

NOTES OF MEETING

ADEA Working Group on Higher Education

STEERING COMMITTEE

Arusha, October 7, 2001

Present:

W. Saint	Coordinator	D. Court	Rockefeller/World Bank
F. Rajaoson	AAU	L. Levey	Ford Foundation
D. Tarpeh	AAU	A. Griffin	Ford Foundation
M. Peters	Netherlands	P. Mdemu	MSTHE, Tanzania
N. Matos	Carnegie	R. Weiss	DAAD
C. Sprague	Carnegie	A. Sawyerr	AAU
W. Rwambulla	CAPA	S. Matlin	DfID
Annica Sohlström	SIDA/SAREC	C. Wright	Commonwealth Sec.
K. Appadu	SIDA/SAREC	F. Chung	UNICBA
T. Tlou	AAU		

Special Guests: J. Ssemakula (African American Institute), M. Juma (African Virtual University), P. Bierma (Netherlands), S. Bunwaree (CODESRIA).

Absent: T. Manuh (AAU), P. Kotecha (SAUVCA), J. Moulen (Cameroon), J. Shabani (UNESCO), S. Holttta (FINNIDA), B. Mve-Ondo (AUF), C. Coleman (USAID), T. Moreau (USAID), R. Monro (British Council), R. Lotsberg (NORAD), S. Burden (MacArthur).

Introduction:

- Participants were welcomed by Dr. William Saint (WGHE Coordinator) and Prof. François Rajaoson (Secretary General, AAU).
- The Coordinator introduced John Kiwanuka Ssemakula of the African American Institute in New York City. The AAI had been prompted by the WGHE report on universities and AIDS to initiate program activities in this area. Accordingly, Mr. Ssemakula was invited to attend the SC meeting in order to exchange information and share ideas on AIDS activities in the tertiary education sector.
- Each individual Steering Committee member introduced herself or himself.
- The agenda for the meeting was accepted.
- William Saint reported on actions taken since the last meeting. These included:
 - ❑ Preparation and submission of WGHE work program and budget for 2002.
 - ❑ WGHE grant to the Ghana National Council for Tertiary Education to produce a training manual and orientation program for Governing Council members of tertiary institutions in the country.
 - ❑ Publication of a short summary of the WGHE report on AIDS and universities in six different higher education newsletters.
 - ❑ Preparation and discussion of a *Memorandum of Understanding* between the WGHE and the AAU to govern the transfer of WGHE coordination from the World Bank to the AAU during 2002.
 - ❑ Continued supervision of the regional survey of higher education innovations begun last year.

“Old Business”

- David Court reviewed the draft WGHE/AAU *Memorandum of Understanding* and invited comments. The Committee endorsed the MOU while offering various minor suggestions, particularly with regard to the Coordinator’s responsibilities. These were incorporated into the MOU and the document was signed on October 10, 2001. A copy is included as Attachment 1.
- The proposed WGHE Work Program and Budget for 2002 were reviewed and discussed.
 - ✓ Concerning the activities on HIV/AIDS, members stressed the importance of identifying researchers who know and can work with students. They noted that the Commonwealth Secretariat is also developing a tool kit for AIDS and that this effort should be linked to the similar AAU undertaking. Likewise, feedback from the planned national workshops should inform the design of the AAU tool kits on AIDS for university managers.
 - ✓ With regard to gender roles in relation to AIDS, it was noted that the UNESCO Institute for Education in Hamburg, Germany had produced useful materials on this subject.
 - ✓ Concerning the proposed activities on Information and Communications Technology, members proposed the inclusion of other tertiary institutions as well. They noted that the University of Dar es Salaam, Eduardo Mondlane University, and Makerere University could serve as resources institutions for younger university experiences with ICT development. The AVU representative observed that many university staff are still not computer literate and consequently ICT capacities are used mainly for email and some research, but very little for teaching or for management information systems.
 - ✓ Concerning the proposed study on tertiary education system differentiation and articulation, the inclusion of Lusophone countries was recommended.
 - ✓ Concerning the proposed edited book of papers on African higher education, members recommended that it consider drawing from the full collection of WGHE research reports, including the recent paper on HIV/AIDS by Prof. Michael Kelly and the case studies undertaken for the last ADEA Biennial Conference.

“New Business”

- *Association of African Universities.* The Secretary General briefed the Committee on the AAU Core Programme for 2001-2004. Activities will concentrate on the following seven areas:
 - ⊙ LEADERSHIP AND MANAGEMENT
 - ⊙ QUALITY OF TEACHING AND RESEARCH
 - ⊙ CAPACITY BUILDING IN INFORMATION TECHNOLOGY
 - ⊙ IMPROVING ACCESS TO AFRICAN SCHOLARLY WORK
 - ⊙ GENDER EQUITY, EMPOWERMENT AND ADVANCEMENT
 - ⊙ EMERGING ISSUES (HIV/AIDS, Peace and Conflict)
 - ⊙ MEMBERSHIP SERVICES

The Secretary General noted that the important AAU programs on HIV/AIDS, Gender Equity, and Peace and Conflict remained un-funded at the present time. It was suggested that it would be helpful to the Steering Committee members if the AAU Secretary General would present them with an overview un-funded activities and associated costs in order of priority.

The Secretary General also reported that the AAU is well advanced in its efforts, begun two years ago, to develop an updated vision statement and associated strategic plan. The next step is to organize regional consultation meetings with AAU members to review draft versions of these documents. However, resources available for these consultations are only sufficient to cover a portion of them. It is expected that the Vision Statement and Strategic Plan will be presented to the AAU Executive Board for final approval in early 2002.

- *African Virtual University.* Dr. Magdallen Juma of the AVU's newly established secretariat in Nairobi briefed the Steering Committee on recent AVU developments. The AVU is now operational at 29 sites in Anglophone and Francophone Africa. To date, 23,000 students – many of them women --have taken one semester courses. Some 45,000 individual email accounts have been created within the AVU system, use of its digital library is growing rapidly, and the AVU website is receiving roughly one million hits a month. The AVU site at Kenyatta University has become essentially financially self-sustaining, generating over \$200,000 annually. AVU sites in Uganda, Togo and Mauritania have also made notable progress in income generation.

In the future, the AVU will operate as an autonomous international NGO registered in Nairobi, Kenya. It has just completed a strategic review and independent assessment of its business model that confirmed the financial feasibility of the undertaking. The future AVU program will no longer seek to provide university degrees as originally envisioned. Instead, it will work closely with its collaborating African universities to complement their curricula with course content delivery in computer science, engineering, and related fields where teaching staff and current content may be in short supply. It expects, however, to offer a two-year diploma course in computer science being designed in partnership with six African universities. It will also develop a resource website on curricula content, references and associated chat rooms, and continuing expanding the available collection of its virtual library. The AVU is currently advertising for a candidate to serve as its new Chief Executive Officer.

“Other Business:”

- It was announced that the former President of the AAU, Prof. Andrew Siwela, had passed away in mid-September.
- AAU Secretary General François Rajaoson paid tribute to Dr. Narciso Matos for his leadership and achievements as AAU Secretary General from 1995-99, and presented him with a commemorative certificate on behalf of the AAU Executive Board.
- A card of good wishes to Prof. George Benneh, former President of the Association of African Universities, was circulated for signature in response to news of his recent mild stroke.
- On behalf of the WGHE Steering Committee, Dr. Matos expressed appreciation to William Saint for his commitment and effective organization during his ten years as Coordinator of the Working Group on Higher Education.

Institutional Reports

Institutions represented at the meeting provided short reports on their current activities in the field of African higher education. Summaries of these reports are provided in Attachment 2.

Agreed Actions

- The WGHE Coordinator and AAU Secretary General will agree on Terms of Reference and qualifications for the new WGHE to be recruited and based at the AAU Secretariat, and advertise this Position Announcement as soon as possible.
- Elections will be held at the next meeting for the position of Chairman of the WGHE Steering Committee. This position is necessary to represent the Committee as the coordinating function of the WGHE shifts to the AAU. William Saint will draft short Terms of Reference for the Chairmanship and circulate them prior to the next Steering Committee meeting.
- The AAU Secretary General will provide the Steering Committee with an overview of the AAU's un-funded Core Programme activities and associated costs in order of priority.
- The next meeting of the WGHE Steering Committee will last two days, with the second day dedicated to sub-committee discussions of the coming year's work program.
- As appropriate, non-university tertiary institutions will be invited to participate in WGHE activities. To this end, Fay Chung and William Rwambulla promised to send the Coordinator their respective address lists for teacher training institutions and polytechnics.

Next Meeting

The next meeting of the WGHE Steering Committee is expected to be organized by the AAU and its new WGHE Coordinator. The meeting is provisionally scheduled for the first week of June 2002 at the University of Buea, Cameroon and will be held in conjunction with the AAU Executive Board meeting planned at that time. However, if another higher education event can be identified during the second quarter of 2002 that promises greater opportunity for WGHE learning and participation, the time and place of the WGHE Steering Committee meeting may be changed to coincide with it.

Respectfully submitted, October 18, 2001

William Saint
Coordinator
ADEA Working Group on Higher Education

Attachment 1

MEMORANDUM OF UNDERSTANDING

Between
The ADEA Working Group on Higher Education
and
The Association of African Universities

OCTOBER 10, 2001

Background and Rationale

1. Since its inception in 1989 the Working Group on Higher Education (WGHE)¹ has valued and benefited from its collaboration with the Association of African Universities (AAU). It has worked closely with AAU leadership, sequencing its main meetings to ensure joint participation and aligning its work program to fit within the priorities of the AAU's core program. The partnership has been productive for both organizations.

2. This partnership has functioned to date on the basis of informal understandings and shared vision. However, three factors now give rise to the desirability of a new arrangement, defined by this *Memorandum of Understanding*, under which the AAU will assume the coordination role of the WGHE:

- The WGHE is a working group of The Association for the Development of Education in Africa and as such was never intended to have an indefinite life or to be coordinated permanently by the World Bank;²
- In common with the ADEA itself and various other working groups, the idea of anchoring the WGHE on the continent itself has always been an aspiration;³
- The 1999 ten-year evaluation of the WGHE specifically proposed that the WGHE/AAU relationship be reviewed and that a *Memorandum of Understanding* be drawn up that would encompass the transfer of coordination responsibilities from the World Bank to the AAU, and make explicit the nature of the relationship in terms of membership, work content, and purpose.⁴

3. This recommendation and its implications were discussed by the WGHE Steering Committee in Windhoek in June 2000 and again at its February 2001 meeting in Nairobi. Two sets of further consultations between the Secretary General of the AAU and the Coordinator of the WGHE produced consensus on the desirability in principle of a transfer of coordination responsibilities. The June 2001 meeting of the Executive Board of the AAU approved the idea and encouraged the AAU Secretariat to work with the WGHE in finalizing a *Memorandum of Understanding* that would define the content and terms of a new relationship between the two organizations.

¹ The WGHE is a constituent part of the Association for the Development of Education in Africa (ADEA), based in the International Institute for Educational Planning at Paris, France and governed by its policies and procedures.

² See *Best Practice for Working Groups*, DAE Secretariat, March 1993, para. 7.1

³ See Aimé Damiba, Diane Van Belle-Prouty, and Anders Wirak, *ADEA Evaluation Report*, ADEA Secretariat, September 2000, para. 295 ff.

⁴ See Donald Ekong and Gerda Vrielink, *The Role of the ADEA Working Group on Higher Education: Purpose, Scope and Participation*; September 1999, page 28-29.

Time Frame

4. This *Memorandum of Understanding* will become effective as of the date on which it is signed by the Coordinator of the ADEA Working Group on Higher Education, the Executive Secretary of ADEA, and the Secretary General of the AAU, and will remain in force for a period of three years from that date. At the end of this period, it may be extended on the basis of mutual agreement by both parties, or by written amendment to this *Memorandum of Understanding*. Consultations to this end will be undertaken not later than six months before the end of the period.

Governance

5. The WGHE is governed by its Steering Committee, which is responsible for approving its annual work program, raising the funds necessary for its implementation, and monitoring compliance with this *Memorandum of Understanding*. The Committee will periodically elect a Chairperson, who will serve as the representative of the WGHE in all matters pertaining to this agreement.

6. The AAU is governed by its Executive Board, which is responsible for setting its policies, approving its core program, approving its annual budget, and employing key staff members. The AAU Executive Board will also monitor compliance with this *Memorandum of Understanding*. The AAU is headed by an appointed Secretary General, who will serve as the AAU's representative in all matters pertaining to this agreement.

7. The WGHE Steering Committee has no jurisdiction over the affairs of the AAU outside of the parameters of this *Memorandum of Understanding*. Likewise, the AAU Executive Board has no jurisdiction over the affairs of the WGHE outside of the parameters of this *Memorandum of Understanding*.

Responsibilities of the ADEA Working Group on Higher Education

8. The principal responsibilities of the WGHE under this *Memorandum of Understanding* are:

- To cover the direct costs, estimated at \$75,000 annually, to the AAU of assuming coordination responsibilities for the WGHE. The actual budget for these coordination expenses will be set yearly in the annual WGHE work program, and will be approved by the WGHE Steering Committee.
- To provide the financial resources required to carry out the annual WGHE work program as approved by the WGHE Steering Committee and the ADEA.
- To elect periodically a Chairperson of its Steering Committee who will undertake to fulfill the responsibilities of the WGHE under this agreement.
- To receive, review and approve the annual WGHE Activity Report produced by the AAU and its WGHE Coordinator.

Responsibilities of the Association of African Universities

9. In assuming the role of WGHE coordination, the AAU will fulfill the following responsibilities with regard to the WGHE:⁵

⁵ See also *Procedural Guidelines for ADEA Working Groups*, September 2000.

- Provide intellectual leadership in the design and management of all WGHE activities.
- Stimulate dialogue among WGHE members and participants, and ensure adequate participation of a wide representation of the African tertiary education community and funding agencies in all WGHE activities.
- Prepare annual two-year rolling work programs and budgets, in accordance with procedures stipulated by ADEA, for review and approval by the WGHE Steering Committee.
- Ensure the implementation of the annual WGHE work program as approved by the WGHE Steering Committee, and by ADEA.
- Prepare an Annual Report of Activities and Expenditures undertaken during previous year for submission to the WGHE Chairperson by February 15th of each year and onward transmission to ADEA in a timely manner.
- Manage and account for WGHE's budgeted resources.
- Convene periodic meetings of the WGHE Steering Committee (at least once a year).
- Organize occasional meetings of the entire WGHE around important issues, i.e., a forum in conjunction with planned AAU activities.
- Disseminate regularly to WGHE members and representatives of African tertiary institutions pertinent information on developments in African and international higher education.
- Represent the WGHE in ADEA management meetings (e.g., meetings of Working Group Coordinators) and in regional events such as the ADEA Biennial Conference.
- Oversee the development and maintenance of the WGHE web page on the ADEA website.

Staffing and Administration

10. The following staffing and administrative arrangements will operate:
 - a. The WGHE Coordinator will be a full time bi-lingual staff member of the AAU who will devote 50% of his/her time to WGHE responsibilities. Terms of Reference and qualifications for this Coordinator position will be mutually agreed between the AAU and the WGHE Steering Committee.
 - b. The WGHE Coordinator will be a full member of the WGHE Steering Committee and shall fulfill the function of Secretary to this Committee with responsibility for preparing the minutes of each meeting.
 - c. The WGHE Coordinator will be assisted by a full-time bi-lingual Program Assistant who will devote 50% of his/her time to WGHE responsibilities.
 - d. Administrative services provided by the AAU in support of the WGHE will include reliable e-mail facilities, secretarial assistance, capability for written French/English translations, and financial administration in accordance with AAU accounting procedures and auditing regulations.
 - e. To ensure that funds for the WGHE work program, managed by the AAU, do not compete with donor funding for the AAU core program, separate financial accounts will be established for WGHE activities.

Transition arrangements and Timetable

11. The transition period for the accomplishment of this transfer will be twelve months beginning on or about January 1, 2002. During this period, backup support and guidance will be provided by the current WGHE coordinator at the World Bank and by bi-lingual staff from the ADEA Secretariat in Paris.

12. Key steps in this transition timetable will be:

- Approval by both organizations of the Memorandum of Understanding by October 31, 2001.
- Recruitment of WGHE Coordinator at the AAU by January 1, 2002.
- Orientation and training visits by WGHE Coordinator to the ADEA Secretariat in Paris and to the World Bank in Washington, D.C. by March 31, 2002.
- Mentoring visit by former WGHE Coordinator of the World Bank to the AAU in Accra by May 15, 2002.
- Convening of first AAU-led meeting of the WGHE Steering Committee by June 2002.

Budget

13. An indicative minimum budget for annual costs of WGHE coordination at the AAU is presented in Attachment 1.

Conclusion

14. Both the AAU and the WGHE are confident that coordination of the WGHE by the AAU will bring multiple benefits to both groups. These include: closer integration, where appropriate, of the work programs of the two groups; a stronger African identity to the WGHE and greater sensitivity to African higher education concerns; and enhanced networking for the AAU.

Signed in Arusha, Tanzania on the 10th day of October 2001

William Saint
Coordinator
ADEA Working Group on
Higher Education

Mamadou Ndoye
Executive Secretary
Association for the Development
of Education in Africa

François Rajaoson
Secretary General
Association of African
Universities

MOU / Attachment 1

Indicative Annual Budget for WGHE Coordination

Coordinator (half-time)	\$30,000*
Bi-lingual assistant (half-time)	7,500*
Training, technical assistance, communications and other coordination costs	11,000
Travel	10,000
Equipment and supplies	6,000
AAU support services (15%)	<u>10,500</u>
TOTAL	\$75,000

* Although these will both be full time positions at the AAU, the WGHE/ADEA will cover only half of their costs as WGHE coordination duties are not expected to require more than half-time dedication from these two persons.

Institutional Reports on Higher Education Activities

World Bank. In recognition of recent changes in the global economy, information technology, and the role of higher education, the World Bank is currently updating its 1994 policy paper on higher education. The new policy statement, which will cover tertiary education, is expected to be released around the end of this year. The Bank is also currently preparing new tertiary education projects in Ghana, Mozambique and Nigeria. These include attention to HIV/AIDS, strategic planning, distance education, and information and communications technology development.

Botswana. The University of Botswana has established the position of AIDS Coordinator and provided a budget for these activities. Parliament has authorized the creation of a Tertiary Education Council, which will be asked to advise on the possible establishment of a second university. A regional Masters in Public Administration program for SADC countries is being introduced at the University of Botswana.

African American Institute. The AAI is a fifty-year old American non-profit organization dedicated to human resource development in Africa, and to generating greater understanding of African issues in the United States. It is presently in the process of launching an HIV/AIDS initiative that is likely to have three aspects: development of university training programs in health systems management; support for training in certain professions (e.g., teachers) that have been hard hit by HIV/AIDS; and awareness building among university students and staff.

Carnegie Corporation. Carnegie is currently considering funding for four separate cooperative "clusters" of tertiary institutions in South Africa. It will also be providing financial support to the University of Dar es Salaam in Tanzania and Makerere University in Uganda. Preliminary program explorations are underway in Ghana and Nigeria.

Ford Foundation. The Foundation sponsored a regional conference on innovations in African higher education in Nairobi, Kenya on October 1-3. A conference paper will be forthcoming. It also supported a three-day workshop at the University of Dar es Salaam on the use of information technologies for university teaching and learning. A new program officer for higher education, Dr. Ahmed Bawa, has just been appointed in the Ford Foundation office in Johannesburg. It has also launched an International Fellowship Program for disadvantaged graduate students from selected African countries, and funded Boston College to produce a handbook on African higher education that contains 72 articles covering all countries in Sub-Saharan Africa.

SIDA/SAREC. The agency is currently preparing a policy statement to guide its future collaboration in the field of higher education.

International Institute for Capacity Building in Africa (IICBA). The Institute has developed cooperation agreements with the Indira Gandhi Open University for teacher training in Africa, with the University of South Africa (UNISA) for training in school management, and with a consortium of American universities for teacher training in science and mathematics. It is also organizing a library of resource materials on HIV/AIDS for classroom use by school teachers in Africa.

DAAD. Its current assistance program focuses support on regional cooperation efforts and on networks development among African universities. DAAD has recently appointed Mr. Cay Etzold as its Regional Representative in Nairobi, Kenya.

Rockefeller Foundation. The Foundation has provided significant funding to Makerere University in Uganda to train government officials at the district level in the context of a Government decentralization program supported by the World Bank.

Foundation Partnership. The partnership of four American foundations (Carnegie, Ford, MacArthur, Rockefeller) established last year has completed case studies of higher education in Mozambique, Tanzania and Uganda which should be disseminated by December. It is also collectively supporting similar analyses in Ghana, Kenya, Nigeria and South Africa which should be completed in late 2002. It has also produced a Frequent Question and Answer sheet on this Partnership for reference use by interested persons, and is about to recruit a Facilitator to streamline communication with and within the Partnership.

Government of the Netherlands. Dutch assistance and scholarship schemes for higher education development in Africa have undergone a policy review and reformulation. On this basis, programs will be re-structured and will contain an emphasis on demand driven activities and capacity building. An intermediary organization will be competitively chosen by the end of 2001 to manage these new programs beginning in 2002. Another development is that the Netherlands has recently extended possibilities to support training within the Africa region.

Commonwealth Association of Polytechnics in Africa (CAPA). The Association is working with community college associations in Australia, Canada and the United States to disseminate the community college experience within Africa. It is also pursuing linkages with sister institutions in francophone Africa. It was announced that the World Congress of Colleges and Polytechnics will take place March 22-27, 2002 in Australia.

Tanzania Ministry of Science, Technology and Higher Education. A higher education rationalization initiative will shortly begin in Tanzania.

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