

## WORK PROGRAM FOR 2003

### ADEA Working Group on Higher Education (WGHE)

- Issue/problem:* 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 them, African tertiary institutions and policy-makers need opportunities to reflect and exchange ideas, to redefine their visions, to develop new approaches and to prove their capacity.
- 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 contribute to the development of diverse, dynamic, responsive and relevant tertiary education systems in Sub-Saharan Africa.
- Specific Objectives:* To contribute to:
- ✍ Region-wide free and open interchange on key issues of higher education among stakeholders and involving representatives of national and international, public and private institutions to promote increased understanding of the challenges to higher education; diffusion of innovative practices and awareness of needed reforms.
  - ✍ Advocacy on the important role of higher education in socio-economic development.
  - ✍ Capacity-building among membership
- Strategy:* The Working Group operates by identifying priority issues and activities on which to focus and by conducting research; disseminating results through reports, web site postings and publications; engaging in advocacy and by supporting institutional capacity building.

More specifically, WGHE's strategies are to:

- ?? Support increased understanding of higher education challenges through analysis, information dissemination and advocacy on identified key issues.
- ?? Bring together in issue-focused forums representatives of African tertiary institutions, donor agencies and government policy-making bodies to exchange perspectives and to build understanding.
- ?? Collaborate and network with stakeholders and related agencies in the realization of the above stated objectives.
- ?? Encourage institutional strategic planning as a means of increasing the effectiveness of available human and financial resources.
- ?? Facilitate understanding of effective uses of information and communication technologies to improve tertiary teaching and learning.

*Activities:*

WGHE 2002 ongoing activities include:

- HIV/AIDS institutional policy development
- Institutional ICT strategic plans development
- Training of university council members
- Survey of innovations in higher education in Africa
- Regional collaboration in graduate training and research
- Research: Nigeria Higher Education

For the year 2003, WGHE will continue its focus on HIV/AIDS and on understanding the differentiated trends in Tertiary Education in Africa. WGHE plans to increase its visibility by intensifying dissemination of reports and through collaboration with key partners in special events including meetings, workshops and conferences.

*Anticipated Results:*

In the short term, the anticipated results will include:

- ?? Strengthening of AAU's role as a leading member organization through the transfer of WGHE coordination responsibilities from the World Bank to the AAU.
- ?? Improved capacity of the institutions funded to mitigate the impact of HIV/AIDS through policies developed and approved by Councils or Boards.
- ?? More effective institutional management and leadership.

In the medium and long-term, anticipated results will be the:

- ?? Improved educational quality and relevance of African Higher Education.
- ? Accelerated diffusion and adoption of relevant innovations.
- ? More effective coordination and use of development assistance



**PROPOSED WORK PROGRAM: 2003**  
**ADEA Working Group on Higher Education (WGHE)**

ACTIVITY 1: COORDINATION OF ONGOING ACTIVITIES AND STEERING COMMITTEE MEETINGS	Goal and Expected Outputs	Estimated Budget																				
<p>A. In 2002, a decision was reached to transfer the coordination of the WGHE to the Association of African Universities (AAU). A Memorandum of Understanding has since been signed between ADEA/WGHE and AAU and a Coordinator and a Program Assistant appointed to work 50% for the WGHE and 50% for the AAU. In 2003, it is expected that coordination will involve the management of the following ongoing WGHE activities:</p> <ul style="list-style-type: none"> <li><del>4</del> 4 institutional grants to develop institutional HIV/AIDS policies</li> <li><del>2</del> 2 institutional grants to develop ICT strategic development plans</li> <li><del>2</del> 2 institutional grants to train university council members</li> <li><del>The Innovation Study</del> which activity is behind schedule</li> <li><del>Networks</del> program for regional cooperation in graduate training &amp; research</li> <li><del>Grant</del> to AAU to develop an HIV/AIDS toolkit, workshops and proposal</li> </ul> <p>B. In June 2002, the Steering Committee approved an orientation for the newly appointed Coordinator. A detailed calendar is to be worked out and agreed for this activity which will commence in 2002 but is estimated to extend to first quarter of 2003</p>	<p>Goal: To mutually strengthen WGHE coordination and AAU's role</p> <p>Expected Outputs: WGHE coordination fully based within the AAU</p> <p>WGHE Work Plans developed and approved</p> <p>Goal is to improve Coordination, and strengthen partnerships and support for WGHE activities and programs.</p>	<table border="0"> <tr><td>Coordinator (50%)</td><td>\$30,000</td></tr> <tr><td>Assistant (50%)</td><td>7,500</td></tr> <tr><td>Communications</td><td>5,000</td></tr> <tr><td>Furnishings</td><td>10,000</td></tr> <tr><td>Travel</td><td>12,000</td></tr> <tr><td>Supplies</td><td>1,000</td></tr> <tr><td>Training</td><td>2,000</td></tr> <tr><td>Technical assistance</td><td>3,000</td></tr> <tr><td>AAU Services (15%)</td><td><u>10,500</u></td></tr> <tr><td>Sub-total</td><td><u>\$81,000</u></td></tr> </table> <p>Budget in covered under AAU coordination costs</p>	Coordinator (50%)	\$30,000	Assistant (50%)	7,500	Communications	5,000	Furnishings	10,000	Travel	12,000	Supplies	1,000	Training	2,000	Technical assistance	3,000	AAU Services (15%)	<u>10,500</u>	Sub-total	<u>\$81,000</u>
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<p>C. 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. The Steering Committee meets at least once a year and the travel costs of its African members are covered by the ADEA/WGHE. It is envisaged that for some of its meetings, simultaneous translation services will be required. Additionally, it may become necessary for the WGHE to hold more than one meeting in the year, as was the case in 2002 when the WGHE organized an extraordinary meeting to plan a strategic direction for its activities. The WGHE is also encouraging greater participation by its African members in the Steering Committee and plans to hold regional meetings on some of the studies currently underway.</p>	<p>Goal: To strengthen WGHE organization and programming.</p> <p>Expected Outputs: WGHE annual Work Programs approved by Steering Committee and members.</p> <p>Minutes and reports approved for translation and dissemination through appropriate channels including the ADEA web sites.</p>	<table border="0"> <tr><td>Travel/per diem</td><td>\$15,000</td></tr> <tr><td>Venue &amp; Logistics</td><td>\$ 2,000</td></tr> <tr><td>Translation/interp.</td><td><u>\$ 500</u></td></tr> <tr><td></td><td><u>\$17,500</u></td></tr> </table>	Travel/per diem	\$15,000	Venue & Logistics	\$ 2,000	Translation/interp.	<u>\$ 500</u>		<u>\$17,500</u>												
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ACTIVITY 2: : EXPANDING AIDS AWARENESS AND PREVENTION	Goal and Expected Outputs	Estimated Budget
<p>A. In 2002, the WGHE provided funding of \$10,000 to four Anglophone institutions (2 Universities, 1 Polytechnic and 1 Teachers' College) to develop institutional policies for addressing HIV/AIDS. The expected output from the grants made was a set of 4 draft institutional HIV/AIDS policies, with recommendations to the institutions' Councils, Boards and Management concerning institutional responses to the threat of HIV/AIDS for each institution that received the WGHE funding. In 2003, the WGHE proposes to announce a call for proposals to Franco phone tertiary institutions and to provide funding of up to \$10,000 each to two Franco phone institutions to develop similar policies to address HIV/AIDS.</p>	<p>Goal: Institutional capacity-building</p> <p>Expected output: A set of 2 draft policy recommendations concerning institutional responses to the threat of HIV/AIDS for each of the two Franco phone institutions that receive WGHE funding.</p>	<p><b>2 Institutional Grants:</b>  \$20,000  Translation costs \$2,000  Proposal Review <u>\$1,200</u>  Two reviewers  @ \$200 x 3 days  \$23,200</p>
<p>B. In 2002 WGHE provided seed grant of \$83,000 to the AAU to develop an HIV/AIDS toolkit for the training of Senior University Managers and Administrators; to conduct two training of trainers' (TOT) workshops using the toolkit to be developed and to develop a five year core program for HIV/AIDS.</p> <p>In 2003, WGHE proposes to provide further support to the AAU to build on this activity by conducting a further TOT workshop based on an evaluation of the impact of the 2002 workshops.</p>	<p>Goal: Capacity-building of the AAU</p> <p>Expected Output: Workshop reports and participants evaluation</p>	<p>Workshop  Resource Persons \$4,500  Participants 3,000  Materials 2,000  Travel 15,000  Communication <u>500</u>  \$25,000</p>
<p>C. Considering the gravity of the HIV/AIDS situation on the continent and its implications for tertiary education systems, WGHE proposes in 2003 to keep HIV/AIDS as a priority focus and to build on past and existing work in HIV/AIDS information gathering for awareness creation and advocacy, through the Kelly report, capacity-building through grants to the AAU to develop training materials and conduct workshops and through grants to institutions to develop HIV/AIDS policies. In 2003, the WGHE will commission a survey to gather and share information on on-going Higher Education HIV/AIDS initiatives and contributions. It will work with the AAU, UNESCO, UNAIDS and related agencies, to publish and disseminate widely the results of the survey. It will use the information to advocate for greater commitment and funding to HE institutions' efforts to addressing the challenges and threat s posed by HIV/AIDS to systems, institutions and individuals within the HE systems.</p>	<p>Goal: Information gathering, dissemination and advocacy</p> <p>Expected output: A publication that reflects the responses and contributions of HE institutions to the fight against HIV/AIDS and provides guidance for institutional responses to the epidemic.</p>	<p>2 Consultants (Anglophone and Franco phone)  12,000  Translation Fees 3,000  Publication <u>20,000</u>  \$35,000</p>

<p>D. A number of continental and international conferences and meetings are held annually, including the International Conference on AIDS and STDs in Africa (ICASA). The WGHE proposes to selectively identify at least one such forum and support the participation of at least two of its grantees, who with the support of the Coordinator will prepare and submit abstracts and papers and participate. The goal will be to publicize and disseminate the experiences and results of WGHE's funded initiatives and advocacy to keeping stakeholders reminded of the need to support HE institutions and systems in their contributions and efforts towards the fight against HIV/AIDS. This activity will also be informed by the results of the survey of ongoing HE HIV/AIDS activities.</p>	<p>Goal: Information dissemination, publicity, advocacy, networking and fundraising</p> <p>Expected output: Conference abstracts, papers and materials, web site postings</p>	<p>Travel and Per diem 2 Participants \$5,000</p> <p>Sub-total <u>\$88,200</u></p>												
<p><b>ACTIVITY 3: INSTITUTIONAL DIFFERENTIATION AND ARTICULATION WITHIN THE TERTIARY SYSTEM</b></p>	<p>Goals and Expected Outputs</p>	<p>Estimated Budget</p>												
<p>In line with the decision taken at the strategic planning workshop held in September 2002 in Accra, WGHE proposes to refocus the above activity, and in 2003, to commission a continent-wide survey of the differentiation and articulation within tertiary systems in both Franco phone, Anglophone and Lusophone areas. The survey will comprise literature review; a survey using a structures list of questions and will be a comparative analytical synthesis aimed at improving WGHE and stakeholders' understanding of the differentiated tertiary systems throughout Africa. A bilingual Consultant will be identified to carry out the survey. The synthesis will be reviewed by independent Anglophone and Franco phone HE Experts.</p> <p>Background to the Study:</p> <p>In 1999, WGHE commissioned an evaluation of its activities. One result of the evaluation 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 proposed in its 2002</p>	<p>Goal: Information and dissemination to improve WGHE and stakeholders' understanding of the tertiary systems in Africa.</p> <p>Expected Output: An analytical research report that compares and contrasts legal, academic, administrative and educational working relationships among different types of tertiary institutions within a continental-wide tertiary education system.</p>	<p>The budget for this activity which is already catered for and approved under the 2002 Work Plan is being modified as follows:</p> <table border="0"> <tr> <td>1 Consultant</td> <td>\$12,000</td> </tr> <tr> <td>2 Reviewers</td> <td>4,000</td> </tr> <tr> <td>Travel</td> <td>11,000</td> </tr> <tr> <td>Co-publication</td> <td>6,000</td> </tr> <tr> <td>Communication</td> <td><u>500</u></td> </tr> <tr> <td><b>Sub-Total</b></td> <td><b>\$33,500</b></td> </tr> </table> <p>(*Please note that this amount will not reflect in the 2003 Grand total as it is only a carry forward from 2002)</p>	1 Consultant	\$12,000	2 Reviewers	4,000	Travel	11,000	Co-publication	6,000	Communication	<u>500</u>	<b>Sub-Total</b>	<b>\$33,500</b>
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<p>system that facilitates student mobility within it. The WGHE proposed in its 2002 Work plan to sponsor research on this topic. A comparison of tertiary institutional relationships in Ghana, Kenya and South Africa is therefore being designed for implementation.</p>		
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<i>ACTIVITY 4: NEW EMERGING POSSIBILITIES FOR THE WGHE</i>	Goals and Expected Outputs	Estimated Budget
<p>In 2002, the Steering Committee discussed the difficulty of incorporating new ideas and requests that emerge after its Work Plan has been approved.</p> <p>A decision was then reached to set a small budget aside in future Work Plans for any such emerging possibilities that may fit into the adopted Work Plan.</p> <p>Regional Event on Innovations and Transformations (April-June 2003)</p> <p>One such possibility was envisaged when in September 2002, WGHE received an invitation from the World Bank to co-organize and or possibly co-finance jointly with potential partners, a regional event (conference, symposium etc.) on tertiary education innovations and transformations. This request follows the Bank's completion of a major report on "Constructing Knowledge Societies: Challenges for Tertiary Education"</p> <p>The Steering Committee, at the strategic planning workshop in principle accepted the invitation and made suggestions as to how the planning and content of the event could ensure positive impact and maximum benefit for stakeholders and beneficiaries.</p> <p>Once the details of WGHE involvement in this invitation are clarified, WGHE envisages the regional event as one such new and emerging possibility. The budget under this activity has therefore been revised accordingly.</p>	<p>Goal: Flexibility and adaptability of WGHE Work Program</p> <p>Expected Output: New and emerging possibilities identified and incorporated into the WGHE's approved Work Program</p>	<p>Estimate      \$25,000</p>
		<p><b>GRAND TOTAL      \$211,700</b></p>



**EXPENDITURE AND FINANCING PLAN**  
**WORKING GROUP ON HIGHER EDUCATION**

JANUARY 1, 2003 – DECEMBER 31, 2003

<b>EXPENDITURES</b>			
	<b>2002</b>	<b>2003</b>	<b>Total</b>
<b>WG Program Contents</b>	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>
Activity 1 A: WGHE Coordination transfer to AAU	81,000	81,000	162,000
Activity 1 B : WGHE Steering Committee meetings	15,000	17,500	32,500
Activity 2: AIDS Awareness and Prevention	171,500	88,200	259,700
Activity 3: Differentiation and Articulation Survey	33,500	0	33,500
Activity 4: New and Emerging Possibilities for the WGHE	19,000	25,000	44,000
Ongoing Activity : Strengthening University Councils	30,000	0	30,000
Ongoing Activity : ICT Strategy Development	24,000	0	24,000
Ongoing Activity : Higher Education Innovations	115,000	0	115,000
Ongoing Activity : Research: Nigerian Higher Education	19,000	0	19,000
Ongoing Activity : Regional Collaboration in Grad. Prog.	565,000	0	565,000
<b>Total WGHE Program:</b>	<b>1,073,000</b>	<b>211,700</b>	<b>1,284,700</b>
<b>FINANCING</b>			
	<b>2002</b>	<b>2003</b>	<b>Total</b>
	<b>US\$</b>	<b>US\$</b>	<b>US\$</b>
<i>ADEA Complementary, unrestricted Funds</i> (formula)	23,060	23,060	46,120
<i>Restricted funds to WG through ADEA Secretariat:</i>	(Projected)		
Carried over from previous years	33,500		33,500
1. World Bank	75,000	75,000	150,000
2. DANIDA	10,000	10,000	20,000
3. FINNIDA	20,000	20,000	40,000
4. USAID	565,000	-	565,000
5. Govt. of Netherlands	30,000	30,000	60,000
6. Govt. of Norway	16,000	16,000	32,000
7. Carnegie Corporation	20,000	20,000	40,000
<i>Direct contributions to WG with no accounting by ADEA secretariat</i>	0	0	0
<b>Total PROJECTED Finance</b>	<b>792,560</b>	<b>194,060</b>	<b>986,620</b>
<b>BALANCE</b>	<b>(\$215,440)</b>	<b>(\$17,640)</b>	<b>(298,080)</b>

## **Working Group Operations**

### *Management Arrangements:*

A Steering Committee oversees the planning and policymaking of the WGHE. A Coordinator who works in consultation with the Steering Committee carries out the Work Program. Since May 2002, the new Coordinator has been Alice Sena Lamptey who is based in the Association of African Universities (AAU) and works 50% for the WGHE and 50% for the AAU. This followed the signing of a Memorandum of Understanding (MOU) between the WGHE and the AAU. With the transfer of WGHE coordination responsibilities to the AAU, the costs of coordination will now be borne by the WGHE as a whole rather than by any specific lead agency. The ADEA Secretariat is yet to work out financial management arrangements with the AAU whereby the AAU would administer WGHE funds on behalf of ADEA through periodic contribution agreements.

### *Steering Committee Members:*

The WGHE is guided by a Steering Committee, which was established in June 2000. Current members of the Steering Committee are: Francois Rajaoson (AAU), Carolyn Coleman/Talaat Moreau (USAID), Sally Gear (British Council), Narciso Matos (Carnegie Corporation), Bonaventure Mvo-Ondo (AUF), William Rwambulla (CAPA), David Court/Joyce Mook (Rockefeller), Ahmed Bawa (Ford Foundation), Marianne Peters (Netherlands Ministry of Foreign Affairs), Tomas Kjellqvist SIDA/SAREC, Fay Chung (UNESCO-IICBA), Roland Weiss (DAAD), Piyushi Kotecha (SAUVCA), Takyiwaa Manuh (University of Ghana/AAU), Pascal Mdemu (MSTHE/ Tanzania), Thomas Tlout (University of Botswana/AAU), and Joel Moulen (Ministry of Higher Education/Cameroon), Juma Shabani (UNESCO), William Saint (World Bank), Stephen Matlin (DFID), Cream Wright (Commonwealth Secretariat), Professor Abdolkabir Alfahary (University of Sheba/AAU), S. Burden (MacArthur), R Lotsberg (NORAD)

### *Links with other ADEA Working Groups:*

This is under consideration as part of the strategic planning exercise, which the WGHE carried out in September 2002 and where relationships with WGs such as FAWE have been proposed. As an additional step, the WGHE Coordinator participated in the strategic planning meeting of the Working Group on Education Statistics (WGES/NESIS) held in Harare in October 2002. It is expected that collaboration with the WGES will continue even as plans evolve to graduate it to a full status of an autonomous institution.