KRA1: Strengthening Capacity for Service Delivery at AAU Secretariat

Strategic Objective	Strategy	Programs
Improve communication services at AAU Secretariat	Re-engineer communication services	Review the AAU Communication services Recruit and train project & communication staff quality publications Secure adequate and affordable bandwidth Create new AAU website Event:
Enhance Financial Management	Up-grade financial management systems	Train project staff in use of MIS and new financial management software Establish an internal audit system
Improve capacity for project planning, design & Management	Build staff skills for project planning, design and management and other essential areas	Set up internal capacity building (staff development) committee Establish and enhance the QA Unit with more high level staff and training Review existing staff training policy Develop a structure capacity building training programme Establish sabbatical and fellowship position at the AAU secretariat
Enhance management and administrative system	Review and update management and administrative system	Finalize and implement draft HR manual Develop a more adaptive and motivational Human resources management policy
Improve board involvement in promoting AAU activities	Build staff skills for project planning, design and management and other essential areas	Set up internal capacity building (staff development) committee Establish and enhance the QA Unit with more high level staff and training
Improve physical structure and facilities at the AAU Secretariat	Build staff skills for project planning, design and management and other essential areas	Set up internal capacity building (staff development) committee Establish and enhance the QA Unit with more high level staff and training
Improve financial sustainability of AAU	Build staff skills for project planning, design and management and other essential areas	Set up internal capacity building (staff development) committee Establish and enhance the QA Unit with more high level staff and training

Output

New AAU communication policy formulated, approved and operationalized. From July 2011 to December 2011.
One staff recruited and trained by 2012
50% increase of current capacity by 2013
New and improved AAU website online (design, content and interactivity) by 2011

Implementing partners:
Training Providers
IPS Providers

Output

All project staff train on the current Financial software (MIS) by 2011
Review financial management and expenditure procedure
Introduce risk-free project accounting and reporting

Implementing partners:
Software vendor, AccTech (Ghana)
Internal Audit Units of selected member organizations and Ghana Auditor-General's Office

Output

Committee set up and operational From: September 2011 to November 2011.
Unit to be established From July 2011 to January 2012.
Existing AAU Staff Development Policy reviewed and updated From November 2012 to March 2013.
Capacity building training programme From March 2012 to June 2012.
Sabbatical and fellowship programme operational From March 2012 to September 2012.

Implementing partners:
ACBF
Sida
HR providers
Management Consultants

Output

HR manual circulated, reviewed, approved by the Governing Board and implemented 2011
New staff appraisal instrument developed, approved and implemented by 2012
Enhanced employee performance review process established by 2012

Implementing partners:
ACBF
Sida
HR providers
Management Consultants

Output

Policy guidelines approved by Governing Board and operational From April 2012 to July 2012

Implementing partner:
Government of Ghana

Output

New office premises and Secretary-General's residence From July 2011 to July 2012.
AAU Secretariat's ICT needs assessment commissioned and report submitted From October 2011 to April 2012.
Improved ICT environment as per assessment report From April 2012 to October 2012.
At least two (2) new vehicles acquired by 2012
One heavy-duty photocopier purchased by November 2011
10 Desktop/laptop computers purchased By November 2011
One heavy-duty scanner purchased by November 2011
4 Office scanners purchased by November 2011

Implementing partner:
Government of Ghana

Output

Report on lessons learned from previous funding experience documented From September 2011 to March 2012
5 new reliable funding partners identified from July 2011 to June 2015
Endowment fund established by July 2011.
Core group established from July 2011 to December 2011.
Up to 70% of member institutions which are not in good standing pay up as result of Board members' intervention from July 2011 to June 2013.
All AAU professional staff trained in fundraising techniques from: January 2012 to December 2012.
New strategy developed and at least 70% of subscriptions paid from October 2011 to December 2011.

Implementing partners:
AAU Responsibility
African Union Commission (AUC)

KRA2: AAU MEMBERSHIP SIZE, QUALITY & COMMITMENT

Strategic Objective
Increase AAU membership

Strategy
Market AAU and its programmes to HEIs in Africa

Programs
Create a Membership Desk at the Secretariat. Update database of public and private HEIs in Africa. Intensify advocacy with regard to AAU programmes. Involve Board members in membership drive in their respective countries and regions

Output
A Membership Desk created at the AAU Secretariat by 2012. Database of all public and private HEIs in Africa updated throughout the cycle of the Strategic Plan AAU marketing materials produced and distributed to 400 potential members by 2015. 150 HEIs admitted to full membership of the Association with support of the Governing Board by 2015

Implementing partners:
AAU responsibility
AAU Board

Strategic Objective
Enhance quality of membership

Strategy
Introduce new guidelines for admission of new HEIs, especially private ones

Programs
Collaborate with national accreditation agencies and Ministries of Education to verify authenticity of HEIs

Output
100% of potential new AAU member HEIs fully accredited by their accreditation agencies with effect from 2012.

Implementing partners:
AAU & National Accreditation Agencies in Africa

Strategic Objective
Improve existing members' commitment to AAU activities

Strategy
Sensitize to and involve existing members in AAU programmes and activities

Programs
Develop innovative incentives for defaulting member institutions. Involve Board members in approaching defaulting member institutions in their countries and sub-regions

Output
Strategy document produced from the Secretariat and approved by the Board by 2012. 50 defaulting members becoming members in good standing by 2015

Implementing partner:
AAU Responsibility

KRA 3: Strengthening HEIs delivery capacity in Africa

Strategic Objective	Strategy	Programs
Improve QA Capacity in African HEIs	Promote Quality Assurance in African HEIs	Support the setting up of QA units within HEIs. Train HEI staff in QA issues. Strengthen national QA agencies thru AFRIQAN. Commission studies on QA activities in HEIs.
Increase Recruitment and Retention of Staff in African HEIs	Support Staff recruitment and retention in HEIs	Organize workshops for HEIs to develop strategies on staff recruitment and retention. Develop a module on Staff Recruitment and Retention for inclusion in Leadership Development and Management Development. Create database of staff. Establish links with organizations working with Diaspora. Create database of Diaspora with expertise in various disciplines. Support short-term Academic Mobility within HEIs in
Improve ICT capacity, networking and collaboration among HEIs	Strengthen ICT capacity of HEIs and promote Inter-university networking and collaboration through ICT	Develop ICT manuals & guidelines for HEIs (ICT policies, etc). Organize technical and policy training workshops for ICT managers in HEIs. Support the creation /establishment of Research and Education Networks at national and regional levels Dialogue with Governments on connectivity issues Foster partnership between RENs and bandwidth providers
Enhance leadership and management capacity in HEIs.	Strengthen Leadership and Management Development in HE.	Organize more Leadership and Management workshops among HEIs. Develop an online course on Leadership and Management & another on internationalization
Improve university – industry linkages in Africa	Generate information and support the capacity of African HEIs to develop linkages with the productive sector	Strengthen university-industry linkages in HEIs through the development of strategic plans and dissemination of case-study materials on good practices. Institute periodic industry-AAU review of issues related to higher education in Africa. Support the development of curricula tailored to the needs of industry. Conduct dissemination
Increase Access to African HE through Open and Distance Learning.	Support Open & Distance Learning initiatives for increasing access to HE	Organize sensitization workshops on importance of ODL. Facilitate the establishment of ODL units in HEIs and open universities.
Increase Internationalization of African HE	Promote Internationalization of African Higher Education	Organize sensitization workshops on internationalization of African HE Facilitate the establishment of Internationalization units in HEIs

Africa.

for preferential pricing for increased bandwidth
Establish a common IT platform for continental Network of Educational Resources and Research

workshops on good university – industry linkages and practices in and outside Africa

Output

Improve communication services at AAU Secretariat

Implementing Partners:
UNESCO (GIQAC)
World Bank
African Union Commission (AUC)
EUC / European Universities Association (E.U.A)

Output

5 regional workshops on staff recruitment and retention organized. From July 2012 to June 2014
Training module on staff recruitment and retention developed and training conducted. From July 2012 to June 2013.
Database created and shared with HEIs in Africa. From March 2012 to December 2012
5 links established with organizations working with the Diaspora. From January 2012 to June 2015.
Database created and shared with HEIs in Africa. From July 2012 To December 2013.
50 academic mobility staff supported for teaching and research From July 2011 to June 2015.

Implementing Partners:
African Capacity Building Foundation (ACBF)
Carnegie Corporation of New York

Output

Revised ICT manuals available in 3 languages. From March 2012 to December 2013.
5 workshops for ICT managers in HEIs. From July 2011 to December 2014.
10 national and 2 regional RENs established. From July 2011 to June 2015.
10 policy development meetings held with stakeholders in 10 countries. From July 2011 to June 2014.
5 partnerships established with major bandwidth providers. From July 2011 to December 2013.
Platform established and free for students. From January 2012 to June 2013.

Implementing Partners:
Carnegie Corporation of New York
IDRC
Partnerships for Higher Education in Africa (PHEA)

Output

10 LEDEV & 10 MADEV workshops for HEIs held From July 2012 to June 2015
20 Executive Attachments arranged. From July 2012 to June 2015.
Online resource & LEDEV & MADEV Toolkits developed From July 2012 to December 2013.

Implementing Partners:
Carnegie Corporation of New York
ACBF
USAID/HED

Output

15 African HEIs strategic plans developed with strong university-industry linkage component. From July 2011 to June 2014.
12 model case-studies on university-industry linkage developed. From July 2011 to December 2013
Survey on University–Industry Linkages in Africa completed and disseminated. From July 2011 to June 2013.
5 Policy briefs emanating from commissioned reports widely disseminated. From January 2012 to June 2014.
Conduct 4 dissemination workshops on good university – industry linkages and practices in and

Output

10 workshops on ODL organized. From July 2012 to June 2015.
ODL units established in 10 HEIs. From July 2012
To June 2015
A toolkit on ODL in 3 languages developed
From July 2012 to December 2013.
5 new open universities established by governments of Africa. From July 2012 to June 2015.

Implementing Partners:
ACDE & Partners
COL
ICDE
UNESCO
Asian Association of Open Universities
AfDB

Output

10 workshops on Internationalization organized for HEIs From July 2012 to June 2015.
10 Internationalization units established. From July 2012 to June 2015
A toolkit on Internationalization in 3 languages developed. From January 2013 to June 2014

End:

Ford Foundation Sida EU in partnership with EUA EU (EDULINK)	ACBF IT & Telecom providers Bandwidth providers	outside Africa. From October 2011 to June 2015. Curricula revision aimed at producing employable graduates undertaken in 30 African HEIs. From January 2012 to December 2014. 4 workshops held From March 2012 to June 2015. **Implementing partners:** AUCC/CIDA

KRA 4: KNOWLEDGE GENERATION, MANAGEMENT AND DISSEMINATION

Strategic Objective	Strategy	Programs
Improve capacity for knowledge production and management	Strengthen capacity of knowledge production and management in HEIs	Link DATAD with more HEIs. Establish harvest of online resource centres for HEIs. IDRC Research Governance and Management Project. Encourage uptake of research in HEIs. Implement recommendations of International Association of Universities (IAU) Doctoral Studies in Africa. Establish and strengthen links with
Increase accessibility of information on knowledge produced by HEIs	Advocate and promote open access to African HE research and scholarly works output	Institutional and national repository
Increase ICT Infrastructure for knowledge management	Acquire modern ICT tools to enhance knowledge management in HEIs libraries	Bandwidth Management Capacity Building
Enhance standardized data collection in HEIs	Build capacity on data collection and management	Collect, store, and manage data on and from African HEIs
Increase relevant studies and publications on HEIs	Commission studies on topical HE issues	Identify relevant (key) topics for publication Identify expert(s) for studies.

African Diaspora associations

Output	Output	Output	Output	Output
30,000 additional theses and dissertations added to DATAD as abstracts and full text and fully made accessible online. From July 2011 to June 2015 4 training modules on research management and governance to be developed and piloted. From July 2012 to December 2013. Special workshop on implementation of Doctoral Studies organized. From September 2012 to June 2013. Database and contributions of Africans in the Diaspora established. From July 2011 to December 2012	5000 Electronic reports of African research and scholarly works published and made accessible online. From July 2011 to June 2015.	Tangible ICT Infrastructure available in 50% member HEIs. From July 2012 to June 2015.	Accessible resource centre with facility for questions and answers set up at the AAU Secretariat and fully functional. From 2011 to December 2011.	Topics for publication identified. From July 2011 to June 2012. Expert identified and studies commissioned. From July 2012 to June 2015.
Implementing Partners: ACBF IDRC IAU AUC African Governments	**Implementing Partner:** ACBF	**Implementing Partners:** ACBF IDRC	**Implementing Partner**: Sida	**Implementing partners:** ACBF IDRC Sida

KRA 5: COMMUNITY AND STUDENTS ENGAGEMENT IN HEIs

Strategic Objective	Strategy	Programs	Output
Enhance participation of students in community engagement in HEIs.	Formulate and operationalize community engagement policy	Capacity building and appropriate programmes designed for students	Full participation of students and HEIs in community engagement. From January 2012 to June 2015 **Implementing Partners**: AUC (Nyerere Programme) ADEA All Africa Students Association (AASA)
Improve existing community of practices (CoPs).	Compile and disseminate best practices	Set up networking environment on AAU Programmes	Network of CoPS set up and linked to AAU activities/programmes. From January 2012 to December 2014 **Implementing Partner:** All Africa Students Association (AASA)
Enhance collaboration between AAU and student bodies.	Establish strong links with continental student organizations and implement joint programmes	Set up appropriate programmes targeted to student bodies	Partnerships established through MoU with All Africa Students Association (AASA) and other regional student organizations. From March 2012 to December 2012 **Implementing Partner:** All Africa Students Association (AASA)

KRA 6: ENGAGEMENT WITH AFRICAN AND INTERNATIONAL PARTNERS IN DEVELOPMENT FOR IMPROVED COLLABORATION

Strategic Objective
Increase collaboration with International partners in development

Strategy
Develop proposals as a basis for collaboration with potential partners

Programs
Map areas of collaboration.
Identify potential African & International partners in develop.
Initiate contacts with potential partners.

Strategic Objective
Increase collaboration with African Sub-Regional HE Associations

Strategy
Initiate greater involvement of African Sub-Regional HE Associations in AAU events.
Establish links and collaborate with African and Sub-Regional Bodies.

Programs
Participate in African Sub-Regional HE Assocs. and international partners in development events.
Undertake joint projects & programmes.
Link AAU and Associations/international partners in development of websites. Enter into memoranda of understanding with African and international HE Organizations /institutions.

Strategic Objective
Enhance strategic relations with Ghana, the host country

Strategy
Establish strategic relations with Ghana

Programs
Greater participation in Government of Ghana events.
Greater involvement of government in AAU events.
Make AAU popular publications available to all relevant government ministries /departments and agencies.
Negotiate for full diplomatic status.

Output	Output	Output
10 New partners identified. From July 2011 to June 2015. Comprehensive database of potential partners developed and regularly updated. From January 2012 to June 2015. 10 MoUs signed. From January 2012 to June2015. 2 major conferences on topical development issues organized by AAU with participation of development partners. From January 2013 to June 2015. 10 Joint projects initiated and completed. From July 2012 to June 2015. 4 Joint workshops organized. From February 2012 December 2014.	2 major conferences on topical development issues organized by AAU with participants from African HE organizations. From December 2012 to December 2014. 5 Joint projects commissioned and completed. From November 2012 to December 2014. 20 active links between AAU and African HE organizations and associations websites established. From January 2012June 2015. 15 MoUs signed. From January 2012. to June 2015.	Revised and submitted headquarters Agreement. From July 2011 to December 2012. Increased visibility of AAU in Ghana through attendance of all major events, visits and invitations extended to Ghanaian officials to AAU functions. From July 2011 to June 2015. AAU Newsletter and other AAU publications routinely sent to Government of Ghana and other local organizations throughout the plan period. From July 2011 to June 2015. Full diplomatic status attained. From to January 2012 to December 2012.
Implementing Partners: Carnegie Corporation Rockefeller Foundation Sida IDRC IAU, ASA EUA UNEP UNESCO ADEA Ford Foundation	**Implementing Partners:** AUC IUCEA CAMES ADEA UNESCO/ BREDA	**Implementing Partner:** Government of Ghana (in particular Ministries of Education and Foreign Affairs).

KRA 7: SUPPORTING HEIs' RESPONSE TO LOCAL AND REGIONAL CHALLENGES

Strategic Objective	Strategic Objective	Strategic Objective	Strategic Objective
Enhance the capacity to meet Millennium Development Goals (MDGs	Increase promotion of Education for Sustainable Development (ESD) in Africa	Increase contribution to Education For All (EFA) targets and emphasizing Teacher Training	Increase support for conflict management programmes in HEIs
Strategy	**Strategy**	**Strategy**	**Strategy**
Strengthen capacity of AAU membership to assist African countries to achieve MDGs	Support attainment of SD and ESD goals in Africa	Facilitate attainment of Education For All (EFA) Targets and emphasize Teacher Training	Promote establishment of Conflict Prevention, Resolution & Mgt practices in HEIs
Programs	**Programs**	**Programs**	**Programs**
Mobilizing Regional Capacity Initiative (MRCI) HIV/AIDS & HE Programme	Encourage participation in MESA Project. Commission surveys on SD practices in African HEIs. Hold Workshops on ESD. Awareness and capacity building/training on climate change for African universities, governments, parastatals and organized private sector.	Participate in implementation of AUC teacher education programs (TESSA & UNESCO Bamako Cluster) Collaborate with ACDE on QA in distance and open learning programs Awareness raising fora on teacher education. Support surveys on status of attainment of EFA targets in selected countries	Survey existing conflict resolution and management programmes in and outside Africa Commission Case Studies on good practice in conflict prevention, resolution & mgt in HEIs. Develop module for incorporation in LEDEV/MADEV curricula. Special assistance to AAU member Organizations in post-conflict environments

Output	Output	Output	Output
30 Research Reports submitted to AAU by participating HEIs From January 2013 to June 2015. 35 Policy briefs developed by participating HEIs From January 2013 To June 2015. 30 Research Reports published From January 2013 to June 2015. 15 joint HIV and Anti-Sexual Harassment Institutional Policies developed from January 2012 to December 2013. 200 Academic Staff trained in integration of HIV into curricula from June 2012 to June 2015. 16 HEIs with HIV integrated into curricula from July 2011 to June 2014 8 Treatment Care and Support Service Centres/ AIDS Control Units strengthened from January 2012 to December 2013 20 HIV-related research reports from HEIs published from January 2013 to June 2015.	ESD mainstreamed in 12 model universities From January 2013 to June 2015. 2 reports produced and disseminated to HEI leaders and other HE stakeholders From January 2013 to June 2015 4 sensitization workshops on ESD held From July 2012 to June 2015. 4 sensitization/synergies-building workshops on climate change prediction and adaptation From October 2012 to June 2015.	Guidelines on QA in distance and open learning developed From July 2011 to October 2012 Existing MoU with ACDE revised and fully implemented From November 2011 to June 2015 2 awareness raising workshops organized from January 2012 to December 2013 Information (data) on status of attainment of EFA targets produced and regularly updated from January 2012 to June 2015	5 Surveys undertaken and reports submitted From: August 2012 to June 2015. 5 Case studies commissioned and reports published/disseminated From September 2012 to December 2014. Training module on Conflict prevention, resolution &management in HEIs developed From: March 2012 to December 2012. 2 continental workshops on universities and human rights from December 2013 to June 2015. Retraining of management and academic staff of post-conflict zones from July 2012 to June 2015. Secure infrastructural refurbishment in war-damaged HEIs from December 2012 to June 2015.
Implementing partners: Department for International Development (DfID). Swedish Norwegian HIV	**Implementing partners:** United Nations Environmental Programme (UNEP) GUNI IAU African Governments Global University Leadership Forum (GULF) World Bank World Economic Forum	**Implementing partners:** International Association of Universities (IAU) UNESCO -BREDA ADEA ACDE TESSA IICBA	**Implementing partners:** AUC

Team for Africa /Lusaka Office