

STRATEGY FOR NORWEGIAN ASSISTANCE TO HIGHER EDUCATION AND RESEARCH IN TANZANIA

The main elements

1. *Will cover the period of the National Strategy for Growth and Poverty Reduction (NSGRP, 2005-2010)*
2. *Will support and complement Tanzania's NSGRP*
3. *Will focus on support to three public universities: University of Dar es Salaam (UDSM), Sokoine University of Agriculture (SUA) and Mzumbe University (MU)*
4. *Will seek to enhance quality in higher education wherever appropriate*
5. *Will endorse partnership models for research collaboration*
7. *Will seek to achieve complementarity by working with like-minded development partners*
8. *Will focus on four areas viz. agriculture/resource management, economic development, governance and other relevant areas for poverty reduction such as research within teacher education and cross-cutting issues*
9. *Will continue to provide support channelled through the Ministry of Finance and Exchequer system*

1. Background

- Norway has invested some NOK 800 million (in current prices) in higher education in Tanzania over the past 30 years. The majority of this support has gone to three Universities i.e. the University of Dar-es-Salaam (UDSM), Sokoine University of Agriculture (SUA) and Mzumbe University (MU), formerly Institute of Development Management (IDM). This investment has often consisted of a series of small, often unrelated interventions, based on bilateral relations between individual institutions in Tanzania and Norway. Investments have not previously been the subject of a general strategic planning exercise. Tanzanian-Norwegian cooperation in the higher education sub-sector, has therefore rarely been directly related to national policies and goals. There is therefore general agreement that co-operation between Norway and the three Universities should be re-oriented in order to focus more directly upon relevance to the country's own development priorities and quality assurance.
- Existing assistance to higher education in Tanzania from Norway amounts to about NOK 25 million a year. The programs supported by Norway have been *consciously* designed to comply with the strategic programs of the three universities. However, they have not been specifically designed to make an impact on reducing poverty. Nor have they been

formulated in accordance with the principles set out in Tanzania's Poverty Reduction Strategy Paper (PRSP) ¹. This means that adopting a strategy linking higher education and research to poverty reduction, as implied above, will certainly necessitate a considerable shift in priorities and a considerable restructuring of Norwegian assistance. It will mean phasing out some programmes and phasing in new ones.

- Estimates show that the number of students in higher education is likely to double from 24,000 to about 50,000 over the next 10 years. Most of this increase is likely to be achieved through the expansion of private sector university facilities. For reasons of accountability, and because of the institutional cooperation model, it would not be appropriate for Norwegian funds to be used for expansion of private sector higher education. However, Norway can best support this expansion indirectly, by supporting the public universities who in turn can transfer or provide qualified teaching staff and the results of applied research to the private universities.

2. Strategic Considerations

- This document constitutes a *Strategy for Norwegian assistance to the higher education sub-sector in Tanzania*. It applies for bilateral assistance to Tanzania, but does not include present partnership programs such as the NUFU programme or Norad Fellowship Programme. It consists of a series of policy proposals and guiding principles which, in combination, constitute the proposed Strategy. It takes into consideration national priorities such as Tanzania's Poverty Reduction Strategy. Agricultural development, economic development and governance issues are common concerns in poverty reduction and higher education, and the Strategy accommodates these fully to reflect national poverty reduction strategies. The Norwegian Government's action plan on poverty reduction in the South underlines the particular importance of agricultural development in reducing poverty.²
- This strategy is not a substitute to an eventual sub-sector program for higher education as a part of (third step) of Tanzania's Education Sector Development Plan (ESDP). Norway is still committed to participate in and to support the dialogue and the planning for development the whole education sector in Tanzania. This strategy is a supplement to the sector-dialogue in order to mainstream and effectuate today's portfolio within Norway's support to higher education in Tanzania. This Strategy has been discussed with, and sanctioned by the leadership of the three cooperating universities and the Government of Tanzania. The Strategy is based on a Discussion Paper (attached) prepared for the Government of Norway in April and May 2004.

Goals and Objectives

- The Strategy is designed to guide decision-makers in Tanzania and Norway on the objectives, volume, content, financing and organisation of Norwegian support the higher education and research in Tanzania for the period of the NSGPR (2005-2010).
- The following five strategic goals are identified:

¹ Government of Tanzania, "*Poverty Reduction Strategy Paper*", Dar-es-Salaam, October 2000

² Government of Norway, "*Fighting Poverty, the Norwegian Government's Action Plan for Combating Poverty in the South towards 2015*", Oslo, March 2002

NORWEGIAN SUPPORT TO HIGHER EDUCATION AND RESEARCH IN TANZANIA STRATEGIC GOALS

- > *To support higher education and research related to the national goals of Tanzania, in particular poverty reduction*
- > *To support Tanzania in the qualitative and quantitative improvement of higher education and research*
- > *To contribute to strengthening and expanding Tanzania's research capacity on the higher educational level through institutional partnerships*
- > *To contribute to increasing knowledge production and dissemination of results of academic research*
- > *To enhance the management of Norwegian support to higher education and research in Tanzania*

- Periodic reviews shall be taken underway of the main focus areas and models of organisation. To the most possible extent shall the reviews be co-ordinated with the development of ESDP and its subsequent reviews.
- Future Norwegian support to higher education and research should take greater account of national goals. Measures should be taken to articulate the links between higher education and the Poverty Reduction Strategy. Support to collaborating universities will continue to be linked to the individual universities' own strategies and how these, in turn, relate to Tanzania's strategy for Higher Education and serve to promote wider poverty reduction goals.
- The support should also contribute, where appropriate, to achieving the eight Millennium Development Goals (MDGs), adopted by the United Nations.

3. Focus areas

FOCUS AREAS FOR NORWEGIAN SUPPORT TO HIGHER EDUCATION AND RESEARCH IN TANZANIA

- knowledge production and management
 - dissemination of research findings and
 - capacity- building (including infrastructure)
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- By uncovering and applying knowledge evolved within the country, the higher education sub-sector has an important link to poverty reduction. Further, by increasing access to

higher education to women and to regional and/or ethnic minorities in the country, higher education can be a vehicle for participation and development. The importance of the role of Universities in research into poverty reduction and in monitoring the NSGRP progress towards the attainment of the MDGs should also be emphasised.

- The main elements of the Norwegian support to higher education and research in Tanzania will be:
 - (a) knowledge production and management
 - (b) dissemination of research findings and
 - (c) capacity building (including some infrastructure)
- Norwegian support to higher education and research in Tanzania should continue to be based on institutional cooperation between higher education institutions in Tanzania and in Norway. Regional and South-South partnerships will be encouraged. Partner institutions and departments in Norway should be selected on the basis of their ability and willingness to deliver the services required by the Tanzanian partners.
- Because of the critical importance of capacity building/infrastructure, approximately 10% of the total support can be earmarked for capacity building/infrastructure purposes, if required.
- Areas of support by Norway will have to meet the following basic criteria:
 - Choice of activity must be within areas agreed upon mutually through cooperation agreements between Norway and Tanzania and consistent with the NSGRP;
 - Priority will be given to research activities, which are based on available and relevant knowledge within Tanzania. This knowledge should be harnessed to achieve a poverty reduction effect;
 - Where institutional partnerships are preferred, they must be based on willingness to make a contribution and share their particular experience and competency
 - The current Memorandum of Understanding (MoU) between Norway and Tanzania³ gives priority to progress in five areas as follows:
 - > Good governance and democracy
 - > Transparency and the fight against corruption
 - > Reduction of income poverty
 - > Improvement of human capabilities, survival and well-being
 - > Continued fight against HIV/AIDSA revision of the MoU is foreseen in 2005. Eventual changes in the MoU will lead to a subsequent revision of this Strategy.
- The NSGRP is an outcome-based document, in which the entire development process shall be directed and measured by a result based approach. The document defines three broad clusters that are supported by broad outcomes, goals and operational targets. The clusters are:
 - Growth and reduction of income poverty
 - Improvement of quality of life and social wellbeing
 - Good governance and accountability

³ “Memorandum of Understanding between the Government of the Kingdom of Norway and the Government of the United Republic of Tanzania concerning Development Cooperation”, Dar-es-Salaam, June 2002. This Memorandum of Understanding will be revised in 2005.

Intersectoral linkages and collaboration and synergies between the traditional sectors and priority areas of the first PRS constitute the conceptual framework of the NSGRP. The operational approaches emerging from this Strategy shall be derived from the NSGRP.

- On the basis of the above, it is recommended that priority for Norwegian support to higher education and research be given to the following four sectors:
 - Agriculture and resource management (including forestry, fisheries and environment)
 - Economic development (Small and Medium Enterprises, small business, privatisation)
 - Governance (Governance, local government reform, decentralisation etc)
 - Other relevant sectors viz. research on teacher education, cross-cutting issues, gender, health etc
- Norwegian support should be directed to the public sector universities.

4. Strategic Partnerships

- The number of partners in the higher education and research sector in Tanzania is limited. Norway will work closely together with The Ministry of Science, Technology and Higher Education and the like-minded development partners so that the Norwegian support to the sub-sector is consistent with the development of the education sector as a whole.

5. Volume and Scale

- Pending Parliamentary appropriations, the volume of Norwegian support to higher education and research should remain at approximately 10% of Norway's total annual bilateral assistance to Tanzania.
- In order to secure that the financial assistance to higher education and research remains *on budget*, the Norwegian financial support to the higher education sub-sector will continue to be channelled through the Exchequer system of Ministry of Finance.

6. Organisation

Administration of Norwegian support to higher education and research in Tanzania will be strengthened on both research management level and on the professional level. This will be done through periodic follow-up and joint reviews, conducted by partner institutions and the respective university. To this effect, the Embassy has, from January 2006, signed an agreement with the Norwegian Centre for Internationalisation in Higher Education (SIU). SIU will assist the Embassy in the professional and technical follow up of the higher education and research portfolio to the three universities as laid out in the new organisational model. A full description of the new organisational model for the Norwegian support to higher education and research in Tanzania, is outlined in a Task Force report made by all involved partners in the cooperation.