



# **The State of the University Address 2020**

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26-27 February 2020

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DUT Chancellor, in absentia, Ms Nonkululeko Nyembezi;  
Chairperson of Council, in absentia, Mr Wiseman Madinane;  
Members of Council;  
President of Convocation, Mr Siyabonga Vezi  
Members of Convocation and our broader alumni;  
Representatives of our stakeholders and partners in government, business/industry and from the broader society;  
Representatives of the media;  
Members of our Executive and Senior Management teams;  
Union Leaders;  
Staff members, academic and support services;  
Members of the SRC and the entire student body;  
Distinguished and esteemed guests.

Before we start, I would like us to observe a moment of silent reflection in remembrance of a number of our illustrious alumni who passed on just recently: *Dr Richard Maponya* of the Maponya Mall in Soweto, was buried mid-January 2020; *Dr Joseph Shabalala*, founder of the multi-award winning Ladysmith Black Mambazo, was buried just last weekend; *Dr Andrew Verster*, a legendary South African artist, passed on earlier this month; *Dr Harold Strachan* who passed on earlier this month, was a renowned artist, writer and bombmaker, whose history as an anti-apartheid activist never lacked wit, intelligence and self-awareness.

May their souls rest in peace. May their example be embedded in our hearts and souls, minds and deeds, forever.

The year is 2030. Durban University of Technology (DUT) is 28 years old, 2 years shy from 30 years of existence.

Just *Envision 2030*.

DUT has, since 2020, demonstrated that it is contributing impactfully towards improving the lives and the livelihoods of the broader society. It has demonstrated this, particularly, in the cities it is located in and in its broader region.

DUT's People irradiate strong values and are highly principled in the conduct of their rightful roles and responsibilities. Honesty, integrity, respect, compassion, commitment, transparency, fairness, excellence, professionalism and accountability reign supreme at DUT. Decisions taken in offices, in units, in departments, in divisions, in statutory structures, including the SRC, Convocation, Senate and Council, reflect these values and principles.

Just *Envision 2030*. DUT's People are passionate about its growth and development. They are creative, innovative and entrepreneurial. In these respects, they work shoulder to shoulder with its alumni, stakeholders and partners in business/industry, government and civil society who respect its values and

principles. All, including its SRC, Convocation, Senate, Council, help to guard DUT jealously against self-inflicted degeneration and dilapidation, disrepair, plunder and corruption. They do not throw it to the wolves that only see DUT as a big trough to feed from.

Just *Envision 2030*. DUT People have at their disposal 21<sup>st</sup> century-ready state-of-the-art equipment, facilities and infrastructure. In addition, they have digitized systems and processes and a sustainable resource framework that will endure for generations to come. They are not self-serving. They do not exploit DUT for the now.

Just *Envision 2030*. DUT offers a distinctive education and innovative curricula that are the envy of South Africa and the world. It produces *adaptive graduates* who are passionate and poised to contribute to and initiate change in their environments, in their cities, in their regions, in their country. It has done so, particularly, through its applied research and innovations emanating therefrom.

Just *Envision 2030*. Over the years, its People, especially its adaptive graduates, have built a reputation for participating productively in mutually beneficial and impactful partnerships with the broader society. DUT is well known for employing its creative outputs, applied research and innovations to provide solutions to societal problems.

Just *Envision 2030*. Over the last 10 years from 2020, DUT has produced no less than 100 innovators and entrepreneurs with thriving businesses that have changed the economy of the cities it is located in and the broader region around KZN. These businesses employ no less than a thousand young people who, collectively, support no less than 5000 members of the employees' families. This way, the lives and livelihoods of many people in the region have improved.

For all of the above, DUT is revered nationally, within the continent and across the world. Just *Envision 2030* DUT being on flight to greatness.

Chancellor, Chairman of Council, ladies and gentlemen, I have just briefly painted a picture of our intent as encapsulated in our *Envision 2030* strategy, as approved by Council in November 2019. Our strategy document has been given this name, *Envision 2030*, by Ms Fiona Pillay from our Design Studio. She won the competition we ran recently for naming it. Thanks to Fiona for not only giving our strategy a name, but providing a very creative visual design for it. You are far ahead of many on this exciting flight to 2030.

Since Council started DUT's strategy setting process at its workshop of 14 September 2018, we have been devising our strategy slowly, determinedly, methodically and systematically. With the enviable and selfless leadership of experts and professionals in the Strategic Plan Working Group (SPWG), we spent about 18 months together as the university community, envisioning and shaping this shared destiny. In many workshops, presentations to faculties and other university structures, and Town Hall meetings, together we dared to take this flight to greatness. We dared to be a DUT that is **D**ifferent, **U**pended and **T**ransformed.

To consolidate all the ideas and suggestions gathered, four (4) balanced scorecard perspectives were crafted mainly using research by our SPWG experts some of whom are lecturers in strategy right here at DUT. **S**tewardship, **S**ystems and processes, **S**ustainability and **S**ociety are the four perspectives that have become our strategic compass for the next 10 years.

Doomsayers and cynics may doubt and criticise not only the broad-based process we employed, but our capacity, too, to remain on flight and achieve our lofty goals. Many of you and I know that it is imagination, dreams, vision, strategy and plans that keep us on flight and spur us on in the right direction. For this reason, I dare say I speak for many in this hall and elsewhere who wish to see and are beginning to see a **D**ifferent, **U**pended and **T**ransforming DUT. With them, and through our unrelenting hold onto our values and principles, we will dare to design our unique social compact as a community around our strategy.

The social compact will ensure that we uproot our well-known perennial problems that have made us look inadequate, rather dilapidated and disorderly. Where we appeared good, together we expressed our disquiet at just being good. We said to ourselves, as Jim Collins would have, “*Good is the enemy of great*”. We remained steadfast in our collective belief that we have inherently infinite capacity to be great and remain great into the future.

The best strategy is not about painting an appealing picture of our collective future. It is about our capability and capacity to re-imagine our environment and the world at large. It is about preparing plans and putting together resources to achieve our objectives and our value- and principle-based decisions about our future. It is about committing to and actually doing everything that our *Envision 2030* implores us to do.

Around the same time in 2019, I gave the first DUT State of the University Address after we had failed to give what would have been the real first one in 2018. Those who were in attendance or read it subsequently, will remember that the 2019 one started on a rather melancholic note. We had just experienced violent protest and some of its inevitable outcomes: injury and death.

During that address, I threw down the gauntlet at our young people. I implored them to build a new legacy for this university, this region and this country. I called for a legacy of hope for the future and not a retrogressive one of hankering after the past. A legacy of advancing our socio-economy as a country and not a degenerative and a destructive one.

With *Envision 2030*, we no longer have time for decrying the past and nor the present. We want to be on flight to greatness. No wallowing. No frolicking. No prevarication. No inertia against change.

Just to remind everyone, the State of the University Address is normally about reflecting on the previous year’s organisational performance and on plans for the current year. While in 2019 I used the *4Ps Framework* I developed over the years to give some structure to the address, *Envision 2030* suggests I use the four perspectives I referred to earlier. In addition, this occasion, being the launch of not only the

strategy, but our revised logo with an addition of a Zulu version of DUT's name, should be used optimally to do just that. As a result, this address is more about getting us on flight to greatness rather than gazing backwards and downwards where we are flying from.

### **Stewardship**

Stewardship is about our People: the Right people, in the Right seats, playing their Rightful roles. It is about being true and selfless stewards of everyone and everything we are custodians of. It is about deep conviction and character. It is about something deeper, irreducible, somewhat intangible, that will sustain us on this flight to greatness.

It is about our collective desire, capabilities and capacities as DUT People to advance and guard jealously its mission, its vision and its objectives. Stewardship is about how deeply embedded our values and principles are in the practice of our collective agency. It is about how our values and principles they are demonstrated in action as we engage among ourselves and with others. It is about being true, selfless value- and principle-driven custodians of our equipment, facilities, infrastructure and buildings; custodians of our distinctive education, applied research and innovations from which many generations to come must benefit.

Stewardship is ultimately about what the fundamentals of our DNA are. While one strand of our DNA is about being *people-centred and engaged* and the other is about being *innovative and entrepreneurial*, both of these suggest behavioural traits we can only exhibit extrinsically. What is it that exists at the intrinsic level, deeper in our hearts and souls, in our minds and practices that is irreducible, somewhat intangible, and that binds these two strands together.

Our values and principles must be that glue that binds all together. Our institutional culture emanating from them must irradiate our values and principles. Honesty, integrity, respect, compassion, commitment, transparency, fairness, excellence, professionalism and accountability must reign supreme at DUT. As noted above, decisions taken in offices, in units, in departments, in divisions, in statutory structures, including the SRC, Convocation, Senate and Council, must reflect these values and principles. Ultimately, they will spawn DUT's institutional culture.

I have written elsewhere about a number of our pathologies that betray so much that is against the values and principles mentioned above. These pathologies exist in HR, in Finance, in Maintenance, in Student Housing, in Faculties, and everywhere else. Many are endemic. Like we see in the national body politic, those who thrive on them go all out to defend them. They draw their red lines we should not cross. In defence of these values we shall cross them. In defence of our goals and objectives, we shall cross them. In fact, it is DUT that should be drawing the red line for them. *Zizikile' izinto* (the tables have turned).

Somebody tell me. Which university worth its name should not cross the red line behind which almost 25% of its lecturers are without a Master's degree. A PhD is actually a minimum for lecturing at a university. Yes, given our history, since 2008, a Master's degree has been determined to be a minimum at DUT? Honestly, let's be accountable.

Why should some appointments take months sometimes because some special person has to remain appointed on contract against that position; an appointment that might become, surreptitiously so, permanent, or become so via legislative fiat?

Just tell me. Does it demonstrate compassion not to provide accommodation even for a day to a prospective first year student from Ixopo who gets invited by us to register and because they don't have this or that document and cannot register, have to sleep in the dangerous streets of Durban?

These random examples of our pathologies fly in the face of our values and principles: honesty, integrity, respect, compassion, commitment, transparency, fairness, excellence, professionalism and accountability

One of our major focus areas for 2020 in the area of stewardship is the “*Living Values Project*” that is an integral part of re-imagining and re-establishing our institutional culture. In this respect, we are partnering with the Magna Charta Observatory (MCO) at the University of Bologna, Italy. MCO has pioneered this work over the last 15 years or so in many universities around the world that wish not only to talk about but live their values. A number of “living our values” activities will take place especially during the second semester.

We do not have to wait for this process. Henceforth, every decision we make must have some or all of these values and principles: Honesty, integrity, respect, compassion, commitment, transparency, fairness, excellence, professionalism and accountability.

### **Systems and processes**

Institutional Planning at DUT has matured quite appreciably. We did not pay millions to consultants to produce our *Envision 2030*. It has already been highly acclaimed by some of our partners at the finest universities in Finland, Ireland, the U.K. the Netherlands, Germany and Estonia. We did it organically with our People and our experts.. Thanks to the leadership of the SPWG.

*Envision 2030* is a strategy and not a plan. In the midst of finalising it, we produced our 2020 Annual Performance Plan (APP) and our 2020 Extended Annual Performance Plan (EAPP). These plans are simply transitional plans, taking us from the old to the new system of doing things at DUT. Even though a lot of inspiration for these plans was drawn from *Envision 2030*, we still do not have the most appropriate metrics and measures to assess our performance on the new objectives. Yes, twelve (12) strategic objectives have been determined; but, not key performance indicators, targets and exact timelines.

*Envision 2030* is radically different from the previous strategy and plan. It focuses more on outcomes and impacts. DUT hardly has metrics that measure outcomes and impact. For this reason, the year 2020 will essentially be Year-Zero of strategy implementation, during which we will determine these fundamentals of performance measurement.

The focus of institutional planning this year with regard to strategy implementation will, thus, be on three (3) inter-related tasks, namely:

- Determining DUT's current position and the status of our twelve (12) strategic objectives under which we would wish to measure our performance. In this respect, baseline research will be undertaken.
- Defining various outcomes- and impact-oriented metrics or measures, targets and KPIs.
- Producing a strategic plan for *Envision 2030* that will be predicated on the baseline research conducted, the metrics defined, the KPIs chosen, the stretch target set and reasonable timelines set.

Just like with the “*Living Values Project*” referred to above under *Stewardship*, in addition to the three tasks mentioned above, we will usher in a process of strengthening our shared knowledge and understanding of our strategy and direction. We will seek to reach a common understanding of what we mean by, for example, ‘entrepreneurial and innovative’, ‘creative’, ‘adaptive’, and all the revolutionary concepts embodied in *Envision 2030*.

Just as we developed the strategy organically and collectively, Management will not do all this alone. We have about 50 Strategy Advocates. They are simply highly inspired and motivated volunteers and nominees, regardless of employment level or position within the University. They will engage with our People in search of a deepened sense of ownership of and commitment to realising our strategy.

There are two (2) strategic objectives in our strategy map we will focus on under **Systems** and processes, namely: *the digital environment* and *state-of-the-art infrastructure*.

### **The digital environment**

We will ensure that each and every division contributes to an improved digital environment in as many facets of our life as a university as possible. In this respect, we are exploring the most appropriate and comprehensive ERP system about which there is a Request for Proposals (RFP) process underway. But, even before it is in place, divisions will find ways and means to digitize a number of our systems as pilots. In performance agreements for executive and senior management, one of the key outputs will be the number of digitized pilot systems introduced during 2020 in each division.

With effect from 2020, DUT's Learning Management System (LMS) changed from Blackboard to an open source platform, Moodle. This is in line with many developments in the world, including the ideals of Open Access 2020 (OA2020), which focuses, amongst others, on opening up access to research and education material. Preparations for our move to Moodle, both in respect of staffing and infrastructure preparedness, constituted the bulk of work in 2019; which involved the deployment approach and the development of automated course and enrolment management for Moodle.

Towards the end of 2019, we entered into a partnership with Higher Education Partners South Africa (HEPSA) to develop a number of fully online pilot modules; some of which will assist in our Continuing



Professional Development (CPD) programmes for our alumni and many others who wish to earn DUT qualifications using this medium. Each Faculty has identified a number of these pilot modules.

Evidence-based management will be the hallmark of our systems. DUT has a range of different datasets that require warehousing and management. DUT's Data Day (D<sup>3</sup> or D Cubed) that was organised in August 2019 provided opportunities to various departments – academic and administrative - to exhibit their datasets. The University's new data warehouse, the PowerHEDA platform, and the student tracking and data analytics system, AutoScholar, used for first and second year students, were also launched in August 2019. In 2020, we will see more extensive use of these digital platforms to manage the performance of our students and monitor administrative functions.

There are indications that more students are making use of our streamlined online and off-campus registration system. You no longer need to be in a queue to get registered at DUT. In 2020, we also introduced a one-registration system to reduce all the stress our students suffer with two semester-based registrations and all their deleterious implications.

Just for interest's sake, as of 18 February 2020, we had registered a total of 31 074 students. The number of First-time Entering Students (FTENS) stood at 8 014 (26%). As of that date, we were running short of 522 students in this category, notwithstanding two Faculties already having over-subscribed. The number of returning students stood at 23 060, which is 1377 more than what we planned for and agreed with DHET.

### **State-of-the-art infrastructure (including equipment and facilities)**

At its 30 November 2019 meeting, Council approved our Long Term Spatial Plan: 2020 - 2040, which is essentially the revised 2014 Master Plan. We do not just have a 20 year spatial plan; but, funding to make it happen.

Between October and December 2019, two major building projects at Indumiso campus (the Engineering Building Phase 2) and Steve Biko campus (the Student Centre and the Entrepreneurship Centre), worth R476 million, broke ground. A number of small and old buildings have already been demolished at Steve Biko campus to make way for our state-of-the-art student centre and entrepreneurship centre. This multi-purpose centre will also house our one-stop-shop academic administration facilities that will make admissions and registrations smoother.

For 2020, we have a budget of R303 million to spend on student housing, deferred maintenance and other priority projects like improved access for differently abled people. We are determined to renovate all our university owned residences by June 2020; with that process having started in October 2019 already. I hope our students will bear with us as we make our residences state-of-the-art. Open House, a building that houses the SRC, some of our student services units and nursing education is being renovated at a cost of R34 million.



We should soon complete a feasibility study for public-private partnerships we require to provide more state-of-the-art accommodation for our students. Such a study is a requirement for the Minister to approve any development of this nature. The President's very welcome news of a R64 billion fund that will be available for student accommodation is a great boost to our limited attempts to solve the problem of accommodation for our students.

During 2020, we will produce designs and plans for various sub-projects that are part of our R1.1 billion infrastructure project that should be complete by 2024. A number of exciting developments will be funded from this budget: consolidation of and new buildings for the Faculties of Arts and Design, and Health Sciences; a new Business School; new lecture halls; an innovation hub; a new administration building.

Our budget for capital expenditure for 2020 is R653 million, up from R179 million in 2019. This is a whopping 265% increase at a DUT where there is a culture of sweating our equipment dry. Our equipment must also be state-of-the-art. We are exploring lease options for equipment, like computers and vehicles, that we know has limited shelf-life. This is to ensure they are not only managed more professionally; but could be replaced incrementally as they reach the end of their shelf-life. Our oldest car at DUT is a 1996 Toyota Venture 2.2!

Safety and security at DUT are a challenge. As of 15 January 2020, a new security services provider came on board in the midst of great controversy before and immediately after the appointment. As already announced in 2019, a budget of R30 million has been set aside to introduce more state-of-the-art security technologies. The process of acquiring these technologies has already started. A much closer alignment among security teams has also been established to ensure that security provision is better coordinated.

We have, further, put aside R31 million for strategic imperatives. These are high impact strategic projects that are designed to show visible movement towards achieving the objectives of the university. The themes for this year range from institutionalisation of innovation and entrepreneurship, greening our environment, e-learning and to co-curricular activities that help to develop our students holistically.

### **Sustainability (educational, physical and financial)**

*Envision 2030* identifies three (3) strategic objectives for this perspective, namely *distinctive education*, *green ecosystems* and *financial sustainability*.

As noted above, our focus for 2020 will be on the first two perspectives, namely *Stewardship* and *Systems* and processes. But, that does not mean we will lose sight of our overall sustainability – educational, physical and financial.

We have been working hard over the last few years to ensure that our qualifications are aligned with the Higher Education Qualifications Sub-framework (HEQSF). We have obtained all the necessary approvals and accreditation for the majority of our new qualifications including certificates, diplomas, bachelor degrees, master's and doctoral degrees. Advanced diplomas that are part of the articulation route from

diplomas to master's degrees have also been accredited. We should have all our honours and postgraduate diplomas accredited soon.

Just because we have HEQSF-aligned programmes does not make for the *distinctive education* we talk about. We are investing and doing more on *innovation and entrepreneurship* as part of nurturing adaptive graduates.

In 2019, we made a small but significant start in Project or Problem Based Learning (PBL), a project that will continue in 2020 through a partnership we have with Munich University of Applied Sciences. A number of our academics have been PBL trained and more will be trained to ensure we use more innovative ways of imparting knowledge. The impact of this approach will be apparent in a few years to come as our students begin to provide innovative solutions to societal problems as *Envision 2030* promises.

In 2019, we supported about 3000 students through various entrepreneurial training and development programmes that exposed our students to business skills training, entrepreneurial education, bootcamps and exchanges both at national and international level. Our target in 2020 is to reach at least 3500 students in terms of business skills and entrepreneurial training and incubate at least 35 of these with support from the University. We have supported at least 45 startup student-owned small businesses between 2018 and 2019, a number of which are in incubation, and growing. In 2019, twelve (12) of these were able to generate an income of at least R150 000 each for the financial year.

In recognition of all the investment and support we provide to student innovators and entrepreneurs, in 2019, DUT was awarded the inaugural Entrepreneurship Development in Higher Education (EDHE) Leadership Award. Our Enactus, a student-run social entrepreneurship programme saw our students win the Enactus national competition and representing South Africa at the world Enactus competition, two years in a row in 2018 and 2019. Whatever we focus on doggedly – whether it is our Enactus programme, our *Envision 2030* – there is, not only just national, but international acclaim.

To support these activities further and before our innovation hub and business park are in place, an interim business park will be launched in 2020 to increase our business incubation space. This is the place where students can practice and grow their enterprises, develop products and test them.

Student Services has been identified as the custodian of Holistic Student Support (HSS) to be piloted in 2020 through the *Siyaphumelela* project. To this end, collaborations are underway with CELT to ensure the roll-out of activities that will assure “*access with success*” for the 2020 first year cohort. This will ensure student retention and minimize attrition and dropout rates. Through collaboration with our Centre for General Education, the Student Governance department will roll out modules to pilot the Student Leadership Academy. One of the activities of this nascent leadership academy has been the visit to our partner universities in China towards the end of December 2019. Student and student leaders who have visited elsewhere come back inspired and ready to be game-changers.

There has been significant growth in the **research and innovation** outputs in terms of increasing DUT's research capacity, including the volume and the impact of our publications. In 2018, DUT was awarded

the NRF Excelleration Award. This acknowledged DUT as an institution that achieved the most improved research performance over a period of time, evaluated independently and measured against selected criteria. In 2019, the number of active researchers, the number of publications and their impact (citations of published works) and grant acquisitions increased substantially in comparison to 2018 levels. The number of National Research Foundation (NRF) rated researchers increased from 30 in 2018 to 37 in 2019; a more than 20% increase in one year.

Part of our sources of inspiration when we developed *Envision 2030* are: the National Development Plan 2030; the UN's Sustainable Development Goals 2030; and, Africa's Agenda 2063. In 2020, we will review all our research focus areas and determine how they align with these agendas. This might mean more support for those fields that already fall within these agendas, a tweak of some of the focus areas or developing completely new ones.

The Technology, Innovation and Agency (TIA) funding supported two projects which are expected to be more impactful to communities once they pass the development phase. The DUT Technology Stations on Moulded Plastics and Renewable Energy are expected to continue contributing to assisting SMMEs and addressing the challenges of our stunted economy. In 2020, we plan to increase their footprint and visibility both within DUT and within KZN.

Sustainability is also about our capacity to deliver on our core business. In addition to 55 new academic posts created in 2019, in 2020, we have a budget of about R40 million to ensure we improve our staff to student ratios incrementally. In turn, this will help to improve the quality and sustainability of the *distinctive education* DUT offers. Recent appointments of executive and senior managers towards the end of 2019 show the depth of qualifications and experience the appointees have. It's no longer just about 'umzala kasibanibani' (someone's cousin) but what appointees brings in qualifications and depth of experience.

All of the investments, whether in equipment, in infrastructure, in research, innovation and entrepreneurship, in teaching and learning, in the ERP system, in the security system, can only be possible with a prudent and *sustainable financial framework* and an equitable Resources Allocation Model (RAM). After a long period of development, we will finalise our RAM in 2020. This will ensure that resources are allocated in all the strategic areas of endeavour.

In this Wild East of the country, where violence and mayhem reign supreme, I will not go into figures about the strength of DUT's balance sheet. That could make sharks out there salivate and think DUT is a trough for them to devour all the resources we have. Given the list of investments as provided above, a substantial part of which will be funded from our own operational and reserve funds, there is no doubt that DUT has the financial muscle to make itself great. As noted above, we welcome the President's announcement of a R64 billion rand fund that will certainly make a big difference in student accommodation, in particular.

### **Society (contributing to improving lives and livelihoods)**

The last perspective is about DUT's impact on *Society*. To start with, it may be too early to assess our impact right at the start of our flight and before we reach our destination in 2030. But, indeed, *Envision 2030* implores us to contribute to improving the lives and the livelihoods of our broader society. Whether it is the impact of our equipment, facilities and infrastructure; whether it is the impact of our applied research, innovations and entrepreneurship; whether it is the impact of the distinctive education we will offer, 'zjikil' izinto eDUT' (DUT has been upended). Indeed, DUT is **D**ifferent, **U**pended and **T**ransforming.

### **Conclusion**

As I conclude, I must point out that it is People that bring life to any strategy. As we stand on the brink of implementing *Envision 2030*, and as we fly to greatness, always remember that it is People – the *Right* people, occupying the *Right* seats and playing the *Right* roles - are the source of everything we will be doing in the coming 10 years.

For those who are still sleeping in the airport bus we have been in over the last few years, we have arrived at the airport. We have even disembarked from the bus. We are already on flight to 2030; on flight to greatness.

Occasionally – and, I hope it will only be occasionally - there will be clashes between DUT's values and principles on the one hand, and varied individual or group interests on the other hand. Notwithstanding those clashes, I am confident that the majority of DUT people – the *Right* people, occupying the *Right* seats and playing their *Rightful* roles - want to be on flight to 2030, on flight to greatness. Through *Envision 2030*, they want to reach our destination. I am confident that they will continue to persuade and demonstrate to the minority that may be resistant to change that we are not only on flight and enjoying it; but, that we are fulfilling our purpose, our mission, our vision about ourselves to the benefit of our cities and region, and to the benefit of our broader society.

I guess it is fitting to repeat a quote from Frantz Fanon, like I did in my welcome message earlier this year.

In his book ***Toward the African Revolution***, Frantz Fanon makes the following important, rather gendered, point. We could replace 'man' with 'human being' and so forth:

*"... , it would seem that all the problems which man faces on the subject of man (sic) can be reduced to this one question: "Have I not, because of what I have done or failed to do, contributed to an impoverishment of human reality?" The question could also be formulated in this way: "Have I at all times demanded and brought out the man (sic) that is in me?"*

As we begin the new decade which coincides with the implementation of our new strategy, we need to constantly have this Fanonian question at the back of our minds: *"Have I at all times demanded and brought out the best human being that is in me?"*

I thank you.