

CELEBRATING TEN YEARS OF EXISTENCE AND ACHIEVEMENTS

The Southern African Regional Universities Association (SARUA) is a membership-based association of Vice-Chancellors of public and private universities in the Southern African Development Community (SADC). SARUA enables collaborative partnerships that develop the institutional and human capacity of the region's universities and contributes to regional collaboration for the public good within higher education. In 2017, the SARUA Executive Committee (Exco) and Chief Executive Officer (CEO) continued with the implementation of a three-pronged strategy for 2017-2020, agreed to at the 2016 Triennial General Meeting:



A Be a responsive, connecting hub

SARUA worked closely with partners such as UNESCO Regional Office for Southern Africa (ROSA) to implement programmes which would benefit the region in line with the Sustainable Development Goals.



B Focus on Leadership and Quality capacity development

SARUA continued working with partners such as the Southern African Quality Assurance Network (SAQAN), the German Academic Exchange Service (DAAD) and the Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA) Initiative to put in place mechanisms which would support the development of effective regional quality assurance systems.



C Ensure operational sustainability

SARUA engaged actively with SADC structures to discuss an organisational model whereby all regional universities can participate in SARUA activities, whilst ensuring SARUA's own sustainability.



Sustainability Starts With Teachers: Zambia delegates



Sustainability Starts With Teachers: Swaziland delegates

SARUA ACTIVITIES



Sustainability Starts With Teachers: Academic Reference Group

Sustainability Starts With Teachers

Sustainability Starts With Teachers is a flagship project of the UNESCO Global Action Programme on Education for Sustainable Development (ESD). The global programme has a twofold objective:

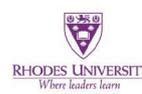
- Reorienting education and learning so that everyone has the opportunity to acquire the knowledge, skills, values and attitudes that empower them to contribute to a sustainable future.
- Strengthening education and learning in all agendas, programmes and activities that promote sustainable development.

In launching Sustainability Starts with Teachers in 2016 with its partners – UNESCO ROSA, the Environmental Learning Resource Centre at Rhodes University and SWEDESD at Uppsala University – SARUA advanced the capacity development work it initiated with the establishment of the SARUA Curriculum Innovation Network (SCIN).

Sustainability Starts with Teachers supported teacher educators from 60 Teacher Education Institutions (TEIs) in nine Southern Africa countries to work on exemplary ESD change projects that will model best practice for ESD in the SADC region, on the African continent and internationally. The project in 2017 offered a learning network to drive curriculum innovation and transformation of secondary teacher education towards sustainability, and thereby directly addresses Goal 4 of the Sustainable Development Goals: *'Ensure inclusive and equitable quality education and promote lifelong learning for all.'*



UNESCO Global Action Programme on
Education for Sustainable Development



January

The SARUA Chairperson attended a Board Meeting of the **HAQAA Initiative** on 17-18 January 2017 in Accra, Ghana.

SARUA co-hosted with UNESCO ROSA an initial validation workshop for the **Sustainability Starts With Teachers** project at the Garden Court Hotel OR Tambo in South Africa on 26-27 January 2017. The workshop was attended by 50 government and teacher education delegates from Botswana, Lesotho, Malawi, Mauritius, Namibia, South Africa, Swaziland, Zambia and Zimbabwe.

February

The SARUA CEO attend a meeting of **Southern African Rurality in Higher Education (SARiHE)**, hosted by the University of Johannesburg at OR Tambo Airport, South Africa, on 24 February 2017.

SARUA partnered with a regional consortium of universities and organisations to submit a multi-year funding proposal to the Strategic Partnerships for Higher Education Innovation and Reform (**SPHEIR**) fund for capacity development of lecturers in curriculum innovation.

March

The SARUA CEO attended a meeting on the **'Role of Higher Education, Science and New Alliances – 2030 Agenda'** hosted by the German Federal Ministry for Economic Cooperation and Development (BMZ), on 20-21 March 2017 in Berlin, Germany.

Past Chairman of SARUA and Vice-Chancellor of the University of Johannesburg, Prof Ihron Rensburg, gave a presentation on behalf of SARUA at Universities **UK's International Higher Education Forum** on 20-21 March 2017 in London, United Kingdom. The title of the presentation was 'A SADC regional response to the SDGs – a Regional Collaboration Case Study: Master's Programme in Climate Change and Sustainable Development'.

The SARUA CEO attended a workshop on **'Quality Doctoral Education – A Prerequisite for Strong Universities in Africa – Curriculum Design Supervisor Training'** hosted by the German Academic Exchange Service (DAAD) on 26-28 March 2017 in Cape Town, South Africa.

The SARUA CEO and two members of SARUA's Exco – Prof Cisco Magagula and Eng. Quinton Kanhukamwe – presented to a meeting of the **SADC Technical Committee on Higher Education, Training, Research and Development** on 27-30 March 2017 in Johannesburg, South Africa.

April

SARUA and programme partners UNESCO ROSA, Rhodes University and SWEDESD hosted an action learning curriculum development workshop for **Sustainability Starts With Teachers** on 5-6 April 2017 in Johannesburg, South Africa.

The SARUA CEO published an **op-ed piece** in Business Day Live on 22 April 2017 entitled 'How African Universities can Lead Climate-Friendly Development.'

May

The SARUA CEO attended a **South Africa-EU Policy dialogue seminar** on 'Modernisation, Innovation and Driving Continental and International Development' in Stellenbosch, South Africa on 4 May 2017.



SADC Technical Meeting, Swaziland, June 2017. L-R: Professor Orlando Quilambo, Eng Quinton Kanhukamwe, Piyushi Kotecha and Professor Jean-Paul Segihobe Bigira

The SARUA CEO and Exco representative Prof Cisco Magagula held a two day meeting with representatives of the **SADC Secretariat** on 25-26 May 2017 in Gaborone, Botswana, to discuss closer **SADC-SARUA alignment**.

June

As part of the **Sustainability Starts with Teachers** project, SARUA and its partners hosted the first of two regional workshops for teacher educators in Lusaka, Zambia from 5-10 June 2017. It was attended by delegates from teacher education institutions in Malawi, Namibia, Zambia and Zimbabwe.

The SARUA CEO attended a regional meeting on the **'Ratification of the Addis Ababa Convention on Higher Education'** held in Gaborone, Botswana on 12-13 June 2017.

SARUA engaged various government representatives in order to discuss closer alignment between **SARUA and SADC**.

July

As part of the **Sustainability Starts with Teachers** project, SARUA and its partners hosted the second of two regional workshops for teacher educators in Ezulwini, Swaziland from 17-22 July 2017. It was attended by delegates from teacher education institutions in Botswana, Lesotho, Mozambique, South Africa and Swaziland.

August

The SARUA CEO delivered a keynote address at the annual conference of the **International Education Association of South Africa (IEASA)**, held on 23-25 August in Durban, South Africa, entitled 'Regional Integration and Collaboration: The role of higher education in the SADC region'.

September

The African Association of Universities invited SARUA to participate in the **First Resource Mobilisation Workshop (RMW)**, held in Cape Town, South Africa, from 11-15 September.

October

SARUA co-hosted a **Quality Assurance workshop** with partners DAAD, CHE and SAQAN on 9-10 October 2017 in Pretoria, South Africa, to discuss QA capacity needs in the region.

SARUA attended the **Global Associations meeting for Leadership for Changing Public-Private Higher Education Funding** in Accra, Ghana on 18-20 October 2017.

November

The SARUA CEO attended an Advisory Board Meeting of the **HAQAA Initiative** in Addis Ababa, Ethiopia on 16-17 November 2017.



SARUA and SADC Secretariat alignment discussions
L-R: Professor Cisco Magagula, Piyushi Kotecha and Lomthandazo Mavimbela



UNESCO Regional Meeting, June 2017, Gaborone, Botswana
'Ratification of the Addis Ababa Convention on Higher Education'

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Based on initial research and design workshops held in January and April 2017, SARUA signed an International Partnership Agreement with UNESCO to deliver two capacity development workshops in 2017. These were held in June 2017 in Lusaka, Zambia and in July 2017 in Ezulwini, Swaziland. In total, 80 delegates from participating institutions and the programme partners attended the workshops. The workshops were structured to be action-learning oriented and offered many opportunities for regional networking.

In 2018, **Sustainability Starts With Teachers** will hold a review workshop to assess progress in implementing change projects and to plan for future phases. The signing of a project-based International Partnership Agreement was a significant step in the SARUA-UNESCO relationship and the parties have endeavoured to strengthen their collaborative efforts in future.



QA Capacity Development Needs Workshop

In line with SARUA's ongoing focus on Quality and Leadership, the CEO continued to engage regional partners to develop a comprehensive capacity development offering for the region. To follow up on initial discussions held in 2016, a workshop was organised by DAAD, SAQAN and SARUA in October 2017, to identify capacity development needs in Quality Assurance (QA). A good mix of stakeholders (universities, QA regulatory bodies and government representatives) attended the workshop and a range of internal and external QA needs were identified. A general agreement was arrived at that SAQAN, SARUA and the SADC Technical Committee on Accreditation will regularly meet and liaise to coordinate efforts. There was a broad consensus that SARUA could be responsible for internal QA capacity development and SAQAN could be responsible for external QA capacity development.



Sustainability Starts with Teachers field excursion

SARUA Digital Universities Programme

SARUA in partnership with the Link Centre at the University of the Witwatersrand held the 2017 edition of the SARUA Digital Universities Programme (SDUP) in May 2017. The SDUP was first offered in 2016 and 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.

Based on feedback from interested universities and participants, it was decided to explore the possibility of offering the programme within individual countries in future, to attract more people who would otherwise not be able to afford both the travel and course costs.



HAQAA Initiative Consultative Workshop and Policy Advisory Board Meeting

Since 2016, SARUA has participated as an Advisory Board member of the HAQAA Initiative. It forms part of the Pan-African Quality Assurance and Accreditation Framework (PAQAF) and aims to develop a common understanding on QA in Africa, as well as African Standards and Guidelines for quality assurance (ASG-QA). The HAQAA Initiative further aims to promote sustainability in QA by reinforcing 'internal' QA systems within institutions, supporting quality assurance agencies in the development of appropriate external quality assurance systems, building a consolidated 'quality culture' in African higher education systems, and further developing the PAQAF.

On 16-17 November 2017, SARUA participated in a workshop and attended an Advisory Board meeting in Addis Ababa, Ethiopia. The African Standards Guidelines were further refined and SARUA provided important inputs on the need for harmonisation of donor activities and the need to involve university leadership directly on the continental policy goals and implementation realities. This advocated approach would deepen membership of the harmonisation and QA agenda.

2017	3 EXCO MEETINGS
24 April	Southern Sun Hotel, OR Tambo
29 August	Video conference
27 November	Video conference

SARUA celebrated **ten years** of existence and achievements in 2017:

SARUA **EXCO** 2017



First row L-R:
 Professor Jean-Paul Segihobe Bigira (Chairman) – Université de Goma, DRC
 Professor Cisco Magagula – University of Swaziland
 Professor Orlando Quilambo – Universidade Eduardo Mondlane, Mozambique
 Eng Quinton Kanhukamwe – Harare Institute of Technology, Zimbabwe



Second row:
 Piyushi Kotecha – SARUA CEO

Third row:
 Dr Sharmila Pamela Seetulsingh-Goorah – Director General of University of Technology Mauritius, appointed December 2017

The SARUA Chairperson and Executive Committee express their sincere condolences to the family of Prof Primrose Kurasha, who passed away on 17 February 2017 and was laid to rest in Harare. Prof Kurasha was a true pioneer of higher education in the region and Chairperson of SARUA between 2013 and 2016.



SARUA-SADC alignment

The launch of the **SADC Industrialization Strategy and Roadmap 2015 – 2063**, which takes a long-term view of regional development, requires concerted effort to ensure that higher education as a sector is responsive to the region's skills and qualifications needs. As part of its third strategic pillar, the SARUA Exco invested substantial time and effort in 2017 in exploring pathways for closer alignment with SADC structures.

The SARUA Exco held various discussions with the SADC Secretariat, as the official agency responsible for ensuring implementation of SADC protocols and agreements, on collaboration to achieve the goals of the Strategy and Roadmap. The SARUA Exco engaged with the SADC Technical Committee on Higher Education and Training, Research and Development in March 2017 and proposed a reassessment of

SARUA's **research** output filled a regional gap where no information was available on the size of the higher education sector, or the shared issues facing SADC universities. Themes addressed include higher education access, universities and development, regional mobility, harnessing ICTs and the impacts of climate change on the SADC region.

SARUA's **Governance, Leadership and Management (GLM)** programme offered a three-pronged set of initiatives:

1. SARUA Vice Chancellor Leadership Exchange Event series;
2. Executive Programme of Strategic Focus Events;
3. Certificate Course in Higher Education Management delivered in 2010 and 2012 as Programme for University Leaders in the Southern African region (PULSAR).

SARUA presented a range of **capacity development programmes** over the years, including UNILEAD Southern Africa, a globally delivered short, practice oriented learning programme for young University Leaders in the field of Higher Education Management, and the SARUA Digital Universities Programme (SDUP), which introduces senior university managers to Digital Technology and Blended Learning in Universities.

SARUA has been active in fostering curriculum innovation through the **SARUA Programme for Climate Change Capacity Development**, a multi-year programme which aims to significantly enhance the climate adaptive capacity and resilience of the SADC region through the development of a collaborative network of higher education institutions. In 2017, SCIN launched a fully regional Master's curriculum in climate change and sustainable development in English, French and Portuguese. **Sustainability Starts With Teachers** builds on the curriculum innovation work, focused on Education for Sustainable Development.

how universities can participate in SARUA activities, to ensure maximum benefit for the development of the sector.

This was followed up by a meeting with SADC Secretariat representatives in May 2017 and in June 2017 the SARUA Exco attended the meeting of SADC Ministers responsible for Education and Training and Science, Technology and Innovation.

At this meeting Ministers confirmed the importance of SARUA and it was agreed that the process of alignment should continue. The process of SADC engagement is ongoing.

FINAL RECORD OF THE MEETING OF SADC MINISTERS RESPONSIBLE FOR EDUCATION AND TRAINING AND SCIENCE, TECHNOLOGY AND INNOVATION, JUNE 2017

5.6 Ministers noted the recommendations of the Committee that:

- i. future agenda items of the Committee should include research and development to facilitate in implementation of RISDP;
- ii. the need for development of a viable sustainable model of SARUA that allows budget allocation for Universities annual contribution to membership to SARUA as a Regional Association of Universities by ministries responsible for higher education and training be referenced to ensure that it is adequately capacitated;
- iii. the importance of SARUA in the alignment with agreed SADC priorities in addressing regional integration and industrialisation in relation to harmonisation of higher education in the region.

FINANCIAL REPORT

1 January 2017 - 31 December 2017

Audited financial statements

SARUA received an unqualified audit opinion on the financial statements for the year ended 31 December 2017.

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, have been extracted from the full financial statements for the 2017 financial year, as audited by SARUA's auditors, Solace & Associates Incorporated.

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 R4.243 million, an increase on the prior year. This was as a result of the International Partnership Agreement signed with UNESCO to hold two regional capacity development workshops, which was provided for in the grant income.

54% of SARUA's income for 2017 was derived from member universities paying their annual subscriptions. This figure showed a slight reduction on the previous year, as universities across the region continue to face financial challenges. The decline in the number of members able to pay membership fees was an issue taken up with various regional stakeholders, including the SADC Secretariat, to plan for increased future participation of universities.

The Association turned around the deficit incurred in 2016 and ended 2017 with an operating surplus of R83 954. This was the result of prudent financial management practices in spite of a decline in membership numbers. It also showed improved results for the approach adopted by Exco in 2016 to diversify SARUA revenue base.

Total funds and liabilities show that SARUA is able to deliver on its 2018 budget.

SARUA continues to explore innovative revenue opportunities as outlined in its partnerships and programmes. The new organisational structure to be adopted in 2018 will further contribute to a leaner organisation with reduced operating expenditure.

Copies of the full set of financial statements 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

Table 1

STATEMENT OF COMPREHENSIVE INCOME for the year ended 31 December 2017

	2017 R	2016 R
INCOME	4 243 073	3 023 281
Grants received	1 884 279	209 647
Membership fees	2 284 735	2 298 345
Conference fees	60 000	298 320
Other income	14 059	216 969
EXPENSES	4 201 058	3 267 709
Training Workshops	1 715 365	3 080
Networking and Research	94 252	186 635
Publications and Media	30 003	17 259
Operating expenses	2 361 438	3 060 735
OPERATING DEFICIT	(42 016)	(244 427)
Interest received	56 999	88 376
Foreign exchange (loss)/ gain	(15 060)	(8 122)
NET SURPLUS/(DEFICIT) BEFORE TAXATION	83 954	164 173
Taxation		(28 900)
NET SURPLUS/(DEFICIT) FOR THE YEAR	83 954	(193 073)
Other comprehensive income	-	-
TOTAL COMPREHENSIVE INCOME/(LOSS)	83 954	(193 073)

Table 2

STATEMENT OF FINANCIAL POSITION AT 31 December 2017

	2017 R	2016 R
ASSETS		
Non-current assets	8 831	49 578
Property, plant and equipment	8 831	49 578
Intangible assets	-	-
Current assets	1 933 061	2 267 468
Trade and other receivables	73 619	561 843
Cash and cash equivalents	1 859 442	1 705 625
TOTAL ASSETS	1 941 892	2 317 046
FUNDS AND LIABILITIES		
Funds and reserves		
Accumulated funds	457 872	373 917
Non-current liabilities	2 387	31 465
Deferred income	2 387	31 465
Current liabilities	1 481 633	1 911 664
Sundry creditors	1 481 633	1 842 658
Trade payables	-	40 106
Taxation payable	-	28 900
TOTAL FUNDS AND LIABILITIES	1 941 892	2 317 046

SADC Ministerial summit, Gaborone, Botswana



In 2017, the SARUA Exco announced with sadness that SARUA's founding Chief Executive Officer, **Piyushi Kotecha**, who has been the key, pioneering driver of SARUA's widely recognised work over 10 years in higher education research, collaboration and advocacy, was leaving the organisation.



Exco acknowledged Kotecha's role and legacy and thanked her for her dedication towards higher education in the region.

"Piyushi Kotecha has consistently promoted a robust vision of higher education that benefits all countries of the region. She leaves us with an immensely rich knowledge base, networks, highly pertinent regional higher education studies, innovative programmes and sound pathways to consolidate regional collaboration."

Piyushi Kotecha will be sorely missed for her visionary approach, her passion, strategic skills, energy, creativity and dedication in confronting the challenges of higher education in the region. Under her leadership, SARUA has become the recognised regionally representative voice on many international platforms, at key high level ministerial and other continental as well as global dialogue forums and stakeholder events. The SARUA Executive Committee hereby expresses its deep gratitude for this footprint and commitment. The SARUA Executive Committee is certain that the higher education sector will not be lost to her extensive, valuable expertise and contributions in future."

Prof Jean-Paul Segihobe Bigira, SARUA Chairperson

As part of this process of organisational transformation, the SARUA Exco put in place a succession plan and informed members that it will undergo structural changes, with the purpose of maintaining the engagement process with SADC structures, in an effort to broaden regional collaboration opportunities to all accredited universities.

SARUA Exco appointed Prof Martin Oosthuizen as the new SARUA Executive Director with effect from 1 January 2018. Prof Oosthuizen joins SARUA with a long and distinguished track record in executive positions in higher education. He is part-time CEO of the Cape Higher Education Consortium and was previously Deputy Vice Chancellor for Teaching and Learning at North West University, South Africa. Before that he was Senior Director of the Centre for Planning and Institutional Development at the Nelson Mandela Metropolitan University in South Africa. Prof Oosthuizen's vast experience in quality assurance fits well with the SARUA focus on regional quality enhancement and capacity building. He is a member of the Higher Education Quality Committee (HEQC) of South Africa and the current chairperson of the HEQC Accreditation Committee.



By bringing Prof Oosthuizen's expertise into the region, SARUA Exco has acted on its two stated priorities for 2018 and beyond:

SARUA PRIORITY A:

Regional Quality Assurance Enhancement

Quality in all its dimensions is a recognised priority for higher education across Africa. There are multiple continental and regional initiatives underway that aim to address inter alia harmonisation of accreditation systems, external quality assurance frameworks, capacity development for internal quality assurance, developing credit transfer systems and enabling student and lecturer mobility.

SARUA will strengthen existing partnerships and actively represent SADC university interests in QA programmes and initiatives.

SARUA PRIORITY B:

Strategic SADC Alignment

SADC member states are jointly pursuing regional strategies with the long-term vision of driving industrialisation in Southern Africa. The SARUA Exco in 2017 initiated a process of closer alignment between SADC and SARUA, to ensure that universities not only become active contributors in the implementation of SADC strategies – as knowledge producers and developers of human capacity – but to build institutional capacities in the process.

SARUA will continue with this alignment process as regional convener of higher education interests.

The priorities agreed to by SARUA Exco and the new Executive Director in 2017 includes making further improvements to the SARUA operating model to provide efficient operations within a largely virtual environment serving the higher education community in 16 countries. SARUA will continue to build on the 2017 progress and achievements to enable true regional development in higher education for Southern Africa.

Angola	Universidade Katyavala Bwila
DRC	Université de Goma Université de Lubumbashi Université Officielle de Bukavu Université de Kalemie Universite Officielle de Mbuji-Mayi
Lesotho	National University of Lesotho
Mauritius	Open University of Mauritius University of Technology Mauritius
Mozambique	Universidade Eduardo Mondlane Universidade Lurio Universidade Pedagogica Universidade Zambeze
Namibia	University of Namibia
RSA	Rhodes University Stellenbosch University Tshwane University of Technology University of Cape Town University of Johannesburg University of Limpopo University of Pretoria University of South Africa (UNISA)
Swaziland	University of Swaziland
Tanzania	Ardhi University Mbeya University of Science and Technology Muhimbili University State University of Zanzibar Mulungushi University
Zimbabwe	Bindura Institute of Science Education Catholic University of Zimbabwe Chinhoyi University Great Zimbabwe University Harare Institute of Technology Lupane State University Midlands State University National University of Science & Technology University of Zimbabwe Zimbabwe Ezekiel Guti University Zimbabwe Open University

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