

## ASSOCIATION OF WEST AFRICA UNIVERSITIES (AWAU) STRATEGIC PLAN: 2022-2027



Table of Contents

**PART A**

Introduction

Background of AWAU,

Rationale and Purpose of the Strategic Plan

Strategic Vision

Strategic Mission Statement

Strategic Values.

Persistent Issues and Challenges

Process of AWAU Strategic Plan

The Strategic Programme, Key Priority Goals (1 - 6)

Strategic/Work Plan Assumptions

Risk Factors

The Result Chain Model

**PART B: THE ACTION PLAN**

The Action Plan Matrix

Monitoring and Evaluation Framework

Plan Implementation Structure

**PART A : INTRODUCTION**

**Background of AWAU**

AWAU is an acronym for Association of West African Universities

The body's inauguration was a fall-out of a meeting of Vice Chancellors and Principal Officers of Universities across the West African Sub-region on the state of education on the 10<sup>th</sup> January, 2011 at the University of Ilorin Nigeria.

One of the body's expressly stated goals is to promote knowledge acquisition and capacity building of University Education leadership in West Africa. This is to be achieved through collaboration with member Universities as well as enhancing linkages with the African Union (AU), Association of African Universities (AAU), The African and Malagasy Council for Higher Education (CAMES), Economic Community of West African States (ECOWAS) among others

In its declaration, the meeting emphasized education as the bedrock of development across the West Africa sub-region and should therefore be rigorously pursued. The West Africa universities have great roles to play in ensuring that education is truly functional in the sub-region, especially for the development of the countries. No individual University in the Sub-region could achieve the goal of making education functional without collaborating with other Universities. The need to face the challenges of this era of globalization by associating, integrating, and collaborating among universities necessitated the establishment of the Association of West Africa Universities (AWAU).

### **Rationale and Purpose of the Strategic Plan**

The Strategic Plan is to provide a strong, purposeful, and dynamic platform that will spur the Association of West Africa Universities/ Association of Vice-Chancellors of West African Universities towards assisting its members in their quest to become leading institutions that will support the development needs of their respective countries and sub-region. Others include:

- i. Initiating collaboration among Universities in West Africa.
- ii. Enhancing higher Education in the sub-region as it is the case in other Africa sub-regions.
- iii. Enhancing the improvement of infrastructure across the sub-region which will also serve to improve manpower development

The Association will also seek to:

- Coordinate and promote the ideals of university education in West Africa,
- Strengthen and develop the leadership of the University Education System in West Africa,
- Empower the leadership of the University Education System in West Africa,
- Provide an effective forum for the leadership of the West African University,
- engage in regular brainstorming over development - related issues,

- Work in collaboration with the AU, AAU, CAMES, ECOWAS and others to promote bilateral and multilateral linkages,
- identify core niche areas for research endeavors and development of centres of excellence; and
- Promote knowledge acquisition and capacity building of University Education, leadership in West Africa Development of a unique identity for the West African University Education system which shall reflect the diversity of the region

#### **Vision Statement of AWAU:**

*To lead in the provision and enhancement of Higher Education for member institutions in the sub-region to meet the national, regional, continental, and global needs and expectations.*

#### **Mission Statement of AWAU:**

*To strengthen and develop the leadership of the University Education System in order to make member institutions more responsive to the challenges and development in the education sector in the sub-region.*

#### **Core values of AWAU:**

- Pursuit of Excellence
- Transparency and Accountability
- Quality

#### **Activities of AWAU Over the years**

AWAU has held several activities and conferences with topical themes since inception:

- The Role of Universities in the Integration of The West African Sub-Region-
- International Institute of Engineering (2IE), Ouagadougou, Burkina Faso 4<sup>th</sup> - 8<sup>th</sup> November 2013
- Harmonization of academic Programmes and Qualifications in Africa (Arusha Convention): Implications for West Africa- University of Cape Coast, Cape Coast, Ghana, 11<sup>th</sup> - 15<sup>th</sup> January 2015
- Turbulence in University Education in West Africa: Quality, Mentorship and Access- Nigeria Turkish Nile University, Abuja, 22<sup>nd</sup> - 26<sup>th</sup> November 2015
- Universities In West Africa as A Catalyst for Regional Development -Université Félix Houphouet-Boigny - Abidjan, Cote d'Ivoire, 2<sup>nd</sup> - 6<sup>th</sup> October 2016

- Attaining the Sustainable Development Goals: Role of Universities-Universite Abdou Moumouni, Niamey, Niger Republic, 17<sup>th</sup> - 21<sup>st</sup> September 2017
- Transborder research and quality assurance: Challenges for African Universities- Universite Cheikh Anta Diop, Dakar Senegal, 8<sup>th</sup> to 12<sup>th</sup> October 2018
- The Role of West Africa Universities in Regional Industrialisation and Economic Transformation-Universite D’Abomey Calavi, Benin Republic, 8<sup>th</sup>to 12<sup>th</sup> October 2019
- Training for Technologists in Tertiary institutions- CVC, Abuja, Nigeria, 24<sup>th</sup> to 27<sup>th</sup> October 2021

### **SWOT Profile for Association of West Africa Universities (AWAU).**

The SWOT Analysis - a planning diagnostic tool was extremely helpful in arriving at AWAU SWOT Profile. It is a strategic planning technique that provides assessment tools, and identifying core strengths, weaknesses, opportunities, and threats that will lead to fact-based analysis, fresh perspectives, and new ideas. SWOT analytical tool was deployed to review AWAU current strengths, weaknesses, opportunities, and threats to guide in developing the strategic goals, objectives and actions in the development of a reliable, and strong Strategic Plan.

#### **Strengths**

- i. The goodwill of the founding personalities and institutions
- ii. The existence of Association of African Universities, Association of Commonwealth Universities and similar continental and sub-regional bodies
- iii. A critical mass of Universities of different ages and proprietorships that can lead creativity, innovation and good governance in the sub-region
- iv. A critical mass and diversity of human capacity that can unleash sustainable development in the sub-region

#### **Weaknesses**

- i. Weak regional integration
- ii. Language/Linguistic barrier
- iii. Weak support from member institutions
- iv. Poor funding and revenue generation opportunities
- v. Imbalance in human resource endowment among member countries/institutions
- vi. Weak linkages with end users and sectoral collaborators

#### **Opportunities (revised)**

- i. Urgent and increasing need for regional integration
- ii. Upsurge in demand for university education
- iii. Reawakened interest in institutional linkages and inter-sectoral collaboration
- iv. Availability of a befitting secretariat for the Association in Abuja, Nigeria
- v. Increasing ease of doing business in the sub-region occasioned by advances in multiple communication technologies
- vi. Good population, particularly of the youth in the sub-region as potential market that can sustain the institutions, hence the Association

### **Threats**

- i. Mounting conflicts and insecurity in the sub-region
- ii. Suspicion/inadequate trust among member countries/institution occasioned by external influences
- iii. Increasing poverty
- iv. Global uncertainties and emergencies that potentially impact the sub-region
- v. Migration issues and difficulties in travelling with the sub-region

### **Process of Developing the AWAU Strategic Plan**

The **AWAU** Strategic Plan process was a unique and rewarding process worth articulating as good practice for other Association. The process on the whole proved to be a hands-on/mind-on experience combined with inter-learning and cross-fertilization of ideas among scholars from Higher Educational Institutions, Ministries, Department and Agencies including the Presidency. The civil society members equally made inputs in the review of the document.

### **The Strategic Programme, Key Priority Goals (1 - 7)**

**Goal No 1:** To strengthen membership and to encourage active participation in all AWAU activities

**Goal No 2.** To facilitate a good working relationship with ECOWAS, AAU, African Union, Individual Governments of West African States and other relevant organization/institutions in furtherance of aim and objectives of AWAU.

**Goal No 3:** To serve as a training hub for the West African University in conjunction with the Association of African Universities and ECOWAS.

**Goal No 4:** To Support the mobilization of additional Resources through Grants, endowment, fellowship etc for West African Universities.

**Goal No 5.** To promote cooperation among West African Universities and forge strategic Partnership and collaborations with other Universities in Africa and around the world.

**Goal No 6.** To strengthen the Secretariat to achieve its aims and objective and facilitate effective service delivery.

**Goal No 7:** To engage in massive advocacy with policy actors, legislatures, professional and relevant bodies in positive transformation of AWAU.

**Strategic/work Plan Assumptions:**

- ✓ General Assembly, Executive Board and Secretariat possess the will and capacity to implement the plan.
- ✓ Timelines will be adhered to.
- ✓ Adequate and regular funding will support plan implementation
- ✓ Process and Review Indicators will be developed and implemented.
- ✓ Member institutions will support new initiatives.

**Risk factors:**

- ✓ Inadequacy of Policy support from Executive Committee and General Assembly
- ✓ Lack of synergy between Executive Committee and General Assembly.
- ✓ Inadequate Institutional Support from the member Universities
- ✓ Inadequate Funding
- ✓ Uncertainties and Emergencies

## The Adapted Results Chain Model for AWAU Strategic Plan

# The Results Chain

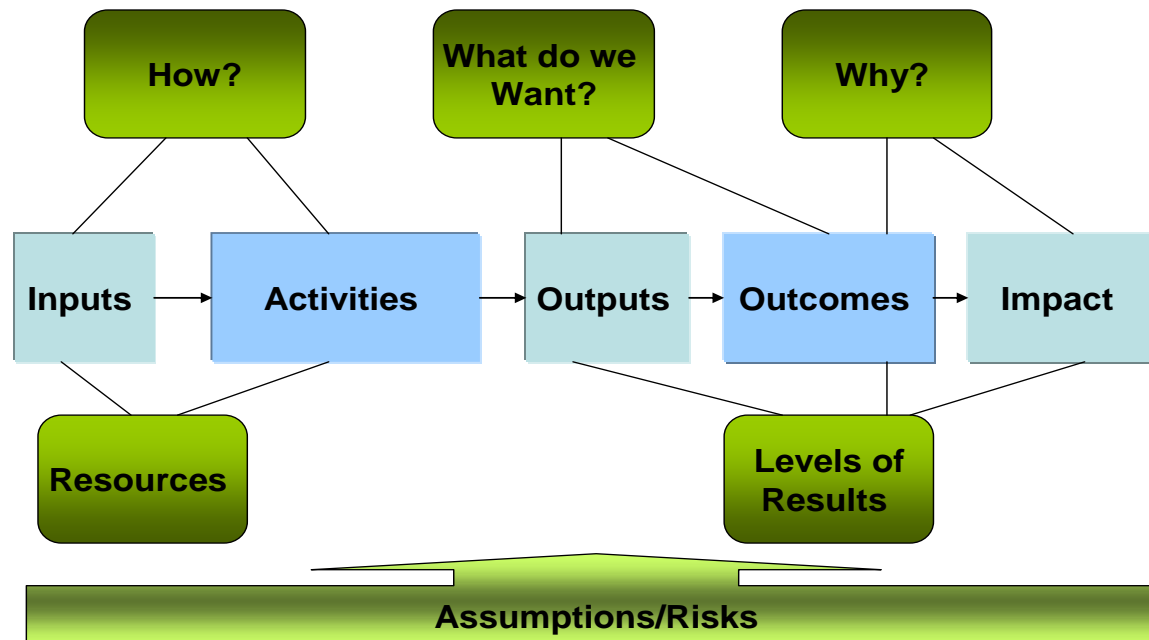


Figure 1: AWAU Strategic Plan Results Chain Model

Adapted from Local livelihoods (2009) *Results Based Monitoring and Evaluation Toolkit* (2<sup>nd</sup> ed.), United Kingdom: Herefordshire



Result Based Management is a new management approach focused on achieving results through a Result Chains(RC) model as illustrated above. It is a broad management strategy aimed at how the AWAU strategic plan will operate in ensuring effective performance and achieving set results. All these definitions revolve around the concept of aligning resources behind results.

The definition of terms used in the Result Chains framework are explained as follows:

- The INPUTS refer to the human, financial, technical, and material resources used to complete the Activities required in the strategic document
- The PROCESSES /ACTIVITIES are the actions, operations and methodologies employed to produce its targeted Output.
- The OUTPUTS are concerned with the quantity and quality of the goods and services produced based on plan implementation with the intention of effecting a desired change (Outcome).
- The OUTCOMES are concerned with expected economic, socio-cultural, institutional, technological or environmental effects for West Africa Universities with the intention of contributing to a higher strategic goal (Impact) while the
- IMPACT is concerned with the long term economic, socio-cultural, institutional, technological, or environmental effects of the Inputs, Activities, Outputs, and Outcomes on all West Africa Universities.
- ASSUMPTION AND RISKS: the assumptions and risks are things that are accepted as true or as certain to happen, without proof hence the need to put in necessary measures/ strategies in ensuring the desired results of the AWAU strategic plan

## SECTION 2 THE ACTION PLAN MATRIX:

## DESCRIPTION OF ACTION PLAN BASED ON AWAU STRATEGIC GOALS

Goal No 1.		To strengthen membership and to encourage active participation in all AWAU activities						
Key Deliverables		Increased membership and participation in the association's activities						
Activities		2022-2027					Lead Person (Position and Agency)	Expected Output
		Y1	Y2	Y3	Y4	Y5		
1.1	Clear description of functions of membership unit						SG/DA	Description of function of membership unit clarified
1.2	Develop and review membership policies						SG/DA	Membership policy reviewed.
1.3	Membership drive through digital media communications and lead persons shall be the coordinator ICT AWAU						SG/FS/DA	Membership drive through digital media communication by Coordinator of ICT AWAU done

Goal 2		To facilitate a good working relationship with ECOWAS, AAU, African Union, Individual Governments of West African States and other relevant organization/institutions in furtherance of aim and objectives of AWAU.						
Key Deliverable		Strengthening the capacity of AWAU to leverage on its stakeholder ecosystem to add value to the University system						
Activities		2022/2027					Lead Person (Position and Agency)	Expected Output
		Y1	Y2	Y3	Y4	Y5		
2.1	To foster a good working relationship with the ECOWAS Union, individual Governments of the Sub-region and their agencies to facilitate the work of universities. Such agencies include the Regulatory agencies, Education Trust Funds, AU Education Committee, African Development Bank, endowments/philanthropy etc.						Chairman and Secretary General (SG), Financial Secretary, (FS) and Director of Administration (DA) AWAU	Good working relationship with the ECOWAS, African Union, individual Governments of the Sub-region and their agencies to facilitate the work of universities fostered.
2.2	Develop creative frameworks of engagement with various national governments to encourage their greater support to their universities						Chairman AWAU, Vice Chancellors (VCs) of member Universities, SG, DA-AWAU	Creative frameworks of engagement with various national governments to encourage their greater support to their universities developed
2.3	a. To work with proprietors of private universities to promote their universities						Chairman AWAU, Chairman Committee of VCs of Private Universities and	a. Work with proprietors of private universities promoted

							Secretary General	
	b. To work with proprietors of private universities to ensure university autonomy and good governance							b. Work with proprietors of private universities to ensure university autonomy and good governance also promoted
2.4	To work with the private sector to support and have a mutually beneficial relationship with West Africa universities							Private sector to support and mutually beneficial relationship with West African universities enhanced
2.5	To work with professional bodies to ensure effective collaboration in University curriculum development, Teaching, Learning and sustaining best practice in Industry/University relationships							University curriculum development, Teaching, Learning and best practice in Industry/University relationships with professional bodies sustained

Goal 3		To serve as training hub for the West African University in conjunction with the Association of African Universities and other organizations						
Key Deliverables		Facilitate Seminars, Trainings, Master-Classes, Workshops						
Activities		2022/2027					Lead Person (Position and Agency)	Expected Output
		Y1	Y2	Y3	Y4	Y5		
3.1	To mount regular orientation programmes for newly appointed Vice-Chancellors						SG/DA/Training Consultants	Regular orientation programmes for newly appointed Vice-Chancellors mounted.
3.2	To mount training programmes for outgoing Vice-Chancellors and Principal Officers of universities on the rudiments of investment Management and other things such as NGO Management						SG/DA/Training Consultants	Training programmes for outgoing Vice-Chancellors and Principal Officers of universities on the rudiments of investment Management and other things such as NGO Management conducted.

**AWAU Strategic Plan**

<p>3.3</p>	<p>Conduct training programmes on aspects of university management such as legal aspects, university autonomy and governance, Students Management, Academic planning, Strategic Planning, Curriculum Development, Human Resource Management, Grant Writing, Attracting and Managing Endowments, Security Issues, Rudiments of the Accreditation Process and Quality Assurance issues, etc.</p>						<p>SG/DA/Training Consultants</p>	<p>Training programmes on aspects of university management such as legal aspects, university autonomy and governance, Students Management, Academic planning, Strategic Planning, Curriculum Development, Human Resource Management, Grant Writing, Attracting and Managing Endowments, Security Issues, Rudiments of the Accreditation Process and Quality Assurance issues, etc. conducted.</p>
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Goal 4		To Support the mobilization of additional Resources through Grants, endowment, fellowship etc for West African Universities.						
Key Deliverables		Develop policies and programmes that will encourage greater forms of additional Resources through Grants, endowment, fellowship etc. for West African Universities						
Activities		2022/2027					Lead Person (Position and Agency)	Expected Output
		Y1	Y2	Y3	Y4	Y5		
4.1	To work with organized private sector in creating additional resources for specific universities for particular purpose .						SG, DA, FS and Financial Management Consultants	Additional resources for specific universities for particular purpose mobilized.
4.2	Leverage funds from private individuals who want to create specific awards and prizes for students of West African universities						SG, FS, DA and Financial Management Consultants	Funds from private individuals for specific awards and prizes for students of West African universities provided.
4.3	a. To liaise with member Institution to create Alumni bodies data base						SG/DA	a. Data base of Alumni bodies created.
	b. To promote the activities of Alumni bodies of West African Universities to help achieve a stronger sense of commitment to support their institution	✓						b. The activities of Alumni bodies of West African Universities promoted

**AWAU Strategic Plan**

Goal 5		To promote cooperation among West African Universities and forge strategic Partnership and collaborations with other Universities in Africa and around the world.						
Key Deliverables		Work with Regional and Global bodies such as AAU, ACU, AVCNU, WACREN and IAU to develop strategic relationships.						
Activities		2022/2027					Lead Person (Position and Agency)	Expected Output
		Y1	Y2	Y3	Y4	Y5		
5.1	To develop the framework for Staff and Students exchange between West African Universities as well as with foreign universities	✓	✓	✓	✓	✓	SG AWAU, SG AVCNU and other similar bodies	Framework for Staff and Students exchange between West African Universities as well as with foreign universities developed.
5.2	To encourage cooperation in Research and curriculum development among West African Universities as well as with foreign universities	✓	✓	✓	✓	✓	SG, DA	Cooperation in Research and curriculum <b>development among West Africa</b> Universities as well as with foreign universities promoted.



**AWAU Strategic Plan**

5.3	To strengthen university-industry linkages and encourage other forms of linkages that will help West African Universities with organizations such as, Association of African Universities, African Network for the Internationalization of Education, International Association of Universities, International Association of University Presidents, Association of Commonwealth Universities, Council for Advancement and Support of Education, etc.	✓	✓	✓	✓	✓	SG and SGs, AAU, ACU, IAUP, AVCNU	University-industry linkages and encourage other forms of linkages for West African Universities strengthened.
5.4	To evolve ways and means of making West African University sports a more sustainable endeavor	✓	✓	✓	✓	✓	SG/FS/DA and Sports Marketing Consultants	West African University sports sustained

Goal No 6.		To strengthen the Secretariat to achieve its aims and objective and facilitate effective service delivery.						
Key Deliverables		A robust well-structured secretariat that facilitates service delivery, baseline research, exchange programs and other activities.						
Activities		2022-2027					Lead Person (Position and Agency)	Expected Output
		Y1	Y2	Y3	Y4	Y5		
6.1	To develop an organogram and conditions of service of the staff of the Secretariat	✓					SG/DA	An organogram and conditions of service of the staff of the Secretariat developed.
6.2	To recruit competent hands to facilitate the work of the Secretariat, including Visiting Researchers	✓	✓				SG/DA	Competent hands and Visiting Researchers for the work of the Secretariat recruited.
6.3	To develop procurement guidelines and financial regulations for the Secretariat	✓					SG/FS/DA	Procurement guidelines and financial regulations for the Secretariat developed.
6.4	To undertake Inventory and to properly and correctly document property of the organization	✓	✓				SG/FS/DA and Private Developers	Property of the Association well documented.

Goal No 7.		To engage in massive advocacy with policy actors, legislative, professional and relative bodies in positive transformation of AWAU.						
Key Deliverables		To Work with policy actors, legislative, professional and Relative bodies to strengthen existing laws on University Cooperation						
Activities		2022-2027					Lead Person (Position and Agency)	Expected Output
		Y1	Y2	Y3	Y4	Y5		
7.1	To cooperate with the ECOWAS Parliament to strengthen policy actors, legislative, on regional cooperation in the West African University						Chairman, SG, DA and members from other Institutions	Regional cooperation in the West African University strengthen, with legislative and other bodies.
7.2	To cooperate with AAU/AU on Pan-African University partnership						Chairman, Vice Chairman - Anglophone, Vice Chairman - Francophone, SG, DA	Pan-African University partnership Strengthened with AAU/AU
7.3	To leverage global University platforms like IAUP, Universities in the UK and European Universities Initiatives to evolve strong regional cooperation.						Chairman, Vice Chairman - Anglophone, Vice Chairman - Francophone, SG, DA	Strong regional cooperation with global University platforms like IAUP, Universities in the UK and European Universities established .

## MONITORING AND EVALUATION FRAMEWORK

Goal 1	To strengthen membership and to encourage active participation in all AWAU activities			
Activities	Timeline	Performance Indicators	Methods of Verification	Use of the monitoring and evaluation
Clear description of functions of membership unit	2022- 2027			
Develop and review membership policies	2022- 2027			
Membership drive through digital media communications and lead persons shall be the coordinator ICT AWAU	2022- 2027			

<b>Goal 2</b>	To facilitate a good working relationship with ECOWAS, African Union, Individual			
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Governments of West African States in furtherance of the Vision of West African Universities				
Activities	Timeline	Performance Indicators	Methods of Verification	Use to be made of results of evaluation
Promote good working relationship with the ECOWAS Union, individual Governments of the Sub-region, and their agencies to facilitate the work of universities. Such agencies include the regulatory agencies Education Trust Funds, AU Education Committee, African Development Bank, etc.	2022- 2027			
Develop creative frameworks of engagement with various national governments to encourage their greater support to their universities	2022- 2027			
a. Engage proprietors of private universities to promote their universities	2022- 2027			
b. Work with proprietors of private universities to ensure university autonomy and	2022- 2027			

**AWAU Strategic Plan**

good governance				
Engage with the private sector to support and have a mutually beneficial relationship with West Africa universities	<b>2022- 2027</b>			
Work with professional bodies to ensure effective collaboration in university curriculum development, Teaching, Learning and sustaining best practice in Industry/University relationships	<b>2022- 2027</b>			

Goal 3	To serve as training hub for the West African University in conjunction with the Association of African Universities and other organizations			
Activities	Timeline	Performance Indicators	Methods of Verification	Use to be made of results of evaluation
Conduct regular orientation programmes for newly appointed Vice-Chancellors	2022- 2027			
Mount training programmes for outgoing Vice-Chancellors and Principal Officers of universities on the rudiments of investment Management and other things such as NGO Management	2022- 2027			
Conduct training programmes on aspects of university management such as legal aspects, university autonomy and governance, Students Management, Academic planning, Strategic Planning, Curriculum Development, Human Resource Management, Grant Writing, Attracting and Managing Endowments, Security Issues, Rudiments of the Accreditation Process and Quality Assurance issues, etc.	2022- 2027			

Goal 4	To Support the mobilization of additional Resources through Grants, endowment, fellowship etc for West African Universities			
Activities	Timeline	Performance Indicators	Methods of Verification	Use to be made of results of evaluation
Organized private sector in creating additional resources for specific universities for particular purpose.	2022- 2027			
Leverage funds from private individuals who want to create specific awards and prizes for students of West African universities	2022- 2027			
a. liaises with member Institution to create Alumni bodies data base	2022- 2027			
b. Promote Alumni bodies of West African Universities activities to help promote a stronger sense of commitment to support their institution	2022- 2027			



Goal 5	To promote cooperation and collaboration among West African Universities and forge strategic partnership with other Universities around the world.			
Activities	Timeline	Performance Indicators	Methods of Verification	Use to be made of results of evaluation
Develop the framework for Staff and Students exchange between West African Universities as well as with foreign universities	2022- 2027			
Encourage cooperation in Research and curriculum development among West African Universities as well as with foreign universities	2022- 2027			
Strengthen university-industry linkages and encourage other forms of linkages that will help West African Universities with organizations such as, Association of African Universities, African Network for the Internationalization of Education, International Association of Universities, International Association of University Presidents, Association of Commonwealth Universities, Council for Advancement and Support of Education, etc.	2022- 2027			
Develop students and Alumni bodies of West African Universities to help promote	2022- 2027			

**AWAU Strategic Plan**

the development of universities.				
Evolve ways and means of making West African University sports a more sustainable endeavor	<b>2022- 2027</b>			

<b>Goal 6</b>	To strengthen the Secretariat to achieve its aims and objective and facilitate effective service delivery.			
<b>Activities</b>	<b>Timeline</b>	<b>Performance Indicators</b>	<b>Methods of Verification</b>	<b>Use to be made of results of evaluation</b>
develop an organogram and conditions of service of the staff of the Secretariat	2022- 2027			
recruit competent hands to facilitate the work of the Secretariat, including Visiting Researchers	2022- 2027			
develop procurement guidelines and financial regulations for the Secretariat	2022- 2027			
undertake Inventory and to properly and correctly document property of the organization	2022- 2027			

Goal 7	To engage in massive advocacy with policy actors, legislative, professional and Relative bodies in positive transformation of West African Universities.			
Activities	Timeline	Performance Indicators	Methods of Verification	Use to be made of results of evaluation
Strengthen cooperation with the ECOWAS Parliament to strengthen policy actors, legislative, on regional cooperation in the West African University	2022- 2027			
Strengthen cooperation with AAU/AU on Pan-African University partnership	2022- 2027			
leverage global University platforms like IAUP, Universities in the UK and European Universities Initiatives to evolve strong regional cooperation.	2022- 2027			

**PLAN IMPLEMENTATION ARRANGEMENT OF AWAU STRATEGIC PLAN**

**Steering Committee**

- Chairman -
- Secretary -
- Member -
- Member -
- Member -

**Technical Committee**

- Chairman -
- Secretary -
- Member -
- Member -
- Member -

**Universities Education Partners Coordination Committee**

- Chairman -
- Secretary -
- Member -
- Member -
- Member -