University of California Activities in Africa
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Activities in Africa:
Practical Considerations

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Many countries, on the ground presence

- Cameroon
- Kenya
- Rwanda
- Uganda
- Malawi
- South Africa

Increased funder requirements that UC support the development of local infrastructure.

Faculty desire to have an enduring presence that can attract additional collaborative involvement from around the world
Funding and Resource Commitment

Two approaches

- External funder driven.
- Build it and they will come – create collaborative agreements and ad hoc infrastructure as a catalyst to pull funding.
On the Ground Presence – Legal and Operational Issues

- Legal/Tax registration and/or entity formation
- Employment
  - Expatriates
  - Local hires
  - Third country nationals
- Banking matters
- Accounting and payroll
- Leasing space
- Insurance and risk management
- HR and financial policies and procedures
- Complying with U.S. laws of extra-territorial application and local laws
  - Sometimes there is substantial tension between the two
Ways to Address these Issues

- Involve all operational disciplines within the university – Finance, Real Estate, HR, Compliance, Legal
- Retain outside help – particularly when first entering a country
  - Local accounting firm
  - Local legal counsel
- Work closely with institutions already there
Problems with the Solutions – Thoughts and Requests

- Many solutions cost money, sometimes substantial amounts.
- Project funding for operational aspects, if available, can vary from year to year and, ultimately, will likely run out.
  - It seems wasteful to abandon infrastructure that has been built.
- Many private funders may have been reluctant to fund infrastructure for U.S. universities research, education and public service activities in the global South.
- To what degree could different U.S. universities cooperate effectively in these activities?