

# 2014 annual report

**s a r u a**  
southern african regional  
universities association

## VISION

SARUA seeks, over time, to be recognised for the provision of an effective platform, which enables key regional Higher Education leadership players to engage and contribute meaningfully to regional development



*African HEIs face significant challenges in keeping abreast of the technological developments required in order to remain a player in global knowledge production.*



**SPECIAL REPORT page 3**

# SARUA a unique Higher Education network



The 2014 financial year marked the first year of activities exclusively under a membership funded model. This year focused primarily on developing a reliable data base on reputable and registered public and private universities, the ministries and the accreditation bodies that govern Higher Education in the SADC countries for quality purposes in a context of unreliable data.

Our uniqueness stems from the fact that SARUA is a small and focused organisation that delivers quality and efficient service to its members. It is a network within which university leadership deliberate on topical issues that face their institutions in a fast-changing local and global context. SARUA facilitates innovative development work in the service of the Southern African Higher Education sector from a regional basis as advocated by its own leadership, the SADC Protocol and the African Union.

SARUA has strong convening powers, facilitates numerous activities for its members to bring fresh ideas and international best practice to SADC universities collectively.

SARUA is the only organisation exclusively for SADC universities. It provides a network that links each university of the region to all others, to government education departments and to international Higher Education bodies. SARUA addresses issues of relevance to senior university management and positions member institutions to take advantage of global trends.

SARUA continues to give effect to thought leadership, purposeful engagement, capacity building and advocacy as evidenced by its it past activities and those undertaken this year.

**Primrose Kurasha** Chairperson and **Piyushi Kotecha** CEO



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**SADC**  
15 countries

**SARUA**  
46 members



Founded in 2005, SARUA is a membership-based organisation which is open to all the public and private universities of the 15 countries that make up the Southern African Development Community (SADC). SARUA currently has 46 members.

SARUA was established to assist in the revitalisation and development of the leadership and institutions of Higher Education in the Southern African region, thus enabling the regional Higher Education sector to meaningfully respond to the developmental challenges facing the region.

These broad principles serve to establish the fundamental modus operandi of SARUA, and provide SARUA's strap-line:

### SARUA's mandate

To assist in the revitalisation and development of the leadership and institutions of Higher Education in the Southern African region, thus enabling the regional Higher Education sector to meaningfully respond to the developmental challenges facing the region.

### SARUA's purpose

To strengthen the leadership and institutions of Higher Education in the Southern African region, thereby consolidating a Southern African agenda for Higher Education which results in a significant contribution by Higher Education to national and regional development.

### SARUA's mission

SARUA endeavours to provide a platform for regional Higher Education leadership dialogue and collaboration, thus informing a Southern African agenda for Higher Education, by:

- Developing a regional identity for Higher Education that is representative of the diversity of the region
- Convening strategic collaboration, linkages and partnerships across the sector
- Identifying key areas for strategic research and analysis
- Enhancing the knowledge and capacity of Higher Education leadership
- Acting as a respected voice (and advocate) to speak on behalf of the Higher Education sector in the region thereby feeding (informing) a south-south Higher Education agenda and, in so doing, making a significant contribution to national and regional development.

## SARUA Governance and Structure

SARUA is governed by an Executive Committee of Vice-Chancellors representing member universities from across the region. At the Triennial General Meeting of the SARUA member universities in September 2013, a new executive committee was elected for period 2014-2016.

### EXCO MEMBERS 2014



**Professor Primrose Kurasha**  
Zimbabwe Open University (Chair)

**Professor Ihron Rensburg**  
University of Johannesburg



**Professor Rogerio Uthui**  
Universidade Pedagogica

**Professor Jean Paul Segihobe Bigira**  
University of Goma



**Professor Cisco M Magagula**  
University of Swaziland (coopted in July 2014)

**Piyushi Kotecha** Chief Executive Officer (ex officio)



## SARIMA - SARUA Conference

6 July 2014



SARUA and SARIMA collaborated with SARUA at their Leadership Conference on the theme '**Striving towards Global Research & Innovation Excellence**' at the Gaborone International Convention Centre in Botswana. It targeted those tasked with the leadership of research at Southern African Universities and Research Institutions including Vice-Chancellors, Deputy-Vice Chancellors, Directors of Research and Deans of Faculties.

It provided learning and sharing opportunities on issues of critical importance to Southern African and international leaders of research and innovation, who are facing a challenging and opportunity-filled period. Speakers were drawn from the British Council, the Association of Commonwealth Universities, University of Ontario, Cornell University, SADC VCs, the Human Resource Development Council of Botswana and many others. It was attended by 39 regional SARUA representatives and funded by the Department of Science and Technology, South Africa.

<b>2014</b>	<b>3 EXECUTIVE MEETINGS</b>
5 May	Spier Conference Centre, Stellenbosch
25 July	Sunnyside Park Hotel, Parktown
28 November	Sunnyside Park Hotel, Parktown

**SARIMA - SARUA**  
Gaborone, Botswana

**Striving towards Global Research & Innovation Excellence**

**39**

**regional representatives**

**Department of Science and Technology, South Africa**



# Promoting the visibility of African Research

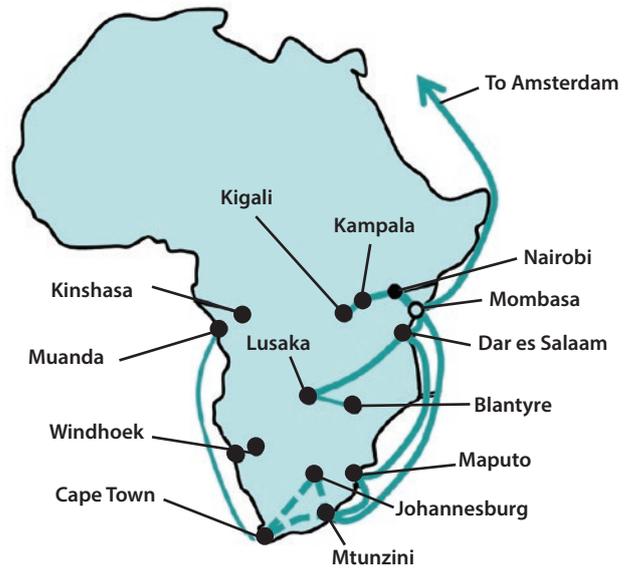


## Online Content, NRENs and SARUA

Universities in Africa currently operate in a climate of unprecedented competition for students, funding and relevance. This against a backdrop in which the rise of the Internet and the emergence of new tools for networking and dissemination have changed the face of scholarly communication, and the nature of the academic endeavour.

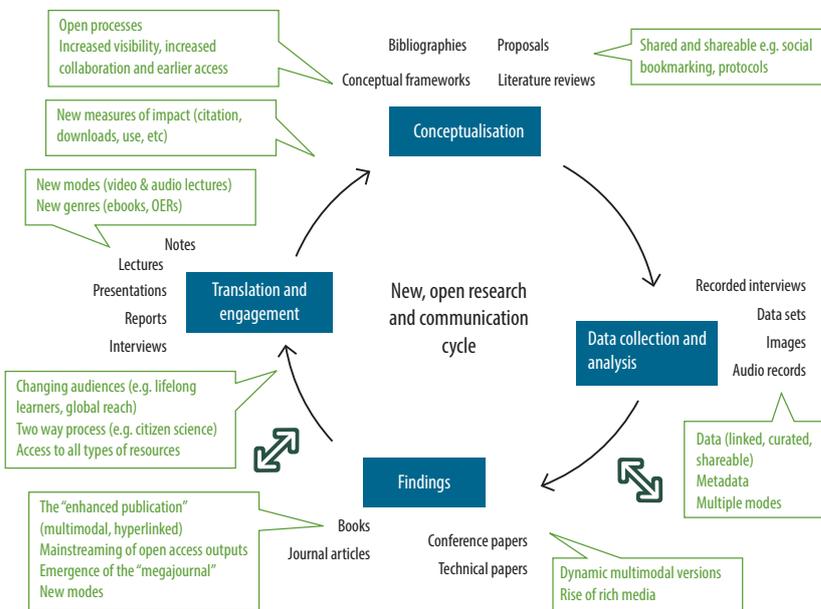
Digital technologies not only enable scholars to interact and share content in radical new ways; they have changed the way in which research is conducted and forged new paths for interdisciplinary collaboration.

African HEIs face significant challenges in keeping abreast of the technological developments required in order to remain a player in global knowledge production. The rise of open access mandates constitutes a compounding pressure, as local institutions are now being forced to respond with the IT infrastructure and support services that will enable academics to remain eligible for grant funding, pursue international collaboration and promote a more equitable (Southern-informed) global knowledge economy. Within this context it is crucial that regional mechanisms be established to promote collaboration and a more strategic approach to scholarly communication in order to leverage infrastructure and develop the skills and capacity required for long-term scalability and sustainability.



The circuits that will comprise the UbuntuNet Regional Backbone

The scope and practice of research and education networking is developing very rapidly in the SADC Region and beyond. Five of the fifteen countries of the region have operational **National Research and Education Networks (NRENs)** that provide high-speed Internet connectivity services to their member universities. Countries in the region could benefit from SARUA's assistance in establishing their NRENs and thus enabling the libraries, academics and students at their member universities to support and use the electronic scholarly communications systems as envisaged and fostering a strategic, collaborative approach to Scholarly Communications within the member universities.



New research and communication cycle (Czerniewicz 2013 – CC-BY-SA)

Within this new context scholarly communication is at the centre of the research endeavour, with communication taking place at every stage throughout the research cycle. The peer-reviewed scholarly journal or book chapter is still the principal item of record and object of reward; but other genres or output types (research data, working papers, policy briefs, etc.) are rapidly gaining popularity as principal vehicles of communication and exchange in many disciplines.

## SARUA DVC Working Group 2014



### The SARUA Deputy Vice-Chancellors Working Group on Research, Development and Climate Change

was established in 2010 to oversee the development of the Programme for Climate Change Capacity Development (PCCCD). Following on the conclusion of the Climate Change Counts mapping study in 2013, the DVC Working Group convened on 20 and 21 February 2014 to review and endorse the findings of the mapping study. The meeting was hosted by the University of Cape Town and the CEO and mapping study team were joined by working group members, Prof Mark New (University of Cape Town), Prof Pius Yanda (University of Dar Es Salaam), Prof Ray Matombo (University of Lubumbashi) and Prof Samson Sibanda (National University of Science & Technology).

The DVC working group commended the mapping study outputs and endorsed the two volumes produced for Exco approval and publication. In addition, two partner organisations were invited to make presentations on networking and collaboration opportunities in the region. Mr Tichaona Pisanayi, Programme Manager of the SADC Regional Environmental Education Programme (SADC-REEP) and Dr Casper Bonyongo, National Coordinator, Botswana of the Southern African Science Service Centre for Climate Change and Adaptive Land Management (SASSCAL) made presentations.

## SARUA's relationship with Future Earth deepened in 2014

ICSU Regional Office for Africa (ROA), in collaboration with the University of Pretoria, successfully organised a Second Future Earth Regional Workshop for Africa, at the University of Pretoria, South Africa. This workshop was a follow on to the first one held in 2012. The SARUA CEO was represented by Botha Kruger of Future Lead and he presented results from the CCD conference held in Stellenbosch. SARUA's Finance Officer and Membership Coordinator also attended. The workshop was attended by 70 participants from across Africa, representing funding agencies, national governments and intergovernmental bodies, regional economic communities, UN agencies, science academies, academic and research institutions as well as ICSU National Members and Scientific Unions. This workshop gave all participants from the different regional stakeholders a platform to deliberate on the priorities; identify potential roles and responsibilities of key players; and craft success requirements and opportunities for Future Earth in the African region. It also sought to define key recommendations for implementing Future Earth in Africa.

### The workshop deliberations yielded the following key outcomes:

- A number of categories of major regional stakeholders from across Africa were identified. Also identified were the roles and responsibilities each stakeholder is to play in order to facilitate the closure of gaps and maximization of existing opportunities to deliver integrated and solutions-oriented research on Earth System Science through the implementation of Future Earth on the continent.
- Proposal to work together to outline strategies for identifying funding opportunities and accessing available funds from sources at national, regional and international levels, as well as avenues that should/could be exploited to leverage funds to support the African Future Earth regional node and activities once established.
- Trigger a process to establish a regional structure, with inputs from all regional stakeholders, which would spearhead the implementation of the Future Earth activities on the continent, as well as strengthen linkages with Future Earth global activities and structures.

Two organisations in particular expressed an interest in SARUA's contributions towards HE development in Africa.

### DAAD – The German Academic Exchange Service

The CEO of SARUA contributed to the Higher Education Africa Strategy workshop organised by DAAD on 7 – 8 April in Johannesburg. DAAD is interested in working with regional organisations in Africa and elicited inputs before the finalisation of their strategy.

Five areas that need attention in African Higher Education systems in the five years to 2020 were identified:

- Strengthening universities as effective actors in promoting societal development
- Building capacities for graduate education and research at African universities
- Qualifying university lecturers through scholarships for study in Germany or Africa
- Facilitating access for German universities to Africa and disseminating knowledge about Germany in Africa
- Strengthening synergies and cooperation by reinforcing ties between German and African players

DAAD indicated that they wished to partner with SARUA in future.

### UNESCO

Strategic discussions were held with David Atchoarena, Director for the Division for Higher Education and Hassmik Tortian, Programme Specialist, HED in June 2014. SARUA shared its mandate and priorities and the broad areas for potential cooperation between SARUA and UNESCO were identified. These are:

- To modernise the Higher Education system through ICT strategies and infrastructure
- To develop academic quality and institutional management
- To collaborate with UNESCO's Institute of Statistics in Montreal on data collection in Higher Education
- To facilitate academic mobility

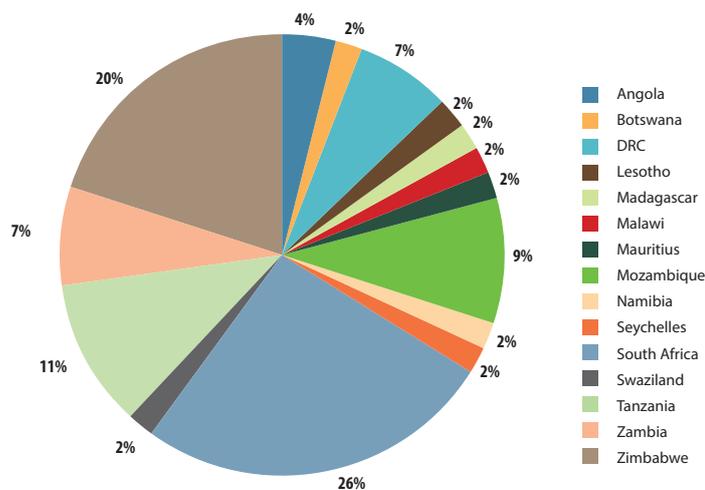


# HIGHER EDUCATION GOVERNING BODIES IN THE SADC REGION



COUNTRY	HIGHER EDUCATION COUNCILS	QUALITY ASSURANCE / ACCREDITATION BODY	MINISTER OF HIGHER EDUCATION	MINISTER OF SCIENCE AND TECHNOLOGY
Angola	National Directorate for Technical and Professional Education	Council of Higher Education; Directorate of Higher Education	Honourable Adão Nascimento	Honourable Dr Maria Candida Periera Teixeira
Botswana	Tertiary Education Council (TEC)	Botswana Qualifications Authority (BQA)	Honourable Dr Unity Dow	Honourable Nonofu Molefhi
DRC	The African and Malagasy Council for Higher Education (CAMES)		Honourable Théophile Mbemba Fundu	Honourable Daniel Madimba Kalonji
Lesotho	Council on Higher Education (CHE)	Higher Education Quality Assurance Committee (HEQAC)	Honourable Dr Mahali Phamotse	Honourable M Khotso Letsatsi
Madagascar	The African and Malagasy Council for Higher Education (CAMES)		Honourable Madam Marie Monique Rasoazanamera	Honourable Madam Marie Monique Rasoazanamera
Malawi	National Council for Higher Education (NCHE)	National Council for Higher Education (NCHE)	Honourable Dr Emmanuel Fabiano	Honourable Dr Emmanuel Fabiano
Mauritius	Tertiary Education Commission (MTEC)	Tertiary Education Commission (MTEC)	Honourable (Mrs) Leela Devi Dookun-Luchoomun	Honourable (Mrs) Leela Devi Dookun-Luchoomun
Mozambique	Higher Education Council / National Council on Higher Education, Science and Technology	National Council for Quality Assurance	Honourable Luís Jorge Manuel Teodósio António Ferrão	Honourable Jorge Olivio Penicela Nhambiu
Namibia	National Council for Higher Education (NCHE)	Namibia Qualification Authority (NQA)	Honourable Dr Itha Kanjii-Muranji	
Seychelles	Tertiary Education Commission (TEC)	Seychelles Quality Assurance (SQA)	Honourable Macsuzy Mondon	
South Africa	Council on Higher Education (CHE)	South African Qualification Authority	Honourable Bonginkosi Nzimande	Honourable Naledi Pandor
Swaziland	Council for Higher Education		Honourable Dr Phineas Langa Magagula	
Tanzania	The Higher Education Accreditation Council (HEAC)	Tanzania Commission for Universities (TCU)	Honourable Dr Shukuru Jumanne Kawambwa	Honourable Professor Makame Mbarawa
Zambia	Higher Education Authority (HEA)	Zambia Qualification Authority	Honourable Michael L Kaingu	Honourable Michael L Kaingu
Zimbabwe	Zimbabwe Council for Higher Education (ZIMCHE)	Zimbabwe Council for Higher Education (ZIMCHE)	Honourable Professor Johnathan Moyo	Honourable Professor Johnathan Moyo

## 2014 SARUA Membership statistics



COUNTRY	NUMBER OF UNIVERSITIES
Angola	2
Botswana	1
DRC	3
Lesotho	1
Madagascar	1
Malawi	1
Mauritius	1
Mozambique	4
Namibia	1
Seychelles	1
South Africa	12
Swaziland	1
Tanzania	5
Zambia	3
Zimbabwe	9
<b>TOTAL</b>	<b>46</b>



## Leadership Dialogues 2014



### Climate Change Development Consultative Leadership Dialogue

5 – 6 May 2014

To coincide with the SARUA Exco's approval of the mapping study outputs, a Leadership Dialogue was held at the Spier Conference Centre in Stellenbosch, South Africa. The event was made possible with support from SARUA's financial partners and was attended by 40 SARUA delegates, as well as 10 delegates from partner organisations. The Leadership Dialogue took the form of a feedback and discussion session, where delegates were presented with the key findings of the Climate Change Counts mapping study, as well as the proposed Knowledge Co-Production Framework, comprising four regional networks to be established.

Feedback on the study results and roadmap were very positive and it was agreed to disseminate the findings widely. The outcome of the dialogue was a general agreement that there would be a Call for Expressions of Interest to assist with the establishment of the proposed networks. At the meeting, the Africa Director of Climate Development Knowledge Network (CDKN) committed his organisation's continued support to the SARUA programme and also pledged to support the establishment of the first network.

Further discussions held at the London and Cape Town offices of CDKN produced an agreement to fund the establishment of the SARUA Curriculum Innovation Network in 2015.

# FINANCIAL REPORT

1 January 2014 -31 December 2014

## Financial Overview 2014

Income amounted to R2.762m, growth of 69.13% on the prior year. It is very difficult for an organisation like SARUA to predict income streams precisely.

Almost 90% of our income is derived from member universities, and in today's market, where university members are facing more financial challenges and choices, small changes in member's behaviours and choices can have a substantial impact on SARUA's income.

The Association ended 2014 financial year with an operating deficit of R278 213 compared to an operating deficit of R2 098 605 in 2013 financial year. The current year deficit of approximately R278 213 (see the Statement of Comprehensive Income shown in Table 1) was as a result of significantly higher operating expenditure and in that context the deficit, while still meaningful, is manageable. However, the ability to stay in financial balance going forward depends in a large part on an institutional commitment to cost management and embrace of innovative revenue opportunities.

## Audited financial statements 2014

It is pleasing to record that, once again, SARUA received an unqualified audit opinion on the financial statements for the financial year ended 31 December 2014. The Association has consistently received unqualified audit reports since its inception as an 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 2014 – 31 December 2014, as audited by SARUA's auditors Messrs. PriceWaterhouseCoopers Inc.

This concludes the summary of the key financial highlights for fiscal 2014. We encourage you to read the audited financial statements and related notes for more information regarding the financial position and results of the Association.

Copies of the full set of audited financials can be obtained by sending a request to [info@sarua.org](mailto:info@sarua.org).

They are also available on the SARUA website at [www.sarua.org](http://www.sarua.org)

Exemption from Income Tax, Non-Profit Organisation Status and Registrar of VAT

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. 055-719-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

Table 1

STATEMENT OF COMPREHENSIVE INCOME for the year ended 31 December 2014

	2014 R	2013 R
<b>INCOME</b>	<b>2 762 853</b>	<b>1 026 578</b>
Grants received	71 886	900 042
Membership fees	2 475 487	13 905
Recovery of Costs	215 480	112 631
<b>EXPENSES</b>	<b>3 153 479</b>	<b>3 203 761</b>
Leadership dialogues	146 999	-
Networking and research	185 496	4 612
Publications and media	24 342	90 585
Operating expenses	2 796 643	3 108 564
<b>OPERATING (DEFICIT)/SURPLUS</b>	<b>(390 626)</b>	<b>(2 177 183)</b>
Finance income	112 157	82 771
Finance cost	-	(4 224)
Foreign exchange (loss)/gain	256	31
<b>NET (DEFICIT)/SURPLUS FOR THE YEAR</b>	<b>(278 213)</b>	<b>(2 098 605)</b>
<b>OTHER COMPREHENSIVE INCOME</b>	<b>-</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>(278 213)</b>	<b>(2 098 605)</b>

Table 2

STATEMENT OF FINANCIAL POSITION AT 31 December 2014

	2014 R	2013 R
<b>ASSETS</b>		
<b>Non-current assets</b>	<b>131 834</b>	<b>162 195</b>
Property, plant and equipment	131 834	153 260
Intangible assets	-	8 935
<b>Current assets</b>	<b>3 061 905</b>	<b>3 234 073</b>
Trade and other receivables	14 917	154 719
Cash and cash equivalents	3 046 988	3 079 354
<b>TOTAL ASSETS</b>	<b>3 193 268</b>	<b>3 396 268</b>
<b>FUNDS AND LIABILITIES</b>		
<b>Funds and reserves</b>		
<b>Accumulated funds</b>	<b>504 116</b>	<b>782 329</b>
<b>Non-current liabilities</b>	<b>92 238</b>	<b>164 124</b>
Deferred income	92 238	164 124
<b>Current liabilities</b>	<b>2 597 385</b>	<b>2 449 815</b>
Deferred income	232 927	-
Sundry creditors	2 359 777	2 404 350
Trade payables	4 681	45 465
<b>TOTAL FUNDS AND LIABILITIES</b>	<b>3 193 739</b>	<b>3 396 268</b>

Almost **90%** of our income is derived from member universities

