

WORK PROGRAM FOR 2002

ADEA Working Group on Higher Education

Issue/problem:

African tertiary institutions are struggling to emerge from a decade of crisis. Rapid growth, financial constraints, frequent labor strife, campus closures, institutional deterioration, brain drain, waning relevance and eroding educational quality are producing graduates who are often less capable and qualified than they were in the past. At a time when investment in human resource development has become the cornerstone of national development efforts, and when the emerging globally competitive knowledge-based economy places new responsibilities on African universities, they find themselves ill-equipped to meet these capacity building challenges. At stake is whether African nations will be able to guide their own development and manage their own affairs in the years ahead.

Global Objective:

To assist national and regional efforts to revitalize African tertiary institutions.

Specific Objectives:

- (a) To improve understanding of the current tertiary education crisis in Africa and identify effective responses;
- (b) To foster consensus among African governments and development agencies regarding priorities for funding tertiary education;
- (c) To promote innovative approaches to tertiary institutional development to through collaborative pilot programs;
- (d) To encourage regional capacities for sharing lessons learned and promising approaches to common problems.

Strategy:

- ? To support increased understanding of higher education challenges through analysis and information dissemination on identified key issues (e.g., institutional innovation, AIDS impact).
- ? To encourage institutional strategic planning as a means of increasing the effectiveness of available human and financial resources.
- ? To facilitate understanding of effective uses of information and communication technologies to improve tertiary teaching and learning.
- ? To bring together in issue-focused forums the representatives of African tertiary institutions, donor agencies and government policymaking bodies to exchange perspectives and build understanding.
- ? To strengthen the capacities of the Association of African Universities as a regional membership organization to provide leadership and support for the development of higher education within Sub-Saharan Africa.

Anticipated Results:

- ? Improved educational quality and relevance.
- ? More effective institutional management.
- ? Accelerated diffusion and adoption of relevant innovations.
- ? More effective use of development assistance.

PROPOSED WORK PROGRAM: 2002
ADEA Working Group on Higher Education

ACTIVITY 1: EXPANDING AIDS AWARENESS AND PREVENTION ON CAMPUS	Outputs	Estimated Budget												
<p>A. During 2001, case studies of the impact of HIV/AIDS on seven African universities were undertaken by campus-based researchers and a regional synthesis report was produced, entitled <i>Challenging the Challenger: Understanding and Expanding the Response of Universities in Africa to HIV/AIDS</i>. The principal finding of the study is that universities have generally not recognized this problem in their institutional policies or addressed it through institutional management initiatives. During 2002, the WGHE would provide funding of up to \$10,000 per university or other tertiary institution for staff/student and/or committee workshops in response to proposals to use the above report to develop institutional policies with respect to HIV/AIDS. The number of awards made would depend on institutional expressions of interest and on the extent of donor contributions for this purpose. At least four workshops are proposed.</p>	<p>A set of draft policy recommendations to the university council and management concerning institutional responses to the threat of HIV/AIDS for each university that receives WGHE funding.</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Facilitator</td> <td style="text-align: right;">\$ 1,000</td> </tr> <tr> <td>Accommodations</td> <td style="text-align: right;">8,500</td> </tr> <tr> <td>Secretarial</td> <td style="text-align: right;">300</td> </tr> <tr> <td>Consumables</td> <td style="text-align: right;"><u>200</u></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">\$10,000</td> </tr> <tr> <td>4 Workshops:</td> <td style="text-align: right;">\$40,000</td> </tr> </table>	Facilitator	\$ 1,000	Accommodations	8,500	Secretarial	300	Consumables	<u>200</u>	Total	\$10,000	4 Workshops:	\$40,000
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<p>B. A second finding of the HIV/AIDS case studies is that students are generally aware of AIDS and know what to do to prevent the spread of the disease – but they don't do it. A notable disconnect between understanding and behavior exists. The report recommends further research on student attitudes and knowledge with respect to HIV/AIDS and what prevention strategies and messages are most likely to produce a positive change in behavior. During 2001, the WGHE will invite proposals for this purpose and fund two of them, preferably in one of the previously studied universities in a country with a high incidence of HIV/AIDS, in an Anglophone and in a Francophone country respectively.</p>	<p>A research report on university students' knowledge of HIV/AIDS, their attitudes towards this disease, and the awareness and prevention strategies that are most likely to have an impact on student behavior.</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Consultants @</td> <td style="text-align: right;">\$ 5,000</td> </tr> <tr> <td>Studies (2)</td> <td style="text-align: right;">\$10,000</td> </tr> </table>	Consultants @	\$ 5,000	Studies (2)	\$10,000								
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Revised: March 25, 2002

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<p>C. In discussing the above report at its February 2001 meeting, the WGHE Steering Committee recommended that the WGHE explore with the Association of African Universities the development of a management training module on HIV/AIDS for use in its Senior University Managers and Administrators (SUMA) workshops, and support the development of the AAU's own HIV/AIDS related activities. Support for the SUMA workshop has been provided under the WGHE work program for 2001. During the coming year, funding would enable the Association of African Universities to develop an "HIV/AIDS Tool Kit" for use by university administrators. Funds would cover consultant inputs for designing the tool kit, materials and printing costs for producing it, and travel and per diem costs for a training of trainers workshop for university representatives on how to apply the tool kit for institutional self-analysis and guidance.</p> <p>D. As an outgrowth of the presentation of the WGHE report <i>Challenging the Challenger</i> at the February 2001 AAU General Conference, several organizations have expressed an interest to the WGHE Coordinator in organizing sub-regional workshops for tertiary education administrators aimed at developing institutional policies with regard to HIV/AIDS. One such workshop will be supported in 2002, preferably in a Francophone region, and a second workshop is projected for 2003.</p>		<table> <tr> <td>Consultants (3):</td> <td>21,000</td> </tr> <tr> <td>Travel:</td> <td>18,000</td> </tr> <tr> <td>Accommodation:</td> <td>27,000</td> </tr> <tr> <td>Materials, etc.</td> <td>6,200</td> </tr> <tr> <td>AAU Services</td> <td>10,800</td> </tr> <tr> <td>TOTAL:</td> <td>\$83,000</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td>Consultants (3):</td> <td>3,000</td> </tr> <tr> <td>Travel:</td> <td>15,000</td> </tr> <tr> <td>Accommodation:</td> <td>20,000</td> </tr> <tr> <td>Materials, etc.</td> <td>500</td> </tr> <tr> <td>TOTAL :</td> <td>\$ 38,500</td> </tr> <tr> <td>ACTIVITY 1 :</td> <td>\$171,500</td> </tr> </table>	Consultants (3):	21,000	Travel:	18,000	Accommodation:	27,000	Materials, etc.	6,200	AAU Services	10,800	TOTAL:	\$83,000			Consultants (3):	3,000	Travel:	15,000	Accommodation:	20,000	Materials, etc.	500	TOTAL :	\$ 38,500	ACTIVITY 1 :	\$171,500
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ACTIVITY 2: STRENGTHENING THE ROLE OF UNIVERSITY COUNCILS	Outputs																											
<p>During 1999, a training manual for council members from universities and technikons in South Africa was identified and reviewed for its relevance to anglophone university councils elsewhere in Africa. Based on this review and its suggested modifications, an adapted edition of this handbook is being prepared during 2001 by the Ghana National Council for Tertiary Education for use in a pilot training program for council members from 16 tertiary institutions in Ghana. Based on this experience, tertiary system buffer bodies in African</p>	<p>a. Revised edition of University Council training manual adapted to local context.</p> <p>b. Two training workshops</p>	<table> <tr> <td>Consultants</td> <td>\$ 2,000</td> </tr> <tr> <td>Printing</td> <td>\$ 4,000</td> </tr> <tr> <td>Accommodation</td> <td>\$10,000</td> </tr> <tr> <td>Hall rental</td> <td>\$ 500</td> </tr> <tr> <td>Secretarial</td> <td>\$ 300</td> </tr> <tr> <td>Consumables</td> <td>\$ <u>200</u></td> </tr> </table>	Consultants	\$ 2,000	Printing	\$ 4,000	Accommodation	\$10,000	Hall rental	\$ 500	Secretarial	\$ 300	Consumables	\$ <u>200</u>														
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<p>countries will be invited to organize similar training programs for their tertiary institutions, with the WGHE providing up to \$17,000 per country for this purpose. The number of countries that can participate will depend on the extent of funding contributions to the WGHE. Two countries are proposed for 2002.</p>	<p>(six months apart) for up to 50 Council members from tertiary institutions in each country.</p>	<table> <tr> <td>TOTAL</td> <td>\$17,000</td> </tr> <tr> <td>2 Countries:</td> <td>\$34,000</td> </tr> </table>	TOTAL	\$17,000	2 Countries:	\$34,000
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ACTIVITY 3: ICT STRATEGY DEVELOPMENT FOR UNIVERSITIES	Outputs	Estimated Budget																						
<p>For much of its existence, the WGHE has recommended the use of a participatory process of strategic planning as the catalyst for the revitalization of African universities. Today, university strategic planning is increasingly accepted and its application is beginning to produce results. However, the rapid emergence of information and communication technology development in Africa has generally not been given full consideration in the strategic planning process. During the coming year, the WGHE will encourage the integration of ICT development with institutional strategic plans at 5 or 6 younger universities. This would be accomplished by sponsoring two 5-day workshops to this end (one Anglophone; one Francophone). The workshops would include two African and one non-African ICT specialists who have managed similar processes at their own universities in addition to relevant staff from the host university.</p> <p>In 2000, the WGHE sponsored a successful workshop on Internet resources for teaching and research for Anglophone universities in Africa. During 2002, a similar workshop is planned for the Francophone universities.</p>	<p>a. Recommendations for the host university on how it can better integrate ICT development in support of its strategic plan objectives.</p> <p>b. Guidelines on how to integrate institutional and ICT strategic development plans for reference use by other institutions.</p> <p>c. Guide (in French) to Internet resources for teaching and research.</p>	<table> <tr> <td>Consultants</td> <td>\$ 8,000</td> </tr> <tr> <td>Cons. travel</td> <td>5,000</td> </tr> <tr> <td>Part. travel</td> <td>4,000</td> </tr> <tr> <td>Accommodation</td> <td>8,000</td> </tr> <tr> <td>Publication</td> <td><u>\$4,000</u></td> </tr> <tr> <td>Workshop 1</td> <td>\$29,000</td> </tr> <tr> <td>Workshop 2</td> <td>29,000</td> </tr> <tr> <td>Workshop 3:</td> <td>\$35,000</td> </tr> <tr> <td>Publication:</td> <td><u>7,000</u></td> </tr> <tr> <td></td> <td>\$42,000</td> </tr> <tr> <td>TOTAL:</td> <td>\$100,000</td> </tr> </table>	Consultants	\$ 8,000	Cons. travel	5,000	Part. travel	4,000	Accommodation	8,000	Publication	<u>\$4,000</u>	Workshop 1	\$29,000	Workshop 2	29,000	Workshop 3:	\$35,000	Publication:	<u>7,000</u>		\$42,000	TOTAL:	\$100,000
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<p>ACTIVITY 4: INSTITUTIONAL DIFFERENTIATION AND ARTICULATION WITHIN THE TERTIARY SYSTEM</p>																								
<p>One result of the 1999 evaluation of the WGHE was a recommendation to expand its definition to include other tertiary institutions in addition to universities. To this end, two non-university tertiary representatives were included in the WGHE's new Steering Committee in 2000. Now, the challenge is how to operationalize this decision in ways that will benefit the entire WGHE work program, but without involving it in activities that might quickly grow to unmanageable proportions. A first step is to include these tertiary institutions as potential participants in other WGHE activities such as the training of Council members and HIV/AIDS awareness and prevention. A second step is to better understand the relation between these institutions and universities within the various tertiary education systems of Africa. Such understanding is a pre-requisite for efforts to reach the goal of a differentiated yet articulated tertiary system that facilitates student mobility within it. The WGHE proposes to sponsor research on this topic. A comparison of tertiary institutional relationships in Ghana, Kenya and South Africa will be undertaken, jointly if possible or separately if not. A similar undertaking within the francophone sphere will also be pursued if there is interest.</p>	<p>Research report that compares and contrasts legal, academic, administrative and educational working relationships among different types of tertiary institutions within a common tertiary education system.</p>	<table> <tr> <td>Consultants</td> <td>\$15,000</td> </tr> <tr> <td>Workshops</td> <td>4,000</td> </tr> <tr> <td>Travel</td> <td>11,000</td> </tr> <tr> <td>Publications</td> <td>3,000</td> </tr> <tr> <td>Communications</td> <td><u>500</u></td> </tr> <tr> <td>TOTAL</td> <td>\$33,500</td> </tr> </table>	Consultants	\$15,000	Workshops	4,000	Travel	11,000	Publications	3,000	Communications	<u>500</u>	TOTAL	\$33,500										
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The following budget is merely indicative.		
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ACTIVITY 5: SURVEY OF HIGHER EDUCATION INNOVATIONS	Outputs	Estimated Budget
<p>During 2001, the WGHE initiated a regional survey of transformative innovations with African higher education. The survey responded to a written invitation from a partnership of American foundations (Carnegie, Ford, MacArthur, Rockefeller). To date, a seasoned four-person African research team has been recruited, a methodology has been designed, and questionnaires distributed to more than 200 tertiary institutions. The results are currently being analyzed prior to selected in-depth studies followed by the preparation of final reports. This activity will continue into 2002 and may lead to a regional dissemination conference that would require separate funding for its implementation.</p>	<p>A regional survey of transformative innovations in African universities and selected case studies of the most promising of these innovations.</p>	<p>(\$161,000) (Earmarked funding in this amount already obtained in August 2000.) Estimated disbursements in 2002 are \$90,000</p>
ACTIVITY 6: REGIONAL COLLABORATION IN RESEARCH AND TRAINING		
<p>In 1998 the WGHE provided funding of \$ to the AAU to organize a competitive call for proposals on <i>Regional Cooperation in Graduate Training and Research</i>. This produced a strong response in the form of 43 proposals. Following evaluation by a panel of external experts, the AAU selected six proposals for recommendation to the WGHE during its meeting November 1998 meeting in Ouagadougou. In June 2000, USAID announced an award of \$1 million to support the first phases of these six projects. In subsequent discussions, it was decided that the WGHE would financially administer the project through a sub-contract to the AAU for implementation of these six training networks.</p>	<p>Establishment of collaborative regional networks for graduate training as follows: Human rights (Pretoria); Accountancy (UNISA); Semi-arid agriculture (CERRAS); Environmental Biology (Ouagadougou); Refugee studies (Ibadan); and USHEPiA (UCT).</p>	<p>(\$1,000,000 awarded by USAID in 2000 for WGHE to implement this project through AAU) Estimated disbursements in 2002 are \$565,000</p>
ACTIVITY 7: PUBLICATION ON AFRICAN HIGHER EDUCATION		
<p>In 1995, the WGHE commissioned papers by African scholars on eight major challenges facing African higher education in the 21st century. The papers were presented at a Regional Colloquium held in Lesotho and jointly sponsored by the Association of African Universities. The papers were well received and the supply was quickly exhausted. At that time, plans were made to publish the papers in an edited volume with the copyright to be held by the AAU. However, preparation of this volume was slowed as virtually all of the eight scholars moved on to new jobs in new countries. They have remained committed to this publication and have recently revised their original papers to take the intervening time period into consideration. Publication is now planned for 2002 with a commercial publisher. A WGHE funds of \$15,000 would enable publication by sharing a portion of the market risk with the publisher.</p>	<p>A book of edited papers on eight challenges facing contemporary African higher education: access and equity; quality and relevance; future roles and missions; science and technology; governance and management; sustainable funding; linkages with business and society; and international cooperation.</p>	<p>Publication: \$15,000</p>

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ACTIVITY 8: PUBLICATION ON NIGERIAN HIGHER EDUCATION	Outputs	Estimated Budget										
<p>The Nigerian tertiary education system is the largest – and one of the least studied – in sub-Saharan Africa. An opportunity to partially remedy this shortcoming has emerged in the form of a February 2002 request from the former Executive Secretary of the Nigerian National Universities Commission, Prof. Munzali Jibril, to write a book based on his five years of experience as the chief executive officer and government policy advisor for the nation's higher education system. Drawing upon his policy experience and NUC data, Prof. Jibril will undertake his analysis at the University of Lancaster (U.K.) over a 9-month period. He will be guided and assisted by university colleagues and also a 3-person international advisory committee. Against the backdrop of rising global competitiveness and knowledge-driven economic growth, the main chapters of the book will address the issues of access and equity, quality and relevance, financing, governance, and student issues in the Nigerian context. If the resulting draft is judged to be of good quality, the WGHE may consider assisting its publication and/or dissemination under next year's work program.</p>	<p>A book which assesses the results of Nigerian tertiary education policies over the past ten years and proposes specific reforms now needed to correct existing shortcomings. It is expected to help inform the emerging debate on national higher education policy that is underway as the result of a recent National Summit on Higher Education and financial support from several ADEA member donor agencies for other types of policy studies.</p>	<table> <tr> <td>Travel/per diem:</td> <td>\$ 3,000</td> </tr> <tr> <td>Maintenance</td> <td>9,000</td> </tr> <tr> <td>Advisory Comtee</td> <td>3,000</td> </tr> <tr> <td>Computer and Supplies</td> <td><u>4,000</u></td> </tr> <tr> <td>TOTAL</td> <td>\$19,000</td> </tr> </table>	Travel/per diem:	\$ 3,000	Maintenance	9,000	Advisory Comtee	3,000	Computer and Supplies	<u>4,000</u>	TOTAL	\$19,000
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ACTIVITY 9: TRANSFER OF WGHE COORDINATION TO ASSOCIATION OF AFRICAN UNIVERSITIES (AAU)	Outputs	Estimated Budget	
<p>In 1999 a consultant was asked to evaluate the WGHE's first decade of experience and suggest appropriate modifications in its future role, mission, management and organization. One main recommendation was that the AAU might progressively assume the coordination role of the WGHE. This recommendation was discussed by the WGHE Steering Committee in its June 2000 meeting in Windhoek and again at its February 2001 meeting in Nairobi.</p> <p>Since its inception the Working Group has valued and benefited from close collaboration with the AAU. It has worked closely with AAU leadership, sequencing its main meetings to ensure joint participation and defining our work program to complement the AAU's core programme. This partnership has been productive for both organizations. It has functioned to date on the basis of informal understandings and shared vision. Now, three factors give rise to the desirability of constructively reviewing this relationship: (1) The WGHE is a working group of ADEA and as such was never intended to have an indefinite life or a coordination permanently led by the World Bank; (2) In common with ADEA itself and several other working groups, the idea of anchoring the WGHE on the continent itself has always been on the agenda; in fact, a general evaluation of all ten ADEA Working Groups commissioned last year by the ADEA Executive Committee reinforces this aspiration; and (3) The WGHE consultant report specifically proposed that the WGHE/AAU relationship be reviewed and that a Memorandum of Understanding be drawn up that would reflect the nature of the relationship in terms of membership, work content and purpose. This Memorandum of Understanding is currently being finalized. The funding proposed under this component would enable the implementation of this Understanding through the planned transfer of WGHE coordination responsibilities from the World Bank to the AAU during 2002.</p>	<p>a. Coordinator selected and contracted.</p> <p>b. Coordinator orientation provided at ADEA Secretariat and at World Bank.</p> <p>c. Coordinator trained in computer use and time management.</p> <p>d. Draft WGHE work program for 2003.</p>	<p>Coordinator (50%)</p> <p>Bi-lingual assistant (50%)</p> <p>Communications</p> <p>Computer, furnishings</p> <p>Travel</p> <p>Supplies, consumables</p> <p>Training</p> <p>Technical assistance</p> <p>Support services (15%)</p> <p>TOTAL</p>	<p>\$30,000</p> <p>7,500</p> <p>5,000</p> <p>10,000</p> <p>12,000</p> <p>1,000</p> <p>2,000</p> <p>3,000</p> <p><u>10,500</u></p> <p>\$81,000</p>

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<i>ACTIVITY 10: STEERING COMMITTEE MEETINGS</i>	Outputs	Estimated Budget
<p>Since June 2000, the activities of the WGHE have been guided by a Steering Committee. The Committee includes nine (9) representatives from the African higher education community. It meets at least once a year and the travel costs of its African members are covered by the ADEA/WGHE. In addition, simultaneous translation services are usually needed for these meetings.</p>	<p>(a) Annual work program (b) Meeting report</p>	<p>Travel/per diem: \$14,500 Translation: <u>500</u> TOTAL \$15,000</p>
<p>WORK PROGRAM 2002:</p>		<p>GRAND TOTAL \$1,124,000</p>

EXPENDITURE AND FINANCING PLAN
WORKING GROUP ON HIGHER EDUCATION

JANUARY 1, 2002 - DECEMBER 31, 2003

EXPENDITURES			
	2002	2003	Total
WG Program Contents	US\$	US\$	US\$
Activity 1: AIDS Awareness and Prevention	171,500	100,000	271,500
Activity 2: Strengthening University Councils	34,000	75,000	109,000
Activity 3: ICT Strategy Development	100,000	75,000	175,000
Activity 4: Polytechnics Study *	33,500	50,000	83,500
Activity 5: Higher Education Innovations	90,000	25,000	115,000
Activity 6: Regional Collaboration in Grad. Prog.*	565,000	500,000	1,065,000
Activity 7: Higher Education publication	15,000	0	15,000
Activity 8: Research: Nigerian Higher Education	19,000	0	19,000
Activity 9: Coordination transfer to AAU	81,000	75,000	156,000
Activity 10: WGHE Steering Committee meetings	15,000	15,000	30,000
Total WGHE Program:	1,124,000	915,000	2,039,000
* A follow up activity is projected for 2003.			
FINANCING			
	2002	2003	Total
	US\$	US\$	US\$
<i>ADEA Complementary, unrestricted Funds</i> (formula)	30,000 ?	?	?
<i>Restricted funds to WG through ADEA Secretariat:</i>	(Projected)		
Carried over from previous years	741,868	?	741,868
1. World Bank	50,000	50,000	100,000
2. DANIDA	10,000	?	10,000
3. FINNIDA	20,000	?	15,000
4. USAID	?	?	?
5. Govt. of Netherlands	30,000	?	30,000
6. Govt. of Norway	20,000	?	20,000
7. Carnegie Corporation	20,000	20,000	40,000
<i>Direct contributions to WG with no accounting by ADEA secretariat</i>	0	0	0
Total PROJECTED Finance	891,868	70,000	961,868
BALANCE	(\$232,132)	(\$845,000)	(\$1,077,132)

Working Group Operations

Management Arrangements:

A Steering Committee oversees the planning and policymaking of the WGHE. The work program is carried out by a Coordinator who works in consultation with the Steering Committee. Until new coordination arrangements come into effect on May 1, 2002, the coordinator will be William Saint of the World Bank, which has served as Lead Agency for the WGHE since 1989. After May 1st, the World Bank will cease its role as Lead Agency and coordination responsibilities will pass to the WGHE's longtime partner organization, the Association of African Universities, which is headquartered in Accra, Ghana. The new WGHE Coordinator will be Alice Sena Lamptey, who was selected for this position earlier in 2002 through a highly competitive international recruitment process.

With the transfer of WGHE coordination responsibilities to the AAU, the costs of coordination will be borne by the WGHE as a whole rather than by any specific lead agency. The ADEA Secretariat expects to work out financial management arrangements with the AAU whereby it would administer WGHE funds on behalf of ADEA through periodic contribution agreements. Together with a number of other donor agencies, the World Bank will continue to financially support the WGHE's work program.

Steering Committee Members:

The WGHE is guided by a Steering Committee established in June 2000. Current members of the Steering Committee are: F. Rajaoson (AAU), C. Coleman/T. Moreau (USAID), R. Monro (British Council), N. Matos (Carnegie Corporation), W. Rwambulla (CAPA), D. Court/J. Moock (Rockefeller), T. Aina (Ford Foundation), M. Peters (Netherlands), F. Chung (UNICBA), R. Weiss (DAAD), P. Kotecha (SAUVCA), T. Manuh (University of Ghana), P. Mdemu (MSTHE/Tanzania), T. Tlou (University of Botswana), and J. Moulen (Ministry of Higher Education/Cameroon), J. Shabani (UNESCO), W. Saint (World Bank).

Links with other ADEA Working Groups: (currently under consideration)