AFRICAN UNIVERSITIES AND THE BUMPY ROAD TO BOUNCING BACK
The Case of Ibadan and Makerere

Latest News...

• Only S. Africa and Egypt are on SJTU & THES top 500
• Ranking is happening in Africa
• Nigeria has stepped forward
  – National HEI Ranking
  – 12 Flagship HEIs selected
  – Funding for Excellence (N55bn + WB)
PURPOSE

• Continent in struggle to rebuild
• Tension: National Needs vs Excellence
• Vision for Excellence Emerging but still a lot needs to be done
• Common Challenges, varying responses
• Outstanding Issues

OUTLINE

• Historical Background
• Current Trends
• Case Studies: Ibadan & Makerere
• Common Challenges
• Going Forward: Regaining Past Glory
• Outstanding Issues
Historical Context

Universities in SSA by WWII:

- Fourah bay College, Sierra Leone (1876)
- Gordon Memorial College, Khartoum, Nigeria (1898)
- Makerere Government College, Uganda (1921)
- Yaba College, Lagos, Nigeria (1909)
- Teacher Training College at Gore, Senegal

23 universities in SSA by the end of the colonial era; over 300 public and accredited private universities today

The post-Independence Era

Expansion to meet rising social demand

- Rapid increase in enrollment & No of Institutions
- Funding and Resource Challenges
- Unfavorable socio-political environment
  - Poor Governance & management
  - Unpredictable public funding
  - Weak accountability mechanisms
  - Staff Depletion
  - Diminished Quality & Relevance of Programs
Current Trends

• Africa has among the fastest increase in tertiary enrollment (grew at an average of 8.7% per annum between 1991-2004)
• But coverage is still the lowest in the world (gross enrollment ratio 5%)
• Gender parity has been improving (40% female students)
• Rising private sector participation (20% of enrollment, no. of private > public institutions)
• Increasing diversification (28% of students in short technical programs)

The Case Study Universities

Makerere University
• Established 1921 as Government College
• Affiliated to and modeled after University of London
• Full municipal services for students and staff
• Decline starting 1970s due to military coup (talent decimated)
• 31,827 students in 2005/6; 77.5% privately funded
• Ranked 20th in Africa (2009)

University of Ibadan
• Established 1948 as University College (104 students)
• Affiliated to and modeled after University of London
• Full municipal services for students and staff
• Decline started in 1970-75 period (free primary ed, proliferation of unis, gov)
• 19,521 in 2008/09 (38% PG; and 62% UG; no tuition fees
• Ranked 81st in Africa (2009)
Common Challenges

- Limited talent pool to meet many competing demands
  - Few faculty to handle increasing enrollments
  - Ill-prepared entrants from the secondary school system
  - Demand beyond teaching and research
- Constrained financial resources
  - Inadequately resourced learning and research environment
  - Unreliable public funding: Weak policy environment
  - Weak private financing
- Nascent Governance & Management Systems
  - Issues in transitioning from state control
  - Weak management and accountability mechanisms
  - Poor management of student flows
  - Nascent or lacking Quality assurance System

Going Forward: Holistic Approach

- Basic education remains important
  - No country has achieved sustained economic growth without mass basic education.
- ... but it is insufficient to be competitive today
- Higher education in relevant areas
  - Catch up to global knowledge and technology frontier
  - Increase productivity and break into new markets
  - Evaluate and capture economic opportunities
  - Generate new knowledge
  - Enhance employment prospects
On-going Efforts to Regain Past Glory

MAKERERE UNIVERSITY
– Mission, Vision and Strategic Planning introduced
– External Partnerships for additional funding
– Expanded staff-development program
– Parallel Programs to reduce financial constraints:
  • Effect on research?
  • Effect on quality of learning?
  • Values? Equity?
  • Duplication of programs?
    ... but these are insufficient to overcome financial constraints

On-going Efforts...

UNIVERSITY OF IBADAN
• Mission, Vision and Strategic Planning
• External partnerships to raise funding
• Leveraging ICTs into teaching and research
• Increased Focus on Graduate training
• Motivating academic staff
• Vision 20-20-20-20
• Granted Flagship University Status in Nigeria (one among 12)
Outstanding Issues...(Ref. Jamil)

Governance & Management Reforms

- Institutional Autonomy: appointment of University top management
- Cultural transformation – detaching from civil service practices (e.g. in setting salaries
- Modernizing operational processes (reliable, up-to-date data)

Outstanding Issues 2...(contd)

Resourcing to improve learning environment

- Review/Strengthen Financing Policy
- Improve external efficiency (alumni, civil society, industry)
- Improve internal efficiency (use available resources better)
- Tap and manage IGR: Need for institutional policy, strategy and M&E
- Leverage ICTs in research & learning
Outstanding Issues 3...(contd)

Strengthen and Motivate Talent Pool

• Staff recruitment and development
• Competitive, well paid academic positions
• International Partnerships
• Improve HR management
• Quality of entrants

Unresolved Concerns

• Concentration vs fair distribution
• Ranking Methodologies: Concerns about lack of level playing field
• National vs International Ranking
• Africa-specific ranking/rating system?
Summary of Main Messages

• Quest for excellence, despite many challenges

• Talent pool, Abundant Resources, Good governance and Stable socio-political environment are key

• Institutions, Government and Society are paying attention to ranking but concerns remain

• World Class Information systems lacking

• Nigeria has made the first moves

For more information...

World Bank 2008: Accelerating catch-Up: Tertiary Education for Growth in Africa

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Thank you!
Using Available Resources Better

\[ y = 0.856x + 0.758 \]
\[ R^2 = 0.66 \]

Expenditure on Social Services as percentage of budget

Salaries as percentage of total budget