



SARUA developed a new three-year strategy for 2017-2020, focused on Capacity Development for LEADERSHIP and QUALITY, adopted by its Executive Committee and members at a Triennial General Meeting (TGM) in September 2016. A new Executive Committee was elected for the three-year period.

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| A Vice-Chancellors Leadership Dialogue | E SARUA Regional Master's Degree Programme in Climate Change |
| B Harmonisation of African HE Quality Assurance and Accreditation [HAQAA] | F SARUA Triennial General Meeting |
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UNIVERSITIES SEEK UNITED FRONT IN OPEN ACCESS DEBATE

A VC Leadership Dialogue: Open Access and African Research Publishing in the 21st Century

In May 2016, SARUA, together with UNESCO, Magna Charta Observatory and the IP Unit at the University of Cape Town hosted a Leadership dialogue as a pre-event to Going Global 2016. It was attended by Vice-Chancellors, research executives and higher education stakeholders with an interest in Open Educational Resources (OER). Presentations were received on the South American, European and African approaches to open access with an emphasis on lessons to be learned for a Southern African strategy and approach.

Balancing tertiary institution budgets without fee increases and with increases in costs due to inflation and potential insourcing are not the only headaches facing Vice-Chancellors and their councils. Procuring essential research information is paramount.

Around the world, frustration at the price of academic journals is growing. The international research and academic library market is finite, so publishing companies (for profit and non-profit alike) increase revenue and shareholder value, by simply increasing the price.

At stake are not simply practical matters of cost. There are also matters of fairness, and even justice. Most would argue that access to research information is an international human



What benefits would accrue from more effective communication of the scholarship in the region?

The focus on Open Access was triggered by an announcement that Elsevier was sponsoring the development of an open access African megajournal, in collaboration with the African Academy of Sciences (AAS), the African Centre for Technology Studies, the South African Medical Research Council and IBM Research Africa.

This initiative, under the auspices of the Elsevier Foundation, an independent charity founded by the company, appears to be doing a lot of the things that African governments ought to be, but are in general not doing. Elsevier has sponsored open access workshops with AAS, offers training in writing and publishing skills, and sponsors the use of technological platforms for open access dissemination. 'We believe that there could be a much greater return on investment over the next ten years if African institutions, access programs and publishers could address awareness, usage and research capacity in a collaborative and integrated manner' the Foundation states.

Key points on how policy change could be best achieved and what the policy environment could look like included:

- Lobbying government support for regional OA
- Brokering policy change: the European Universities Association, a good practice model
- Promoting Codesria's African vision for African Research Dissemination
- Establishing recognition and reward systems
- Brokering change to consolidate an African perspective
- Working closely with governments.

“ Being in Africa, and also having some common challenges with our neighbours, collaborations have the potential of assisting in finding common solutions to our problems and to also assist our decision and policy-makers. ”

Minister Blade Nzimande, Higher Education





SPEAKERS

L-R: Dr Sijbalt Noorda, Prof Caroline Ncube, Dr Pascal Hoba, Eve Gray, Dr Lidia Borrell-Damian and Dr Williams Nwagwu

“If we are not standing up united worldwide against the commercial publisher, we are in danger of losing the heart and soul of the university.” Professor Sijbalt Noorda, President Magna Charta Observatory (Bologna) | **“We have changed the discourse that countries in the south do not do science.”** Piyushi Kotecha, CEO SARUA | **“What ought to be done by African governments, especially in Southern Africa, is now being done by Elsevier, but we are at risk of being colonised.”** Eve Gray, research associate with the Intellectual Property Unit UCT | **“The key is what is in the public interest and yields public benefit? Why not use some commercialisation benefits to fund open access?”** Professor Caroline Ncube, Department of Commercial Law, UCT | **“The focus would be on access, with the content distributed online, free of charge, but copyright remains with the author.”** Dr Pascal Hoba, CEO UbuntuNet Alliance

right and essential for the advancement of knowledge and by extension humankind and the wellbeing of the planet.

Much is to be gained through a collective response, one that strengthens the negotiating power of institutions as a collective and kick-starts what needs to be a fundamental shift in the balance of power: away from commercial interests and towards greater freedom of exchange of information and access to the fruits of academic scholarship.

SARUA calls on the publishing companies to drastically reduce increases in subscription fees for 2016 . Furthermore, we call on all African regional institutions and governments to join forces in a strategic conversation around the cost of journals and the exclusionary copyright provisions imposed by the academic publishing industry.

African Universities take the lead in climate change

“A new regional climate change master’s degree highlights the power of collaboration and puts African universities where they belong: at the forefront of social and economic development.”

Piyushi Kotecha, SARUA CEO

➔ See for more on SCIN



B SARUA’s Participation in the African Union’s Programme on Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA)

SARUA was invited to participate in a new initiative of The African Union called HAQAA as part of its Pan-African Quality Assurance and Accreditation Framework (PAQAF). HAQAA aims to establish ongoing linkages with existing regional structures and initiatives as partners and SARUA was invited to participate in this new initiative to represent the SADC region. SARUA has been invited to participate on HAQAA’s Advisory board.

The aims of HAQAA are to develop a common understanding on QA in Africa, Developing African Standards and Guidelines for quality assurance (ASG-QA) and reinforcing institutional “internal” QA, consolidating ‘quality culture’ in Africa, sustainability and further development of the Pan African QA and Accreditation System.

SARUA provided regular feedback to HAQAA in 2016, participated in its structures, and lobbied for higher education capacity building in the SADC region with the HAQAA partners. As a result, HAQAA commissioned SARUA to provide data on existing Quality Assurance activities in the SADC region which have now been incorporated in a key document entitled “Existing standards and guidelines in quality assurance in African countries and an introduction to Quality Assurance in Europe” which will be released in 2017.

As a result of SARUA’s participation in the HAQAA initiative, a lobbying process was commenced to bring together the key QA SADC based actors and the AU’s European partners, the newly formed QA regulatory bodies network called Southern African Quality Assurance Network (SAQAN) which had approached SARUA to assist them with capacity building.

SARUA was instrumental in making this first approach to DAAD, a HAQAA partner, to assist in assessing the QA needs of higher education in the SADC region and to learn from other successful QA programmes implemented in East Africa and elsewhere on the African continent. DAAD and SARUA convened a highly successful exchange at HAQAA’s second meeting in Namibia on 19-24 September 2016 with key actors which provided an important platform for activities in 2017.

The key outcome of this exchange was to plan a focussed event on the specific QA capacity building needs of higher education in the SADC region, supported by DAAD in 2017. In addition, SARUA lobbied for a balance on the future planning on networked internal QA capacity building activities, and external QA capacity building activities, so that ownership and active participation could be secured from the start.

C University Leadership and Management Training Programme: UNILEAD Southern Africa

SARUA, in partnership with the Carl von Ossietzky University of Oldenburg and the German Academic Partnership Programme (DAAD), hosted the first UNILEAD Southern Africa leadership and management development programme for emerging senior university managers.

From a total of 40 applications a rigorous, competitive selection process took place and 18 participants from 9 SADC countries,



with a 50:50 gender balance, were selected for the intensive eight-month long programme. The UNILEAD Southern Africa programme combined the latest theory and practice in the field of university management and required participants to submit real life, university based project proposals, endorsed by their university executive to be accepted into the programme. Different modes of learning, from online and blended to face-to-face instruction were used.

The two face-to-face sessions were structured to allow Southern African and German experts to collaborate and provide instructions, monitoring and assessment support to the emerging university leaders under the themes of Strategy, Finance and Investment and Project Management.

SARUA wishes to thank DAAD and its DIES programme (Dialogue on Innovative Higher Education Strategies) for their valuable support. A collegial network of aspirant university managers was established and will maintain contact in the SADC region.



D SARUA Digital Universities Programme

SARUA, in partnership with the Link Centre at Wits University, hosted the first SARUA Digital Universities Programme (SDUP) in March 2016.

The SDUP provides a practical foundation to the world of blended learning and ICT-enhanced research production. It offers a series of e-tivities in the use of ICT and the Internet for universities. The programme is designed specifically for the blended or hybrid learning environment, where the ICT tools and applications are additional resources used to enhance face-to-face teaching and learning and research supervision.

The sessions were held in the Electronic Classroom at Wartenweiler Library with participants from 11 universities, including Bindura University of Science Education, Botho University, Harare Institute of Technology, Universidade Eduardo Mondlane, University of Johannesburg, University of Limpopo and Vaal University of Technology.

The 2-day workshop of seven sessions concluded with a facilitated discussion and a number of suggestions:

- 1 Discussion session:** Online universities, blended teaching and learning, university ICT for postgraduate and academic research
- 2 Practice session:** Using the Internet for postgraduate research and academic writing: Online journal databases, using online reference guides and tools, Skype supervision sessions, library guides, publishing theses and dissertations online and other modalities

- 3 Practice session:** Improving research and academic writing quality, reducing plagiarism with consistent use of plagiarism detection tools
- 4 Interactive presentation session:** International research collaboration: Maximising the value of the investment in NRENs and RRENs
- 5 Practice session:** Blended learning: MOOCs, Digital Campus and more
- 6 Practice session:** Staff orientation and capacity building for online content creation and scholarly publishing
- 7 Wrap up session:** The importance of building a “digital university innovation map” was discussed.

E Regional Master’s Degree Programme in Climate Change and Sustainable Development

The idea of a master’s curriculum in climate change and sustainable development was recognised through SARUA’s 2013/14 regional mapping study as a key “curriculum innovation point” for further development, especially via partnerships with universities that already have such degrees, and those that are ready to develop, or in the process of developing, master’s curricula in this area. It was acknowledged that such a master’s degree could create a feeder mechanism for more PhDs in the region, provide much needed research capability, and contribute to more informed climate change policy over time.

A consortium of seven universities – the University of Cape Town and Rhodes University (South Africa); the University of Namibia; the University of Mauritius, Eduardo Mondlane University (Mozambique); Sokoine University of Agriculture (Tanzania); and the Open University of Tanzania – developed the open access curriculum and SARUA subsequently launched the SARUA Curriculum Innovation Network. The curriculum is available in English, French and Portuguese and is a first example of co-creating an open access Master’s curriculum and courseware across the SADC region, informed by the stakeholders in, for use in the region. The knowledge themes which make up the curriculum address southern Africa’s unique climate zones, challenges and knowledge gaps, to contribute to a southern African scientific base. Local customisation and delivery across 15 countries acknowledge the need for localised capacity development and knowledge production. A core set of modules, accompanied by the opportunity to develop and contribute elective modules provide for knowledge co-production opportunities in the SADC region not yet foreseen. This followed on two curriculum capacity development workshops that were held in September and November, which involved 83 lecturers from 22 universities. On 1 December 2016, SARUA and its partners officially launched the curriculum, including an online platform for collaborative curriculum innovation.

The SCIN process and curriculum supports what both South Africa’s Higher Education Minister Blade Nzimande and Science and Technology Minister Naledi Pandor endorsed at the Going Global 2016 conference, when they expressed the need for greater collaboration between higher education institutions.





SARUA attended the AAU/MASTERCARD Consultative Meeting on Higher Education in Dakar, Senegal

F Triennial General Meeting (TGM)

The SARUA TGM took place on 6 September 2016 at which the past 3 years' activities were reported from a platform of a membership fee model. A Value Proposition had been developed with the themes of Leadership Building and Capacity Development which the TGM delegates ratified. The TGM delegates also embraced the in-principle agreements to partner with SADC, DAAD, UNESCO, UUK, UbuntuNet Alliance and SAQAN that have been put in place to give effect to the future activities. These will be developed on a mutually-agreed basis in the three year period with these partners.



SCIN curriculum capacity development workshop delegates – Tanzania

SARUA Executive Committee: 2017 - 2020

At the TGM three members of the present Exco, namely Professor Primrose Kurasha, Professor Jean-Paul Segihobe Bigira and Professor Cisco Magagula agreed to serve a second term on the SARUA Executive Committee for 2017 – 2020. TGM attendees ratified their appointment. TGM attendees had also noted that the SARUA Constitution requires the Exco to include a Lusophone representative to serve on the governing body. Professor Orlando Quilambo's name was submitted by the Lusophone country attendees and was subsequently ratified.

The Executive Committee discussed the issue of the position of Chairpersonship of SARUA for 2017 – 2020. Professor Jean-Paul Segihobe Bigira of the University of Goma was nominated and he indicated his willingness to serve as the new Chairperson of SARUA. Members of the Exco unanimously accepted Professor Bigira's offer and expressed their commitment to work with him as a team to take SARUA forward.



Unilead Management and Leadership Programme participants

G Education for Sustainable Development: Sustainability Starts with Teachers

SARUA formed a partnership with UNESCO Regional Office of Southern Africa (ROSA), SWEDESD and Rhodes University to plan a project on Education for Sustainable Development: Sustainability Starts with Teachers, in December 2016. It was envisaged to hold two regional planning workshops in two different SADC countries to assist participants from regional Teacher Education Institutions how to incorporate ESD in secondary school curricula.

2016	3 EXECUTIVE MEETINGS
2 May	Capetonian Hotel, Cape Town
5 September	SARUA Boardroom, Parktown
2 December	Sunnyside Park Hotel, Parktown

SARUA Climate Change Partners



VC Leadership Dialogue: Open Access and African Research Publishing in the 21st Century

FINANCIAL REPORT

1 January 2016 - 31 December 2016

Audited financial statements

SARUA received an unqualified audit opinion on the financial statements for the year ended 31 December 2016. 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 2016 financial year, as audited by SARUA's auditors Messrs. PriceWaterhouseCoopers Inc.

This concludes the summary of the key financial highlights for fiscal 2016. We encourage you to read the audited financial statements and related notes for more information regarding the financial position and results of the Association.

Income amounted to R3.023 million, a decline on the prior year.

76% of the income was derived from member universities. Universities continue to face more financial challenges and choices. This has also resulted in a decline in the members able to pay membership fees.

The Association ended 2016 with a deficit of R193 073 compared to an operating surplus of R62 874 in the 2015 financial year. The decline in membership fees resulted in income not being able to cover operating expenditure. SARUA continues to explore innovative revenue opportunities. New strategies are being employed to manage operating expenditure.

⇒ Copies of the full set can be obtained by sending a request to info@sarua.org

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

Exemption from Income Tax, Non-Profit Organisation Status and registration.

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

SARUA EXCO 2016



Table 1

STATEMENT OF COMPREHENSIVE INCOME for the year ended 31 December 2016

	2016 R	2015 R
INCOME	3 023 281	3 320 850
Grants received	209 647	36 055
Membership fees	2 298 345	2 653 772
Conference fees	298 320	627 632
Other income	216 969	3 392
EXPENSES	3 267 709	3 384 865
Leadership dialogues	3 080	46 006
Networking and Research	186 635	470 823
Publications and Media	17 259	27 270
Operating expenses	3 060 735	2 840 766
OPERATING DEFICIT	(244 427)	(64 014)
Interest received	88 376	126 888
Foreign exchange (loss)/ gain	(8 122)	-
NET (DEFICIT)/SURPLUS BEFORE TAXATION	(164 173)	62 874
Taxation	(28 900)	-
NET (DEFICIT)/SURPLUS FOR THE YEAR	(193 073)	62 874
Other comprehensive income	-	-
TOTAL COMPREHENSIVE (LOSS)/ INCOME	(193 073)	62 874

Table 2

STATEMENT OF FINANCIAL POSITION AT 31 December 2016

	2016 R	2015 R
ASSETS		
Non-current assets	49 578	85 346
Property, plant and equipment	49 578	85 346
Intangible assets	-	-
Current assets	2 267 468	2 896 693
Trade and other receivables	561 843	25 426
Cash and cash equivalents	1 705 625	2 871 267
TOTAL ASSETS	2 317 046	2 982 039
FUNDS AND LIABILITIES		
Funds and reserves		
Accumulated funds	373 917	566 990
Non-current liabilities	31 465	56 184
Deferred income	31 465	56 184
Current liabilities	1 911 664	2 358 865
Sundry creditors	1 842 658	2 302 644
Trade payables	40 106	56 221
Taxation payable	28 900	-
TOTAL FUNDS AND LIABILITIES	2 317 046	2 982 039



1 Professor Primrose Kurasha – Zimbabwe Open University 2 Professor Segihobe Bigira – Université de Goma, DRC 3 Professor Cisco Magagula – University of Swaziland 4 Professor Orlando Quilambo – Universidade Eduardo Mondlane, Mozambique 5 Eng Quinton Kanhukamwe – Harare Institute of Technology, Zimbabwe 6 Piyushi Kotecha – SARUA CEO

SARUA continued with provisional discussions with SANLIC to determine joint opportunities to benefit SARUA universities.

SARUA circulated **Erasmus+ Programme circulars** and opportunities to its members.

February 2016

SARUA was invited to attend the **Future of African Higher Education Leadership and Management for Development** conference at Makerere University, Kampala, Uganda.

March 2016

SARUA received an exclusive invitation from the African Association of Universities to participate in **Social Media Seminars** for African Universities.

SARUA engaged with UNEP East Africa around the launch of the **Kenya Green Universities Network** and opportunities for collaboration with the SARUA Programme for Climate Change Capacity Development.

April 2016

The SARUA CEO attended a meeting of the **HAQAA Initiative** in Brussels, Belgium.

The SARUA **Curriculum Innovation Network** held workshops in Johannesburg, South Africa (January 2016) and Maputo, Mozambique (April 2016). It also co-hosted briefing sessions on the SCIN process with universities in Zambia (May 2016), Tanzania (June 2016) and Zimbabwe (July 2016).

The SARUA CEO **published three op-ed pieces** on the impacts of climate change on southern Africa and universities in June (Business Day, ZA), August (Business Day, ZA) and October 2016 (World University News, online).

September 2016

SARUA attended the **8th International Conference on Quality Assurance in Higher Education in Africa (ICQAHEA)** in Windhoek, Namibia. The CEO also attended the AfriQAN Annual General Meeting.

SARUA was invited to attend a meeting of the **SADC Technical Committee on QA and Accreditation** in September 2016 in Johannesburg, South Africa.

SARUA was invited to attend the AAU: **ADEA Working Group on Higher Education** in Accra, Ghana.

October 2016

The SARUA CEO made a presentation to the **Third Southern Africa Regional Conference on Quality Assurance in Higher Education**, in Pretoria, South Africa.

SARUA was invited to attend the third General Meeting of the **Tuning Africa-Phase II project** in Accra, Ghana, in October 2016.

November 2016

SARUA attended the AAU/MASTERCARD Consultative Meeting on **Higher Education** in Dakar Senegal.

December 2016

SARUA with the Climate and Development Knowledge Network (CDKN) hosted the **launch of the SCIN master's curriculum** in climate change and sustainable development.

SARUA hosted the closing ceremony and certificate handout of **UNILEAD** Southern Africa in Johannesburg, South Africa on 8 December 2016.



Angola	Universidade Katyavala Bwila
DRC	Université de Goma Université de Kamina Université de Kalemie Université Officielle de Bukavu
Lesotho	National University of Lesotho
Malawi	Malawi University of Science and Technology
Mauritius	Open University of Mauritius University of Technology Mauritius
Mozambique	Universidade Eduardo Mondlane Universidade Lurio Universidade Pedagógica Universidade Zambeze
Namibia	University of Namibia
Seychelles	University of Seychelles
RSA	Cape Town University Stellenbosch University Tshwane University of Technology University of Johannesburg University of Limpopo University of Pretoria University of South Africa
Swaziland	University of Swaziland
Tanzania	Ardhi University Mbeya University of Science and Technology Muhimbili University of Health and Allied Sciences Sokoine University of Agriculture State University of Zanzibar University of Dar-es-Salaam
Zambia	Copperbelt University Mulungushi University
Zimbabwe	Bindura University of Science Education Catholic University of Zimbabwe Chinhoyi University of Technology Great Zimbabwe University Harare Institute of Technology Lupane State University Midlands State University National University of Science and Technology University of Zimbabwe Zimbabwe Ezekiel Guti University Zimbabwe Open University

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