



Roadmap to Enhance Higher Education Data Collection Capacity in Africa

HAQAA2 PDU Development Team
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I. Background

There is a dearth of higher education data collection in Africa. As such there is no basis to enumerate the size of African higher education as well as monitor the impact of policy and strategic actions taken at the different levels to improve Higher Education Outcomes in Africa. To this end HAQAA 2, to assist the implementation of the strategies and goals set under AUC's Continental Education Strategy for Africa (CESA), has conducted a mapping report which provides a baseline on the nature of sources of higher education data in Africa. The findings of this report have been endorsed and validated and welcomed by various stakeholders. The purpose of this document is to reflect on the findings of the mapping report as well as draw a way forward, a roadmap that will be implemented to end the era of Higher Education data paucity in Africa.

The mapping report was presented and discussed at different stages of the drafting process in the presence of various HE stakeholders from Africa. Finally, the report was presented and discussed at the African Union Commission in the presence of HE representatives including from several African countries, Regional Economic Communities, the African Union Commission, German Academic Exchange Service (DAAD), regional and continental higher education institutions' associations, the UNESCO and Pan-African Institute of Education for Development (IPED). A panel discussion on the findings and recommendations of the report was also held between the UNESCO, CAMES, EAC and the AUC/IPED chaired by DAAD. The findings and recommendations of the report was validated and important inputs on the way forward were suggested.

The mapping report as well as the various consultations have identified important areas of intervention in order to improve the HE data collection capacity in Africa. These are the need to work and coordinate with the various HE stakeholders in the regions; provision of capacity building assistance at the different levels, and building up on existing initiatives as well as harmonization of data collection policies between the regions. This document is an outcome of this process and a roadmap for the implementation of its findings.

In order to facilitate the M&E of the implementation of CESA's strategic objectives, the AU has adopted in March 2018 the CESA indicator manuals. IPED is in the process of piloting data collections on the basis of the indicator manuals. This roadmap is developed cognizant of these parallel efforts being made by the AU/IPED at collecting education data at the continental level for the M&E of CESA. It was agreed at the panel discussion on the mapping report that the regional approach proposed by the study compliments these initiatives by creating linkage between data collections at the national and continental levels.

For the purposes of the 'regional approach' adopted in the mapping report and this roadmap, African countries are divided in to five geographic regions as defined by the OAU – Northern, Southern, Central, Western and Eastern African regions ([OAU, 1976](#)). As such, the RECs in the regions will play a prominent role in the implementation of this roadmap along with the AUC. However, it should be noted that, due to multiplicity of membership of African countries to different RECs, it is possible one or more countries may engage in one or more HE initiatives led by different regional communities with overlapping mandates. Hence, implementation of the regional approach adopted for the roadmap will take these variations into account.

II. Vision

The African Union envisions a “peaceful and prosperous Africa, integrated, led by its own citizens and occupying the place it deserves in the global community and in the knowledge economy.”

III. Mission

Create a robust higher education data capability fit for the CESA 16-25 strategy and beyond. Reorienting Africa’s education and training systems to meet the knowledge, competencies, skills, innovation and creativity required to nurture African core values and promote sustainable development at the national, sub-regional and continental levels.

The African Union envisions a “peaceful and prosperous Africa, integrated, led by its own citizens and occupying the place it deserves in the global community and in the knowledge economy.” CESA 16-25 is meant to deliver the necessary human capital for the realization of the AU Vision.

IV. Values and Principles

1. Strong political will for reform and boost the education and training sector;
2. Peaceful and secure environment;
3. Gender equality and sensitivity throughout the education and training systems;
4. Resource mobilization with emphasis on domestic resources;
5. Strong partnerships between government, civil society and the private sector
 - a. Good governance, transparency and accountability
 - b. A coalition of actors to enable credible participatory and solid partnerships between government, civil society and the private sector;
6. Orientation and support at different levels and types of training, and
7. The continuous development of a conducive learning environment.

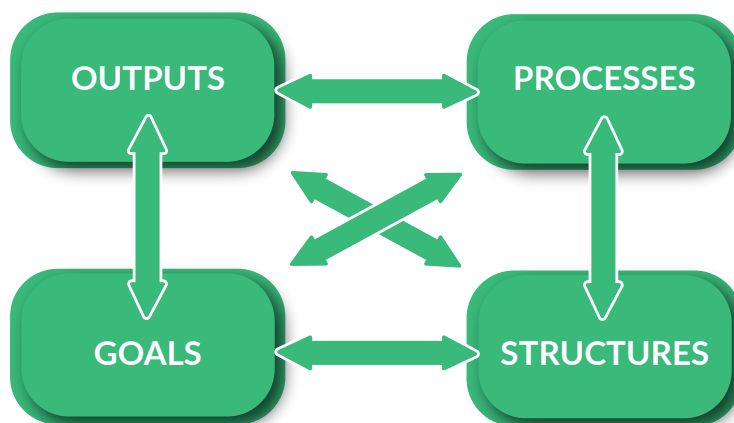
V. Objectives

1. Create an African Higher Education Data Capability that enables verification of the CESA 16-25 strategy and beyond.
2. Promote the promulgation of laws and regulations at regional and national levels that concretise data pathways from institutional to regional level.
3. Promote the adoption of policies that harmonize standards and practices of data collection from institutional level to regional level.
4. Strengthen data production at regional and national levels.
5. Inculcate a culture of evidence-based decision making in higher education at regional and national levels.

VI. Priority Action Areas for the PDU

Based on the findings of the mapping report, six priority action areas are identified that are going to be used to map existing interventions as well as propose future interventions and develop a pathway

towards a data collection approach in a regional context. The model that emerges is a matrix consisting of four pillars namely goals, structures, processes, and outputs. It delineates six arrows that connect these pillars. However, due to existing differences between the regions, the proposed action areas are to be implemented in selective manner taking into account the specific context of each region. (See Appendix 1 and 2 for region specific action areas.)



These arrows show relationships between the four key players in the regional HEMIS ecosystem.

In the goals sections we have RECs (SADC, EAC, ECOWAS, ECCAS, CAMES, North Africa) and affiliated decision makers (AUF, SARUA, IUCEA, AAU) who engage in regional level decision making and interventions. In the structure pillar we have national HEMIS systems that consist of MoHEs, NHECs and NSOs. In the processes pillar we have the actual data generating processes in HEIs. The outputs pillar indicates the envisaged regional data collection capability.

The underlying assumption of this model is that by clarifying and working on the relationships between these pillars, a higher quantity and quality of HEI data can be realised in Africa, so relationship management forms the foundation of all interventions that are suggested by this model. The two-pronged arrows indicate that these relationships are a two way relationship, providing for dialogue and feedback. The dynamism that this model suggests creates the momentum needed to deliver the data capability over time. This framework will form the basis of the workplan for the Policy Development Unit. Also, current and future interventions can be mapped onto this framework. The relationships/action areas outlined are (1) Goal-Output, (2) Goal Structure, (3) Goal -Process, (4) Output-Process, (5) Output-Structure and (6) Process-Structure. The actions under each priority area are outlined and actions to be taken to build an African Higher education data capability shall be outlined according to this framework.

1. Goal-Output Relationships (Establishing/Strengthening Regional databases)

Consistent reflection occurs between the goal setters and the data outputs that they obtain with a view to improve the relevance of statistics that are being collected to regional goals. A key intervention in this strategy

is the adoption of Norms and Standards to help with the collection of data. SADC and EAC have already gone through this process. Continentally, the AU standard and guidelines have been promulgated and there is a need to have them adopted at a regional level in Northern Africa, Western Africa and Central Africa. Regional databases have yet to be established in NA, WA and CA. This is a task of foremost importance.

Interventions

- a) Develop regional norms and standards that define data to be collected and the set standards
- b) Lobby for the standards to be accepted at regional level and implemented at national level
- c) Benchmark regional strategies and approaches to data collection
- d) Monitor improvement in data outputs.
- e) Lobby and implement rigorous data governance strategies e.g., open data 2.0
- f) Develop regional database and database holding organisation

2. Goal-Structure Relationships (Streamlining national HEMIS architectures)

Regional legal mandates and policies are utilised to create policy clarity at nation level, clearly defining the role of the Ministry of Higher Education, National Statistical Office and National Higher Education Council as to how data is collected and transmitted in the context of a regional HEMIS. SADC has developed such a strategy, EAC is in the process of creating one WA, NA and CA are yet to develop regional policies or strategies that clarify the role of ownership of the HEMIS system at national level to create a clear link with a regional HEMIS. Interference in statistical structures also comes when they shift focus to donor related work, this distracts statistical departments from collecting data well as such work gets preference due to the availability of technical and other resources.

Interventions

- a) Lobby for the creation of regional HEMIS policies and strategies to be adopted and implemented at regional level.
- b) Develop regional database and database holding organisation where one does not yet exist.
- c) Ring fence statistical department resources to enable them to solely focus on collecting HEMIS data.
- d) Strengthen governance to connect the structure and functioning of the HEMIS system to regional and continental goals.
- e) Draft collaboration agreements around cross cutting issues of interest in regions where regional databases will be too complicated to establish.

3. Goal-Process Relationships (Standardising institutional level processes)

The evolution of regional HEMIS goals calls for the continuous improvement of statistical methods, processes, and practices. Technological advancements are likely to present opportunities that create different ways to collect, store and analyse data. Technology can be utilised to overcome lethargic political will. Clear regional goals are beginning to create progress in EAC where IUCEA is forging the way forward towards a strategy that will delineate data pathways that connect university, national and regional HEMSI systems. SADC is implementing a top-down process that will facilitate for the transfer of university data to a regional HEMIS.

Interventions

- a) Strengthen oversight over methodologies and operations through a national HEMIS champion (ETER,2021)
- b) Improve the general quality of staff through training and exchanges.
- c) Engender research collaboration in regions that do not have regional structures in place.

4. Process-Output Relationships (Linking institutional statistical processes with regional database)

The relationship between processes and outputs is such that the quality of the process predicts the quality of the output. Creating a consistent high quality of data requires rigorous quality checks done by trained staff on a good budget. Connecting the universities to the regional HEMIS can create ease of communication and quicker response to data requests and queries. These issues are influenced by technology that can be taken advantage of. All five African regions need funding and support in these regards. All 5 African regions must focus on this area especially in bottom-up development of data pathways.

Interventions

- a) Implement latest technological tools to help in collecting and transmitting data i.e. improving the dynamism of the regional capability.
- b) Increase the ability of personnel to utilise advanced statistical equipment to increase the capacity to handle and analyse data
- c) Emphasise training on internal quality controls at university level and each level up a data pathway. (i.e., institutional, national regional).

5. Structure-Output Relationships (Aligning national HEMIS ecosystem with regional database requirements)

HEMIS system structures might hinder the data output that comes out at the end of the statistical cycle. The HEMIS holding organisations might need to be streamlined for maximum performance. The structure to the national HEMIS system/holding organisation must be responsive to the data requirements determined by developments in the Higher education space be produced. All 5 African regions must focus on this area especially in bottom-up development of data pathways.

Interventions

- a) Train HEMIS managers to organise HEMIS departments with the ease of producing relevant statistics in mind.
- b) Constant feedback to improve the structure of the organisation through e.g., ISO standardisation
- c) Exchanges with more mature HEMIS systems to ensure collaboration and cross pollination of ideas.

6. Process-Structure Relationships (Alignment of national HEMIS structures to realities in HEI data collection at institutional level.)

There are perennial operational, structural, and functional issues that plague national HEMIS systems. Lack of funds and personnel affect the implementation of methodologies. This leads to data that is of a low quality. In some countries lack of prioritization of statistical departments functions has led to diversion of resources from the departments. Stronger alignment of processes to the structure and vice versa are needed, they can be achieved in the following ways.

Interventions

- a) Recruit and organise staff to make the best use of available resources.
- b) Recruit more staff and add more resources to capacitate the HEMIS system
- c) Train extensively in the internal organisation, operation and management of a national HEMIS system.

VII. Strategies (Tools)

Nuanced actions have been reported in the regions in terms of assistance that can be used to strengthen data production. These will form the particular activities that will be taken in specific action areas. Action in one action area may be limited to one or a combination of these following activities.

1. Capacity Building

Capacity building involves training at the institutional level, sectoral level and the national decision-making level of the HEMIS system. This enables the continuous flow of data from the institutions to national HEMIS system. Developing HEMIS capability at a regional level will require proper planning and development, it needs assessment and the setting up and development of requirements for the system. This will include both technological and human capabilities to be developed. As such significant capacity building will need to occur at these three levels to be able to improve the human resource available. Capacity building will also be required in knowing how to assess, analyze and utilize insights that are developed from the data.

2. Awareness Campaigns

One of the key insights obtained from the focus groups and the mapping report was a lack of awareness of CESA 16 -25 programs. Ongoing awareness campaigns need to be undertaken to continuously engage stakeholders on the progress of the continental education strategy for Africa. So, marketing campaigns, digital and face to face conferences, academic symposiums all form ways in which future HAQAA initiatives can make their way forward to deepen and broaden the reach of CESA 16-25 activities in Africa.

3. Policy Advocacy and Dialogue

The mapping report has observed that three out of five African regions do not have a higher education data policy in place. While provisions for the exchange of data and information are included under Protocols and/or treaties, there is a lack of formalization of institutions that coordinate the collection of data at regional

level. There is a lack of policy space for the definition of data to be collected. There also exists a lack of concrete provisions to establish analog or digital data warehouses where activity in the higher education sectors in the regions is recorded and management decisions from institutional up to the regional levels can be conducted from. Similarly, HEMIS policies need to be clarified and streamlined at national level.

4. Partnership Development

UNESCO and ADEA have been closely collaborating to improve the state of higher education data collection in the African regions. The World Bank and the IMF have been closely monitoring human capital developments at country level for quite some time. However, in the efforts to broaden and deepen data collection activity in the regions there seems to have been an over concentration of resources in the endeavor. As a result, higher education institutions and HEMIS systems are fatigued from requests for data. Additionally, existence of regional organizations with overlapping mandate in some regions have led to duplication of efforts. To streamline activities in the area going forward, a clearing house needs to be established between partners and stakeholders to enable the exchange of information pertaining to progress on collecting higher education data in the regions. And such a way forward requires a strong element of partnership development at the global continental regional and national levels.

5. Knowledge Exchange and Technical Support

Since the regions are moving at different paces of development there will be a need for cross pollination of ideas and experiences between the regions. Data partners and strategic partners will be engaged to ensure leverage of resources to maximize impact. The goal of this action would be to ensure that there is a possibility of complementarity between the regions from an experiential and technical perspective.

VII. Mechanisms

1. Contiguity

Closeness between regional partner states engenders a sense of togetherness and common fate that helps regions move together in unison. Regional actions improving data collection include some ways in which contiguity is manifest between states in a region. This mechanism could be exploited to drive the creation of regional databases.

2. Collaboration

Cross cutting data collection between continental and regional organisations. Multiplicity of initiatives leads to fragmented results across space and time. A regional clearing house could enable collaboration and pooling of resources.

3. Cooperation

Cooperation between nation states could enable cross border data collection initiatives and build a foundation that could be extended to regional level. Such agreements when standing can be scaled to

accommodate other regional members and coordinate the collection of data.

4. Coordination

a. National Coordination

Policy provisions in legislation directing Higher education data collection must contain elements that enable data pathways from institutions upwards to National Commissions of Higher education/ similar institutions at national level.

b. Regional and Continental Coordination

There is a need to develop clear policy mandates in each of the regions regarding who collects the data, how it is stored and transmitted. Supra national Stakeholders such as ADEA, UNESCO IMF and World bank will need to be partnered with to encourage collaboration.

Regional data collection mandates need to be developed and actioned and elements added to standing clauses in regional economic agreements so they can be actioned.

IX. Resources

Financing implementation of Strategies to fulfil requirements of action areas. EUC could continue to fund the program as HAQAA 3. RECs could ask governments to set aside grants to fund these strategies(recommended).

Appendix

Appendix 1: Reflection on findings of report and interventions from stakeholders.

The key take away from the deliberations at the validation process is the era of data paucity in Africa is coming to an end. There was also agreement that what lacks is not the data but the means through which to collect it. Fundamental shifts were also noted in stakeholders (UNESCO, AUC, AAU, IUCEA) attitudes towards cooperating in the collection of higher education data on the continent. Capacity building at the institutional and national levels was identified as a key intervention to align the activities of national actors while deepening the actions at institutional level.

In this vein, the strategic options that have been identified in the report need to come to life. As such, a roadmap is thus detailed based on the findings of the report moderated by the reflections from other stakeholders. Key in the way forward was that each region needs a different approach to create a data collection capability. As such the delineation of further actions is detailed below by region.

So, a region is going to have a set of actions taken in each priority action area, the sequence of these actions comprises of the approach and way forward to be taken in achieving the goal of collections comprehensive reliable data at a continental level to the specifications of the CESA 16-25 program.

1. West Africa

1.1 Situation

West Africa has a data challenge that is recently being remedied by the actions of the NUC in Nigeria, however there is a need to scale this capacity to a regional level. Language challenges exist between Francophone and Anglophone countries and a means of translation will have to be developed to make data from the two systems compatible.

1.2 The requirements for West Africa are

- I. A regional body that contains the policy data unit, a regional universities association.
- II. A lobbying process that gets the formulation of a regional mandate and its acceptance.
- III. Capacity building at institutional level to develop UMIS capacity.
- IV. Policy clarity at national level to coordinate NSOs, MoHEs and NHCEs
- V. Capacity assistance in terms of infrastructure development at the different levels
- VI. Creating awareness about the CESA and other continentally set HE its strategic objectives
- VII. Creating or supporting policy dialogue forums to drive the data agenda at the regional level
- VIII. Supporting the process of creating linkage between national and regional system

2. East Africa

2.1 Situation

East Africa has a regional body mandated to collect data at the institutional level. Steps are in place to collect data from institutions in the region and create a regional database.

2.2 The requirements for East Africa are:

- I. Support technical and financial to set up the database and get it running.
- II. Continuous training at institutional level to improve the quality of data found in UMIS systems.
- III. Adoption of a regional policy on HE information and data management
- IV. Supporting the ongoing establishment of a regional HEMIS
- V. Promotion of CESA objectives to policy makers
- VI. Capacity building scheme to enhance human resource and infrastructure capability for a regional HEMIS
- VII. Assisting the development and definition of indicators pertinent for regional and continental HE objectives
- VIII. Developing an EAC level access to information and data law to enhance better exchange of data

3. Central Africa

3.1 Situation

The AUF has made inroads to the collection of data in the region. There is a need for a focused approach to manage the dynamics in the region because while there is a lot of data to collect, capacity is lacking due to geographical considerations pertaining in the region. Funding of data collections is also a key as vast amounts of areas have to be covered to implement collections.

3.2 The requirements for Central Africa are.

- I. Establishment of regional data pathways
- II. Clarification of policy roles at national level
- III. Staff development
- IV. Technological upgrading of systems from institutional to regional level
- V. Creating awareness about the CESA and its strategic objectives
- VI. Creating or supporting policy dialogue forums to drive the data agenda at the regional level
- VII. Initiating the process for creating linkage between national and regional systems
- VIII. Capacity assistance in terms of infrastructure development at the different levels

4. Southern Africa

4.1 Situation

There are links between countries in the region that can be exploited to form the backbone of a regional data capability. SARUA in SADC has a mandate to collect data regionally, there are plans to placate the institutions to be the starting point for data collection. Data pathways can then be built from there.

4.2 The requirements for Southern Africa are:

- I. Creating a framework to harmonise different data definitions in the regions
- II. Creating or supporting policy dialogue forums to drive the data agenda at the regional level
- III. Supporting the ongoing establishment of the regional HEMIS
- IV. Creating linkage between national and regional system
- V. Developing and adoption of common definitions for indicators
- VI. Identifying need and targeting capacity assistance at individual, national and regional level

5. North Africa

5.1 Situation

Disparate but strong HEMIS systems in each of the countries. Possible collaboration through cooperation on cross cutting issues like water, health and climate change. A regional data clearing house would be premature to establish now, however momentum to reengage and collaborate is high.

5.2 The requirements for North Africa are:

- I. Collaboration along cross cutting issues
- II. Supporting trans country HEIs dialogue and engagement
- III. Bringing HE authorities in the region to work towards creating a common understanding on data collection and exchange
- IV. Promotion of CESA and other continentally set HE objectives to policy makers
- V. Devising a capacity building scheme for countries in the region with particular focus on national systems with glaring gap in data collection like that of Mauritania

The table below highlights strategic interventions that are going to be needed in the each of the regions. It is clear that North Africa requires a unique approach. it is not fitting into the framework that has been developed using data from other regions. The approach that the PDU is going to take he's highly interactive with the huge element of engagement with the HEMI S systems at national level. Stakeholder engagement

at national development will need to take place to establish structures that can coordinate higher education data collection in North Africa. Detailed breakdowns of interventions are in the appendix.

	Strengthen/establish regional database and Databases holding organisation	Promote HEMIS policy/system standards at regional level	Standardising HEMIS operational practices across the region	Standardising Institutional level data collection processes across the region	Streamlining national HEMIS structures	Aligning practices between national HEMIS players and higher education institutions
CA	Identify and commission organisation AUF?	Commission HEMIS strategy to be developed Policy Development Lobby Policy promulgation	Regional HEMIS policy to be developed	Required Roadmap Activity	Required Roadmap Activity	Required Roadmap Activity
EAC	IUCEA is set up and working on the issue. Support IUCEA pilot Database under development	In place. Adopted in 2002	Required Roadmap Activity	Required Roadmap Activity	Required Roadmap Activity	Required Roadmap Activity
NA	Required Roadmap Activity	Required Roadmap Activity	Required Roadmap Activity	Required Roadmap Activity	Required Roadmap Activity	`
SA	Database being developed by SARUA Support SARUA pilot Database under development	In place. Adopted in 1997	Accelerate Regional HEMIS integration through ITS	SARUA to profiling its members with a view to scale to the entire region	Required Roadmap Activity	Required Roadmap Activity
WA	Articles of ECOWAS incorporation allow for the development of a regional database. AAU?	Implement AAU standards and norms across HEMIS in the region	Required Roadmap Activity	Required Roadmap Activity	Required Roadmap Activity	Required Roadmap Activity

Appendix 2: Proposed Detailed Regional Plans of Action to be Implemented in Specific Regions in Africa

Central African Region

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
1.Strengthening regional database capabilities	1.1 Set Up Regional Database holding organisation	<p>Policy dialogue and advocacy</p> <p>Partnership Development</p> <p>Knowledge exchange between HEMIS ecosystems</p>	-	<p>Regional Organisation, set in policy with a regional mandate to collect HEI data</p> <p>Integration of policy/mandate into National Statistical Development Strategies.</p>	<p>MOUs at regional level mandating a data collection organisation and a database</p> <p>Ministers endorse the RECs EMIS Code of Practice.</p>	Development Partners (UNESCO, ADEA, ECCAS, AAU, CAMES)
	1.2 Capacity building for harmonizing definitions norms and standards	<p>Capacity building</p> <p>Knowledge exchange</p> <p>Partnership development</p>	-	A set of regionally agreed definitions set in the mandate and regionally endorsed for use	<p>Partnership MOUs</p> <p>Capacity building Workshop reports</p> <p>Expert needs analysis reports from knowledge exchange</p>	HAQAA, DAAD, ADEA AUF, AAU, CAMES
	1.3 Capacity assistance in the form of physical infrastructure at different levels	<p>Awareness campaigns</p> <p>Capacity Building at institutional and national level</p>	-	<p>Choice and selection of location of Data center.</p> <p>Engagement and enrolment in the data warehouse</p>	Functional data center for the ECCAS region	AUF, ADEA,

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
2. Alignment of structures in national HEMIS ecosystems	2.1 Creating policy links between national and regional HEMIS systems	Capacity building to aid national organisations operationalize a national HEMIS capability.		Clarification of HEI data collection mandate amongst National HEMIS ecosystem partners Elements linking national data collection efforts to regional efforts enabling data sharing	HEMIS mandate and policies Operational policies of HEMIS units in countries	UIS, ADEA, UNESCO, MoHEs, NSOs, NHCEs,
		Policy advocacy to include regional integration elements in National HEMIS mandate				
	2.2 To develop/ harmonise national policies and protocols to facilitate the functionality of a national HEMIS ecosystem	Capacity Building to HEMIS ecosystem officials		Functional HEMIS protocol between MoHE, NSO, NHCEs	Streamlined data pathway from HEI data in HEMIS ecosystem	UIS, ADEA,
2.3 Developing a reliable methodology for inputting missing data, for data reconciliation using secondary sources and producing	All ECCAS countries		All countries report 100% coverage. UIS reports less variance between international and national data. All countries have	All ECCAS countries trained in these methodologies Workshop reports. National	UIS, ADEA,	

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
3. Alignment of HEIs to regional data collection standards	3.1 Promotion of Regional and Continental data initiatives at institutional level	<p>Policy dialogue and advocacy</p> <p>Partnership Development</p> <p>Knowledge exchange between HEMIS ecosystems</p>		<p>Regional Organisation, set in policy with a regional mandate to collect HEI data</p> <p>Integration of policy/ mandate into National Statistical Development Strategies.</p>	<p>MOUs at regional level mandating a data collection organisation and a database</p> <p>Ministers endorse the RECs EMIS Code of Practice.</p>	Development Partners (UNESCO, ADEA, ECCAS, AAU, CAMES)
	3.2 Capacity building for harmonizing definitions norms and standards	<p>Capacity building</p> <p>Knowledge exchange</p> <p>Partnership development</p>		A set of regionally agreed definitions set in the mandate and regionally endorsed for use	<p>Partnership MOUs</p> <p>Capacity building Workshop reports</p> <p>Expert needs analysis reports from knowledge exchange</p>	HAQAA, DAAD, ADEA, AAU, CAMES
	3.3 Capacity assistance in restructuring National HEMIS systems to reflect regional database	Capacity Building at national system level		<p>Resilient HEMIS structure strategies</p> <p>Clarity on data pathways at regional level</p>	National HEMIS systems structured to steward data at national level	AUF, ADEA,

Western Africa

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
1.Strengthening regional database capabilities	1.1 Set Up Regional Database holding organisation	Policy dialogue and advocacy Partnership Development Knowledge exchange between HEMIS ecosystems		Regional Organisation, set in policy with a regional mandate to collect HEI data Integration of policy/ mandate into National Statistical Development Strategies.	MOUs at regional level mandating a data collection organisation and a database Ministers endorse the RECs EMIS Code of Practice.	Development Partners (UNESCO, ADEA, ECOWAS, NA,AAU)
	1.2Capacity building for harmonizing definitions norms and standards	Capacity building Knowledge exchange Partnership development		A set of regionally agreed definitions set in the mandate and regionally endorsed for use	Partnership MOUs Capacity building Workshop reports Expert needs analysis reports from knowledge exchange	HAQAA, DAAD, ADEA AUF, AAU, CAMES, NUC

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
2.Promote HEMIS system standards at regional level	2.1 Develop ECOWAS level norms and standards and lobby for adoption	Policy dialogue and advocacy Partnership Development Knowledge exchange between HEMIS ecosystems		Integration of norms and standards into National Statistical Development Strategies.	MOUs at regional level mandating a data collection organisation and a database Ministers endorse the RECs/regional EMIS Code of Practice.	Development Partners (UNESCO, ADEA ,COWAS, CAMES, AAU) other African regions with experience
	2.2 Benchmarking national system standards against regional level standards	Capacity building Knowledge exchange Partnership development		Benchmarking reports that indicate progress on adoption of regional system standards	Partnership MOUs Capacity building workshop reports Expert needs analysis reports from knowledge exchange	HAQAA, DAAD, ADEA, AUF, CAMES
	2.3 Promotion of regional data collection standards	Awareness campaigns		Engagement and enrolment in sensitization programs and trainings for awareness and use of regional standards	Workshop Participation reports	ECOWAS, ADEA, CAMES, AUF

Northern Africa

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
1.Strengthening regional collaboration platforms	1.1 Set Up Regional collaboration platform among NA universities	<p>Policy dialogue and advocacy</p> <p>Partnership Development</p> <p>Knowledge exchange between HEMIS ecosystems</p>		<p>Regional Organisation, set in policy with a regional mandate to collect HEI data</p> <p>Integration of policy/ mandate into National Statistical Development Strategies.</p>	<p>MOUs at regional level mandating a data collection organisation and a database</p> <p>Ministers endorse the RECs EMIS Code of Practice.</p>	Development Partners (UNESCO, ADEA, AAU)
	1.2 Capacity building for harmonizing definitions norms and standards	<p>Capacity building</p> <p>Knowledge exchange</p> <p>Partnership development</p>		A set of regionally agreed definitions set in the mandate and regionally endorsed for use	<p>Partnership MOUs</p> <p>Capacity building Workshop reports</p> <p>Expert needs analysis reports from knowledge exchange</p>	HAQAA, DAAD, ADEA, AAU
	1.3 Capacity assistance in the form of physical infrastructure at different levels	<p>Awareness campaigns</p> <p>Capacity Building at institutional and national level</p>		<p>Choice and selection of location of Data center.</p> <p>Engagement and enrolment in the data warehouse</p>	Functional data center for the ECCAS region	AAU, ADEA,

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
2.Aligning HEIs to regional level HEMIS standards and norms	1.1 Initiating and establishing capacity building schemes for countries with nascent HEMIS systems	<p>Policy dialogue and advocacy</p> <p>Partnership Development</p> <p>Knowledge exchange between HEMIS ecosystems</p>		<p>Capacity building workshops to develop the human resource in nascent HEMIS system</p> <p>Knowledge exchange programs among NA universities</p>	<p>MOUs at regional level mandating capacity development</p> <p>Ministers endorse a REC HEMIS code of practice</p>	Development Partners (UNESCO, ADEA, NA, AAU)
	1.2 Promotion of CESA 16-25 initiatives in NA Universities	<p>Awareness campaigns</p> <p>Policy advocacy and dialogue</p>		Promotional programs and content to inform stakeholders of the aims and objectives of the CESA 16-25 strategy.	<p>Partnership MOUs</p> <p>Capacity building Workshop reports</p> <p>Expert needs analysis reports from knowledge exchange</p>	HAQAA ,DAAD,ADEA
	1.3 Capacity assistance in the form of physical infrastructure at different levels	<p>Awareness campaigns</p> <p>Capacity Building at institutional and national level</p>		<p>Choice and selection of location of Data center.</p> <p>Engagement and enrolment in the data warehouse</p>		AUF, ADEA,

Eastern Africa

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
1.Strengthening regional database capabilities	1.1 Set Up Regional Database holding organisation	<p>Policy dialogue and advocacy</p> <p>Partnership Development</p> <p>Knowledge exchange between HEMIS ecosystems</p>		<p>Regional Organisation, set in policy with a regional mandate to collect HEI data</p> <p>Integration of policy/mandate into National Statistical Development Strategies.</p>	<p>MOUs at regional level mandating a data collection organisation and a database</p> <p>Ministers endorse the RECs EMIS Code of Practice</p>	Development Partners (UNESCO, ADEA ,IUCEA)
	1.2Capacity building for harmonizing definitions norms and standards	<p>Capacity building</p> <p>Knowledge exchange</p> <p>Partnership development</p>		A set of regionally agreed definitions set in the mandate and regionally endorsed for use	<p>Partnership MOUs</p> <p>Capacity building Workshop reports</p> <p>Expert needs analysis reports from knowledge exchange</p>	HAQAA ,DAAD,ADEA
	1.3 Capacity assistance in the form of physical infrastructure at different levels	<p>Awareness campaigns</p> <p>Capacity Building at institutional and national level</p>		<p>Choice and selection of location of Data center.</p> <p>Engagement and enrolment in the data warehouse</p>	Functional data center for the ECCAS region	ADEA,

Sothorn African Region

Priority Area	Main activities	Actions	Time frame	Performance indicators	Means of verification	Partners
1.Strengthening regional database capabilities	1.1 Set Up Regional Database holding organization	<p>Policy dialogue and advocacy</p> <p>Partnership Development among HEMIS stakeholders</p> <p>Knowledge exchange between HEMIS ecosystems</p>		<p>Regional Organisation, set in policy with a regional mandate to collect HEI data</p> <p>Integration of policy/mandate into National Statistical Development Strategies.</p>	<p>MOUs at regional level mandating a data collection organisation and a database</p> <p>Ministers endorse the RECs EMIS Code of Practice.</p>	Development Partners (UNESCO, ADEA, SADC Secretariat)
	1.2Capacity building for harmonizing definitions norms and standards across languages and systems	<p>Capacity building among national HEMIS stakeholders</p> <p>Knowledge exchange</p> <p>Partnership development</p>		A set of regionally agreed definitions set in the mandate and regionally endorsed for use	<p>Partnership MOUs</p> <p>Capacity building Workshop reports</p> <p>Expert needs analysis reports from knowledge exchange</p>	HAQAA, DAAD, ADEA
	1.3 Scaling the SACU-HEMIS system into a regional system	<p>Awareness campaigns</p> <p>Capacity Building at institutional and national level</p>		<p>Regional Consensus on the Choice and selection of location of Data center.</p> <p>Engagement and enrolment of Universities in the data warehouse</p>	Functional data center for the SADC region	ADEA,

Priority Area	Main activities	Actions	Time Frame	Performance indicators	Means of verification	Partners
2.Aligning HEIs to regional data collection agenda	2.1 Promotion of CESA 16-25 initiatives at institutional level	Awareness campaigns to reach out to University IT depts Partnership Development Knowledge exchange between universities		Regional Organisation, set in policy with a regional mandate to collect HEI data Integration of policy/mandate into National Statistical Development Strategies.	MOUs at regional level mandating a data collection organisation and a database Ministers endorse the RECs EMIS Code of Practice.	Development Partners (UNESCO, ADEA, ECOWAS, ECCAS, NA, AAU) NCHES NSOs
	2.2 Capacity building for aligning university management information systems (UMIS) with regional template	Capacity building-training data depts in universities Knowledge exchange with other universities Partnership development		A set of regionally agreed definitions set in the mandate and regionally endorsed for use	Partnership MOUs Capacity building Workshop reports Expert needs analysis reports from knowledge exchange	HAQAA, DAAD, ADEA , AAU, SARUA
	2.3 Capacity assistance in the form of physical infrastructure at different levels	Knowledge exchange Capacity Building UMIS systems and personnel at institutional level		Upgraded UMIS Systems Engagement and enrolment in capacity building exercises	UMIS systems ready to link to regional database	SARUA, ADEA,