture of its many aspects including policy, practices, outputs, needs and opportunities;

- The need to secure and maintain the political commitment of key players in higher education, government and business, to establish a high visibility for higher education as a vital contributor to regional development, and to build productive networks around key topics and issues;

- The need to undertake proactive and systematic research in order to act as a barometer of significant developments, an early warning system and as an advocate for responsive change;

- The need for SARUA to constantly monitor, evaluate and hone its role and activities for maximum impact;

- The ongoing need for the active involvement, participation and support of the member organizations.

Membership

The Vice Chancellors of 29 institutions, the “founding members”, were present at SARUA’s Inaugural meeting held in Cape Town in February 2005.

By 19 November 2007, when the first triennial meeting of the members took place, the Vice Chancellors of a further 15 public universities had applied in writing to the Chair and were formally admitted to membership. Thus by the end of 2007 the total SARUA membership was 44 universities (out of a total of 64 public universities in the SADC region).

In 2008 SARUA will continue to strive to increase its membership base by communicating with and encouraging those institutions that have not yet formally “signed up” to participate in SARUA activities and projects.
Member Institutions & Vice Chancellors

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

Botswana
University Botswana: Prof Bojosi Othlohlile • www.ub.bw

Democratic Republic of Congo
University Goma: Prof Jean-Baptiste Gakura-Semacumu
University Kinshasa: Prof Mumpasi Lututala • www.unikin.cd
University Lubumbashi: Prof Chabu Mumba • www.unilu.ac.cd

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

Malawi
University of Malawi: Prof Zimani Kadzamira • www.unima.mw
Mzuzu University: Prof. Peter Mwanza • www.mzuni.ac.mw

Mauritius
University of Mauritius: Prof. Indur Fagoonee • www.uom.ac.mu

Mozambique
University Eduardo Mondlane: Prof. Filipe Couto • www.uem.mz
Universidade Pedagogica: Prof. Rogerio Uthui • www.up.ac.mz

Namibia
University Namibia: Prof. Lazarus Hangula • www.unam.na

South Africa
Cape Peninsula University of Technology: Prof. Lineo V. Mazwi-Tanga • www.cput.ac.za
Nelson Mandela Metropolitan University: Prof. Derrick Swartz • www.nmmu.ac.za
North West University: Dr. Theuns Eloff • www.nwu.ac.za
Rhodes University: Dr. Saleem Badat • www.ru.ac.za
University of Cape Town: Prof. Njabulo Ndebele • www.uct.ac.za
Links with Key Regional Organisations

Various initiatives have been put in place to better understand the region, its dynamics and its networks by SARUA.

Partnerships

SARUA has begun to develop some strategic partnerships with geopolitical organisations and pan-African colleagues. During the course of 2007, SARUA undertook an extensive review of higher education across the region in order to inform the planning and work of the SADC Ministers of Education.

The NEPAD Office of Science and Technology signed a Memorandum of Agreement with SARUA to partner them on the implementation of the NEPAD Consolidated Plan of Action for Science and Technology for engineering education and development.

Later in the year, SARUA was awarded a grant from its sister body, the Association of African Universities (AAU) to study the position of higher education in national government planning and budgetary allocations in the Southern African region. This is part of a collaborative process to advocate the main streaming of higher education as a critical ally for national and regional development.

International Conferences

• The second global meeting of Associations of Universities and other Higher Education Institutions, organized by the IAU in Paris, France 31 May – 1 June 2007
• A consultative meeting for the development of an ACBF policy on support to Tertiary Institutions in Accra, Ghana from 11 – 12 June 2007
• The Conference of Rectors, Vice Chancellors and Presidents (COREVIP) hosted by the AAU in Tripoli Libya from 21 – 25 October 2007
• Regular quarterly meetings of the AAU’s Working Group on Higher Education (WGHE)
• AAU / DFID MRCI selection committee process in Accra, Ghana in December 2007.

There have been regular communications with key contacts in the United Kingdom including the Leadership Foundation and the Open University, aimed at strengthening ties and possible collaboration on projects of mutual interest and benefit.

Under the terms of a Memorandum of Agreement with NEPAD SARUA is currently undertaking a joint regional engineering study and will then co-host a regional engineering round table with NEPAD. This MOA also guarantees SARUA “ex officio” invitations to strategic NEPAD S&T meetings and workshops.
Financial Report

For the period 1 January – 31 December 2007

Overview

SARUA was officially established as an independent financial and operating entity with effect from 1 January 2007. Prior to this, SARUA’s affairs, following the inaugural meeting of the Association in February 2005, were administered by Higher Education South Africa (HESA).

That SARUA was in a financial position to be able to go independent in this way was principally due to a decision, in November 2006, by the Netherlands Ministry of Foreign Affairs (NMFA) to award SARUA a core funding grant of approximately R19 million for the three year period (2007 – 2009).

SARUA’s total income for its first year of independent existence was approximately R5.5 million, against which it incurred expenses of R5.35 million leaving an operating surplus of + R150,000. When interest earned on bank deposits is added to this the Association was able to add approximately R335,000 to its reserves for the year.

The Income Statement and Balance Sheet as at 31 December 2007, shown in Table 1 and Table 2 respectively on the following pages, have been extracted from the full audited financial statements for the period 1 January – 31 December 2007, prepared by the Association’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
Income statement for the year ended 31 December 2007

<table>
<thead>
<tr>
<th>Income</th>
<th>R 5 509 949</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants Utilised (Note 1)</td>
<td>5 281 269</td>
</tr>
<tr>
<td>Membership Fees</td>
<td>139 893</td>
</tr>
<tr>
<td>Conference Registration Fees &amp; costs recovered</td>
<td>88 787</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>R 5 356 644</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Expenses</td>
<td>617 531</td>
</tr>
<tr>
<td>Remuneration</td>
<td>2 983 883</td>
</tr>
<tr>
<td>External Professional Services</td>
<td>153 605</td>
</tr>
<tr>
<td>Networking &amp; Research</td>
<td>1 511 061</td>
</tr>
<tr>
<td>Depreciation</td>
<td>90 564</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating surplus for the year</th>
<th>R 153 305</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Received</td>
<td>188 353</td>
</tr>
<tr>
<td>Foreign Exchange Losses</td>
<td>(6 640)</td>
</tr>
</tbody>
</table>

Net surplus for the year       | R 335 018 |

Note 1: Analysis of Grants Utilised in the Year

<table>
<thead>
<tr>
<th>Grants Utilised in the Year</th>
<th>R 5 281 269</th>
</tr>
</thead>
<tbody>
<tr>
<td>Netherlands Ministry of Foreign Affairs (NMFA)</td>
<td>5 171 735</td>
</tr>
<tr>
<td>Association for the Development of Education in Africa (ADEA)</td>
<td>52 101</td>
</tr>
<tr>
<td>Open Society Initiative in Southern Africa (OSISA)</td>
<td>38 456</td>
</tr>
<tr>
<td>Electronic Information For Libraries (eIFL)</td>
<td>18 977</td>
</tr>
<tr>
<td>Grants Utilised</td>
<td>5 281 269</td>
</tr>
</tbody>
</table>

SARUA Accounting Policies and Financial Procedures

A full set of Accounting Policies for the organization, together with a manual on financial policies and procedures has been developed and approved by both the Executive Committee and the members attending the TGM.

A comprehensive set of Terms and Conditions of Service for SARUA staff, based on good HR practice and in alignment with good practice in member institutions was developed and approved by the Executive Committee in March 2007.
Table 2
Balance sheet as at 31 December 2007

**Assets**

<table>
<thead>
<tr>
<th>Non current assets</th>
<th>R 336,719</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>301,197</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>35,522</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current assets</th>
<th>R 4,680,642</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts &amp; other receivables</td>
<td>267,448</td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>4,413,194</td>
</tr>
</tbody>
</table>

**Total assets**

R 5,017,361

**Funds and liabilities**

<table>
<thead>
<tr>
<th>Funds &amp; Reserves</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accumulated Funds</td>
<td>350,107</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-current liabilities</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred Grant Income</td>
<td>336,719</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Current liabilities</th>
<th>R 4,330,535</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred Grant Income</td>
<td>3,797,551</td>
</tr>
<tr>
<td>Sundry Creditors</td>
<td>470,164</td>
</tr>
<tr>
<td>Trade Payables</td>
<td>62,820</td>
</tr>
</tbody>
</table>

**Total funds and liabilities**

R 5,017,361

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

SARUA has received an official letter, dated 9 October 2007, from the South African Revenue Services (SARS) granting the organization exemption from income tax in terms of section 10(1)(cN) of the Income Tax Act. SARUA was officially entered into the register of Non-Profit Organisations, maintained by the Department of Social Development, on 2 July 2007 in terms of the Non-Profit Organisations Act, 1997 (Registration Number NPO 55-719). Confirmation has been received from SARS of SARUA’s successful registration for Value Added Tax – VAT Registration No 4680244458 effective from 1 January 2007.
Membership fees

Following the official admission of 15 new members at the Triennial General Meeting in November 2007 SARUA had a total membership base of 44 public higher education institutions as at 31 December 2007.

A “once off” joining fee of US $1,300 is payable by all new members on admission to membership. The membership fee income recognised for 2007 in the Income Statement, is the Rand equivalent of the invoices raised during the year for new members who had not previously been invoiced for the joining fee.

At the year end a total of 8 (out of 44) member institutions had not paid the joining fee (an amount of R69,784 has been provided as part of “Accounts and Other Receivables” under Current Assets in Table 2).

Grant Income

The three year NMFA grant was by far the largest single source of funding received in 2007. (R5,171,735 of this grant was utilized by SARUA in 2007 as shown in Note 1 to Table 1).

In addition SARUA also received funding from OSISA, ADEA and eIFL as shown in Note 1 to Table 1.

Included in the current portion of the Deferred Grant Income carried forward into 2008 (R3,797,551 in Table 2) is an amount of R790,850 received from the United Kingdom Department for International Development (DFID). The balance of Deferred Grant Income represents NMFA monies received in advance for 2008 and the unspent portion of NMFA monies advanced in 2007.

As highlighted in the CEO’s report SARUA has been successful in achieving further diversification of the funding base in early 2008.

Computer Network and ICT Systems

SARUA has successfully installed its own computer network based on an IBM main server, linked to a mail server, connected to individual workstations. The SARUA network has its own server and firewall protection and is entirely separate from the Wits University IT system.
What is the Southern African Development Community

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

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
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.