AI-Enabled Digital Maturity Scorecard for African Higher Education Institutions

Context & Purpose

This worksheet is part of a multi-institutional research initiative led by WISE (Qatar Foundation) in collaboration with Mohammed VI Polytechnic University (UM6P), the Education Collaborative, and AfriLabs. The study investigates the role of artificial intelligence in transforming higher education in Africa, with a focus on institutional readiness, integration pathways, and replicable practices.

As part of this effort, UM6P has developed this AI-Enabled Digital Maturity Scorecard, building on the D4TEP digital maturity framework developed with the International Finance Corporation (IFC). The scorecard is designed to support IT administrators, institutional leaders, and planning teams to evaluate their AI readiness and identify priority areas for digital transformation.

The worksheet focuses on five core dimensions of maturity—Strategy, Organization, Academics, Technology, and Operations—and includes key pillars such as Policy & Regulation, Data Governance, Innovation, and Language & Localization. It is both a diagnostic and planning tool, intended to support African HEIs in aligning emerging AI tools with their educational missions and institutional contexts.

This version is a pilot tool developed for research purposes only. Data shared by participating institutions will be used to adapt and improve the framework, culminating in a final public-facing report and resource toolkit to be published by WISE.

Disclaimer: Please do not share or distribute this version of the worksheet externally.

How to Use This Tool

For each pillar, assign a score from 1 (low maturity) to 5 (high maturity) based on your HEI's current status. These numeric scores correspond to qualitative levels: 0 = "None", 1–2 = "Exploratory" (initial or limited capability), 3 = "Developing" (moderate capability), and 4–5 = "Advanced" (strong, comprehensive capability). Mark the score in the space provided and include any additional comments to illustrate the initiatives or mechanisms that enable your institution's level of maturity.

Stage	Score Range	Description	Characteristics
Stage 0 None	0	No activity or awareness related to AI at the institutional level.	- No policy or infrastructure - AI not on leadership agenda - No formal capacity
Stage 1 Exploratory	1-2	Early-stage awareness and experimentation; informal activity has emerged.	- Individual champions - Some pilot tools used - Strategy and governance unclear
Stage 2 Developing	3	Structured initiatives are in place across one or more pillars; clear governance and strategy are emerging.	- AI included in planning documents - Some training or infrastructure investment - Policy under development
Stage 3 Established	4-5	AI is institutionally integrated with cross-departmental coordination, governance, and ongoing innovation.	- Institutional AI policy - Formally trained faculty/staff - Partnerships and innovation labs - Ethical and inclusive use promoted

📝 Tips for Interpreting Results:

- **You may fall into different stages across pillars.** This is normal—AI maturity is not linear.
- **Focus on gaps, not just averages.** A strong score in strategy but a weak score in infrastructure can stall progress.
- **Use this exercise to share honest reflections.** Your input will directly inform the next version of this tool and help shape resources that meet the real needs of African HEIs.

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Institution:

Strategy (Governance & Policy)

Evaluate the alignment of AI initiatives with institutional strategy and external partnerships.

Strategy Aspect	Description	Score (0-5)
Policy & Regulation	Existence of a clear institutional AI strategy and policies (AI ethics, data privacy, etc.), and alignment with national regulations or guidelines.	☆☆☆☆☆
Partnerships & Funding	Collaborations with government, industry, or other institutions for AI initiatives; availability of dedicated funding or resources to support AI projects.	☆☆☆☆☆
Leadership & Governance	Visible executive sponsorship for AI initiatives and clear governance structures (e.g. steering committees, defined roles) to guide and oversee AI integration.	☆☆☆☆☆

Additional Comments:

Organization (People & Culture)

Consider the organizational readiness, culture, and structure supporting AI innovation.

Organization Aspect	Description	Score (0-5)
Skills & Culture	Institutional culture of innovation and AI readiness – includes ongoing training for staff and leadership in AI, encouragement of experimentation, and change management practices to support adoption.	☆☆☆☆☆
Adaptability	Mechanisms for continuous improvement (regular review of AI initiatives, ability to adapt strategy to new AI trends, and feedback loops to update policies/procedures).	☆☆☆☆☆
Language & Localization	Availability of educational content and AI tools in local languages; adaptation of AI solutions to local context and culture for inclusivity.	☆☆☆☆☆

Additional Comments:

Academics (Teaching, Learning & Research)

Assess how AI is integrated into the core academic mission – curriculum, pedagogy, and research.

Academics Aspect	Description	Score (0-5)
Teaching & Research Innovation	Integration of AI in curriculum and pedagogy (e.g. adaptive learning tools, AI-enhanced content) and fostering of AI-related research and innovation initiatives.	☆☆☆☆☆
Skills Development	Programs to build AI literacy and skills among students and faculty (e.g. AI-focused courses, workshops, faculty training on AI tools).	☆☆☆☆☆
Student Support Services	Use of AI to enhance student services and engagement (e.g. virtual advising assistants, personalized communications or tutoring) for improved student experience.	☆☆☆☆☆

Additional Comments:

Technology (Infrastructure & Digital Tools)

Examine the technological capacity and tools available to support AI integration.

Technology Aspect	Description	Score (0-5)
Hardware & Devices	Availability and adequacy of physical equipment such as computers, mobile devices, smart classroom technology, and lab equipment for students, faculty, and staff.	☆☆☆☆☆
Infrastructure	Capacity of foundational systems such as network bandwidth, cloud services, computing power, and storage to support AI deployment and scalability.	☆☆☆☆☆
AI Tools & Platforms	Deployment of AI software platforms and tools (e.g. learning management systems with AI features, research analytics tools, chatbot systems) and their integration into campus workflows.	☆☆☆☆☆

Additional Comments:

Operations (Administration & Data Governance)

Review the use of AI in administrative operations and student support services.

Operations Aspect	Description	Score (0-5)
Operational Efficiency	Use of AI to automate and streamline back-office processes (e.g. chatbots for FAQs, automated administrative workflows) to improve efficiency and reduce costs.	☆☆☆☆☆
Decision Making	Utilization of data analytics and AI for informed decision-making by leadership (e.g. predictive analytics for enrollment and retention, AI-driven dashboards for institutional planning).	☆☆☆☆☆
Data Governance	Data management and governance practices in place (data quality controls, security/privacy safeguards, and compliance with ethical standards for AI data usage).	☆☆☆☆☆

Additional Comments:

Summary of Scores (Maturity Dashboard)

After completing all sections above, summarize the results. Compute the average score for each dimension (and overall) to identify your maturity level in each area. (For example, an average of 1-2 is Exploratory, ~3 is Developing, ~4 or higher is Advanced.)

Dimension	Average Score	Maturity Level			
Strategy	☆☆☆☆☆	None	Exploratory	Developing	Advanced
Organization	☆☆☆☆☆	None	Exploratory	Developing	Advanced
Academics	☆☆☆☆☆	None	Exploratory	Developing	Advanced
Technology	☆☆☆☆☆	None	Exploratory	Developing	Advanced
Operations	☆☆☆☆☆	None	Exploratory	Developing	Advanced

Final Notes & Reflections: