



STRATEGIC PLAN 2016/2017 – 2019/2020

**Theme: *Committing to Institutional
Growth & Global Engagement.***

June, 2016

FOREWORD

Kabale University Strategic Plan 2016/2017 – 2019/2020 sets out to build on the achievements registered by the University over the last 14 years under its private status. The University changed from private to public status after one year of implementing the Second National Development Plan 2015/2016 – 2019/2020(NDP II). The formulation of this Strategic Plan was guided by the basic question: ***How can Kabale University reposition itself to meet emerging development needs and challenges in Uganda and beyond?*** In responding to the aforementioned basic question, the University evaluated strengths and lessons learned in executing the previous Strategic Plan. Over the next 4 years, the University focus will shift from teacher centered instruction to learner centered training in order to produce graduates with problem solving skills and reflective ability. Focus will be placed more on research with emphasis on knowledge production. Outreach activities will be guided by hands-on support implementation and embrace knowledge transfer partnership and networking in order to build synergies with the Community, Private, Government and Non-Governmental organizations.

This Strategic Plan has been developed to guide the University as it moves towards becoming a leading centre of knowledge transfer in teaching, learning, research and community service for sustainable development. The approach taken in the formulation of this Strategic Plan was consultative and participatory. The consultations were widely done to ensure that the final Strategic Plan 2016/2017 – 2019/2020 reflects both Institutional and National aspirations. The Plan is in line with the Uganda Vision 2040 & NDP II 2015/2016 - 2019/2020 and seeks to leverage the University's growth opportunities and honour development and partnership obligations at the national, regional and global levels.

To realize the goal of this Plan and fast track the University's socio-economic transformation, I urge the Council, staff and students, to have a positive mindset and the right ideological orientation to facilitate efficient and effective implementation of this Plan. I call upon all stakeholders in the development process to embrace the objectives of this Plan and implement the planned interventions and projects therein with great commitment and support. I appeal to every member of staff whether academic or administrative staff to internalize the goals pronounced in this Strategic Plan so that pursuit of these goals becomes a task of each and every one of us.

I call upon University Council, staff, students and other stakeholders to participate fully and play their part in the implementation of this plan to realize the National Vision 2040. We must commit ourselves to our vision as a team which focuses on ***“A sustainable vibrant centre of excellence in teaching, learning, research and community services in the Great Lakes Region and beyond”***. In this connection, the University will focus on: Teaching and Learning; Research, Innovation & Knowledge Generation; Physical Infrastructure, Facilities and ICT Development; Institutional Development and Strategic Marketing.

Manzi Tumubweinee
CHAIRPERSON, UNIVERSITY COUNCIL

REMARKS BY VICE CHANCELLOR

This Plan was developed after a review of various policy and strategy documents of the University and the Government of Uganda. The process was guided by Government of Uganda sector specific standards documents and performance standards. The pertinent documents included Uganda Vision 2040, the Constitution of the Republic of Uganda 1995 (amended), the *Universities and Other Tertiary Institutions Act* (2001) (amended 2003 and 2006) and the *Second National Development Plan 2015/2016 – 2019/2020*. The Plan is aligned to these policy documents.

I take this opportunity to offer my sincere compliments and gratitude to all those who were involved in the formulation of this Strategic Plan. I congratulate all those who participated in brainstorming sessions during strategic planning retreats at Kabale University with Top Management, Academic and Administrative staff and Student Guild representatives in June 2016. We thank all those who participated in face-to-face interviews in addition to responding to constant phone calls in a bid to produce a reliable and comprehensive Strategic Plan 2016/2017 – 2019/2020. The theme of the Plan is ***Committing to Institutional Growth & Global Engagement***. This is aimed at achieving the University goal which is **“Produce quality marketable graduates that provide professional services to the society”**.

This Strategic Plan is a product of the efforts of many stakeholders who made different contributions, with technical support and guidance of Dr. Rose B Namara and Dr. Wilberforce Turyasingura from the Uganda Management Institute. I am confident that this Plan provides the University’s roadmap for strategic decision-making, resource mobilization and utilization, performance monitoring and evaluation in order to achieve the set targets. I am certain that, together, we will make Kabale University an educational center with specialized programs in the Great Lakes region. The University is projected to improve greatly, thereby enabling students to gain knowledge, skills and experience that meet community needs during internship and after graduation.

I record my appreciation to the University Planning Unit which put invaluable time into the process of formulating and finalization of the Strategic Plan. I greatly recognize members of Management for their teamwork, leadership, commitment and enthusiasm. I commend their provision of ideas, guidance and oversight roles, during the whole process.

Professor Joy C Kwesiga
VICE CHANCELLOR

Table of Contents

FOREWORD.....	i
EXECUTIVE SUMMARY.....	vii
CHAPTER ONE: INTRODUCTION	1
1.0 Introduction.....	1
1.2 Higher Education Situation in Uganda.....	1
1.2.1 Enrolment	1
1.2.2 Programme relevance	2
1.2.3 Research and Publications	2
1.2.4 Academic Staff	3
1.2.5 Adequacy	3
1.2.6 Infrastructure	3
1.2.7 Education facilities.....	3
1.3.0 Kabale University Historical Background and context.....	4
1.3.3 The Strategic Planning Process	5
1.3.3.1 Introduction.....	5
1.3.4.2 Plan Formulation Process	5
CHAPTER TWO: ACHIEVEMENTS OF PREVIOUS STRATEGIC PLAN 2010 -2020	7
2.0 Introduction.....	7
2.1 Implementation of Strategic Plan 2010 -2020 status.....	7
CHAPTER THREE: SITUATION ANALYSIS	10
3.0 Introduction.....	10
3.1 Internal analysis	10
3.2 External analysis	11
3.3 Risk analysis	13
3.4 Key Issues	14
CHAPTER FOUR: UNIVERSITY STRATEGIC DIRECTION 2016/2017- 2019/2020	15
4.0 Introduction.....	15
4.1 Strategic Positioning	15
4.2 Vision.....	15
4.3 Goal	15
4.4 Mission	15
4.5 Motto	15
4.6 Values	15
4.7 Accountability and Transparency	15
4.9 Strategic objectives	16

4.10 Strategic Framework	16
4.11 Critical Success Factors.....	18
4.12 Strategies required to achieve each strategic objective	18
CHAPTER FIVE: KABALE UNIVERSITY STRATEGIC RESULT FRAMEWORK	24
5.0 Introduction.....	24
CHAPTER SIX: IMPLEMENTATION PLAN	27
6.0 Introduction.....	27
6.1 Organization & Management for Implementation	32
6.1.1 Introduction.....	32
6.1.2 Implementation arrangements.....	32
6.1.3 Roles and responsibilities of stakeholders.....	32
6.1.4 Communication and implementation strategy	33
6.2 Strategic Plan Financing	34
6.3 Resource mobilization.....	34
6.4 Practical steps to resource mobilisation.....	34
6.5 Projected revenue resource envelope for 2016/2017 – 2019/2020	35
6.6 Cost of objectives of the plan	36

LIST OF TABLES

Table 3.1: Summary of the Strengths and Weaknesses	10
Table 3.2: Summary of the Opportunities and Threats	11
Table 3.3: Summary of the risk analysis of KAB.....	13
Table 4.1: Kabale University Strategic Plan 2016/2017 – 2019/2020 & its linkage with Uganda Vision 2040 & NDP II 2015/2016 – 2019/2020.....	22
Table 5.1: Results Framework Matrix	24
Table 6.1: Implementation plan for four years	27
Table 6.2: Some of the key stakeholders and their roles.....	32

LIST OF ACRONYMS

AA	-	Academic Affairs
AR	-	Academic Registrar
Dir.	-	Director
DRC	-	Democratic Republic of Congo
DVC	-	Deputy Vice Chancellor
F&A	-	Finance & Administration
Fac.	-	Faculty
GoU	-	Government of Uganda
HoD	-	Head of Department
HR	-	Human Resource
ICT	-	Information, Communication and Technology
IT	-	Information Technology
KAB	-	Kabale University
KABSOM	-	Kabale University School of Medicine
M&E	-	Monitoring and Evaluation
M&E	-	Monitoring and Evaluation
Med.	-	Medical
MoES	-	Ministry of Education and Sports
MoUs	-	Memorandum of Understanding
MoVE	-	Means of Verification
NCHE	-	National Council of Higher Education
NDP	-	National Development Plan
PhD	-	Doctor of Philosophy
SACCOs	-	Savings and Credit Cooperative Societies
SOs	-	Strategic Objectives
UB	-	University Bursar
UBOS	-	Uganda Bureau of Statistics
UN	-	United Nations
US	-	University Secretary
VC	-	Vice Chancellor

EXECUTIVE SUMMARY

This Strategic Plan is organized into six chapters highlighting the University Profile, Current Situation, Achievements, Strategic Direction, Implementation Plan, Strategic Results Framework and Organization & Management for Implementation. It also extensively elaborates specific priorities and interventions to be undertaken to accelerate growth and development of the University during the four years of the Strategic Plan period. The Plan is in line with the Uganda Vision 2040 & NDP II 2016/2016 – 2019/2020 and builds on the achievements registered under the Strategic Plan 2010 - 2020, while taking into consideration the challenges encountered and lessons learnt during its implementation. The Plan also seeks to leverage the University's growth opportunities and honour development and partnership obligations at the national, regional and global levels.

In the introductory Chapter One, the Plan provides background information on the establishment of the University and the progressive development it has realized to date, having developed from the idea of creating a University in Kabale, way back in 1995 under the umbrella of the Kigezi Development Association, directly supported by Kabale District Local Government as well as the Districts of Kanungu, Kisoro and Rukungiri. The University has progressively recorded steady growth in programme offering and professional training, from a private led University to a Government owned University. This is in response to the increasing demand for market oriented skills and competencies. The process of developing strategic planning is described in this Chapter one which emphasized a participatory demand driven approach with forward and backward consultations during the various stages of synthesis and consolidation.

Under Chapter Two, all the physical achievements registered since 2002 are outlined. The Chapter also gives the challenges encountered during the implementation of the former Strategic Plan 2010-2020 under private status and strategies to minimize them.

Chapter Three elaborates the situation analysis of the University, detailing opportunities and the potential for further development, focusing on internal and external forces. The potential growth and development of the University is anchored on the expansive nature of land (55) acres). The University meets the expectations of its growing stakeholders by ensuring that the programmes offered are of high quality, using diversified modes of instructional delivery. The University has established linkages and collaborations with similar institutions locally and internationally. The risks associated with planned activities are analyzed and mitigation measures are highlighted.

In Chapter Four, the Plan projects the future outlook of the University and strategic positioning. Strategies and actions and success factors that will enable attain the University the Vision and Mission as outlined. The Vision of the University is: ***A sustainable vibrant centre of excellence in teaching, learning, research and community services in the Great Lakes Region and beyond.*** Similarly, the Mission is: ***To be an efficient people centred University that excels in teaching, generation and dissemination of relevant quality knowledge and policies for skills development and attitude change for sustainable learning environment.*** In this Strategic Plan period the activities of the University will revolve around six Pillars:

- a) Infrastructure Development
- b) Governance and Management
- c) Human Resource Capacity
- d) Financial Resource base
- e) Academic programmes and services
- f) Research and innovations

The above pillars will be enforced to achieve the goal of “**Produce quality marketable graduates that provide professional services to the society**”. Arising from the strategic issues, the following six strategic objectives will be pursued during the plan period to achieve the goal:

1. To improve and expand existing infrastructure and support services
2. To strengthen governance and management systems
3. To develop human resource capacity
4. To widen University resource base
5. To develop and deliver relevant academic programmes, student and outreach services
6. To generate and disseminate relevant quality knowledge and information

The above objectives have been formulated and focus at fulfilling the University vision, mission and goal but in line with Uganda Vision 2040 and Second National Development Plan 2015/2016 – 2019/2020 strategic direction. The NDP II 2015/2016 – 2019/2020 Development Strategies target Infrastructure Investment, Strengthening Governance, Harnessing the Demographic Dividend, Skills Development and Integrating Key Cross-Cutting Issues into Programmes and Projects.

The last Chapter details the four-year activity implementation plan of the planned activities in a comprehensive manner and monitoring and evaluation framework of the planned intervention. It is hoped that the planned interventions will be followed and lessons learnt documented to guide the midterm review of the plan as well as developing the next 5-year Strategic Plan. By maintaining this focus on the strategic issues identified, the University will make significant progress towards realizing its vision. The above strategic objectives will be achieved based on the *theme* for the period “**Committing to Institutional Growth & Global Engagement**”. The University will continue to pragmatically increase student numbers. It will offer diverse programmes, introduce new ones and continually review existing ones to ensure their relevance. New sources of funding will also be sought from corporate organizations, traditional sources and through collaborative arrangements

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Globally, public education expenditure accounts for 4.7% of the world's \$18 trillion GDP per capita. The Africa region devotes 5.0% of total GDP of about \$1.5 trillion to public education expenditure, which is the second highest percentage after North America with a total \$32 trillion GDP per capita and Europe at 5% with a total \$24 trillion GDP per capita. African countries have allocated the largest share of government expenditure to education at 18.4%, followed by East Asia and the Pacific at 17.5%; and South and West Asia allocated only 12.6%.

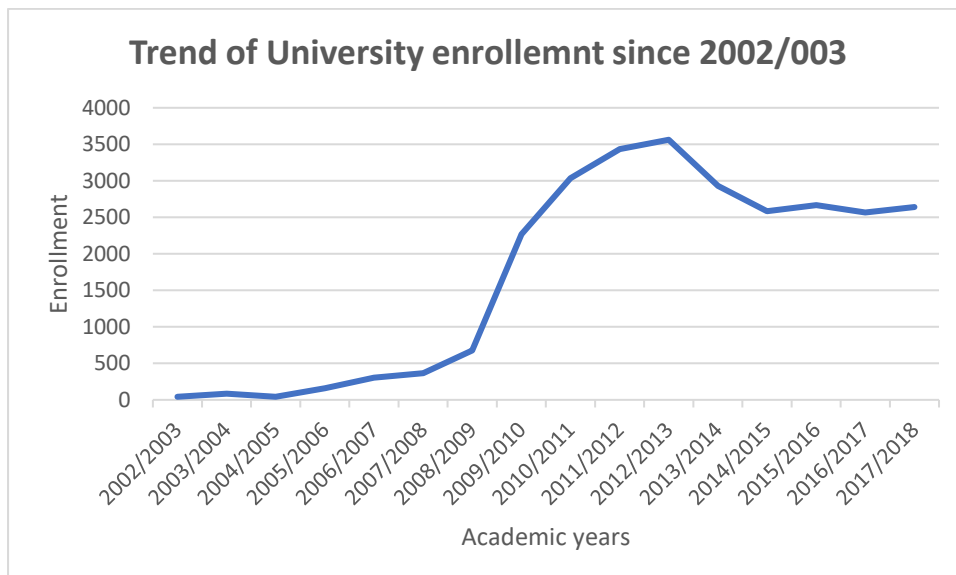
Today, only 6% of young people in sub-Saharan Africa are enrolled in higher education institutions compared to the global average of 26%. The promising news is that universities in many African countries are experiencing a surge in their enrollment. Between 2000 and 2010, higher education enrollment more than doubled, increasing from 2.3 million to 5.2 million. Overcrowding in lecture halls at some Africa universities is becoming all too common. Statistics show that on average there are 50% more students per professor at African universities compared to the global average. In 2008, about 223,000 students from sub-Saharan Africa were enrolled in tertiary education outside of their home countries, representing 7.5% of the total global number of students who study outside of their home country. Private higher education is one of the fastest growing education sectors in Africa. In 2009, there were around 200 public universities and 468 private higher education institutions on the African continent. Comparatively, there are 1700 public universities and nearly 2500 private universities (4- and 2-year universities) in the U.S. alone.

1.2 Higher Education Situation in Uganda

Higher education is key to economic development as knowledge based economies are replacing traditional modes of production. The knowledge, skills, and resourcefulness of people are increasingly critical to the world economy. The number of private Universities has grown to 47, outnumbering the public sector universities that stand at 9 and therefore transforming Kabale University to a public University increase coverage of public universities. Kabale University was transformed into a public University in 2015 under the Statutory Instruments 2015 No. 36 of 16th July 2015 which is now ranked 28 in research productivity out of 47 Universities in Uganda and global ranking of 11,613

1.2.1 Enrolment

The enrolment has been increasing since 2000. According to NCHE, total enrolment in University and Other Institutions grew by 73% from 200,000 in FY 2014/15 to 345,000 in FY 2015/16. Proportion of male & females has remained stable. However, there have been gains in female registration in absolute numbers but the relative proportions have remained stable at 44% by 2013/14. However, about 94% admitted complete their programmes at university level while 92% from other institutions. There has been a drop in the number of foreign students coming to Ugandan tertiary institutions by 8% in 2013/14. The enrollment trend since the University started during the academic year 2002/2003.

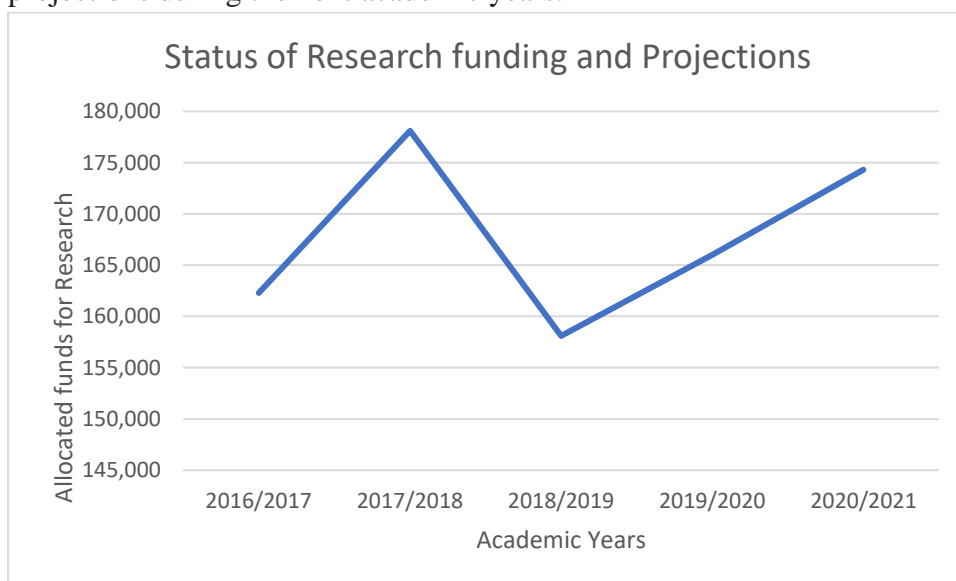


1.2.2 Programme relevance

Both popular demand and administrative actions have combined to make university education supersede middle and technical education in popularity. Most students, parents and policy makers prefer university education. For example, in health sciences, only 0.86% programmes were for Diplomas. In engineering, only 0.86% were registered for diploma courses. The country needs an immediate policy shift on this issue if it is to have the skilled labour needed to attract investment in industry, agriculture and commerce. Kabale University has been mandated by GoU to focus on Science-oriented programs and currently, Engineering and Health Sciences were introduced to meet National Vision 2040 aspirations.

1.2.3 Research and Publications

The Ministry of Education and Sports resumed funding for research in public universities. For the last few years, modest funds have been channeled through the National Council for Higher Education for research and staff training in public universities. Few private universities conduct research. Most of them are teaching institutions. Below figure shows the position of research funding and future projections during the next academic years.



1.2.4 Academic Staff

The academic staff numbers have not kept pace with student enrolment growth. While students grew by 14.2% in 2010/11, staff grew by only 10.6%. Those with PhDs have remained at 11% while Masters increased from 38% to 42%. The Bachelors remained at 34%. The overall academic staff/student ratio remained at 23, although in absolute terms staff numbers have increased from 7785 in 2010 to 8594 in 2011 while student numbers grew from 183,985 to 198,066 in 2011. The ratios for specific categories of institutions are far below the standards set by the National Council for Higher Education. Currently, the University has 183 staff of whom 62.8% are academic staff. The academic staff are distributed as follows; 8 Professors, 4 Associate Professors, 4 Senior Lecturers, 15 Lecturers, 55 Assistant lecturers, 29 Teaching Assistants and 3 Laboratory technician.

1.2.5 Adequacy

The student numbers grew by 34.1% in the four-year period, staff grew by only 20%. In 2006, there were 6465 academics but by 2010, the number was 7785. However, staff student ratio has not improved from 1:24 in 2006 and remained the same at 1:24 in 2010 in universities. It is however noted that the number of part time lecturers has increased from 31.7% in 2006 to 37% 2010. Currently, Kabale University has staff: student ratio of 1:14

1.2.6 Infrastructure

The infrastructure growth is not matched by growth in enrolment. In 2011 space available per student in lecture rooms, libraries, laboratories, working spaces, recreation facilities, academic and administrative office have not improved over the previous years. For instance, for universities lecture room space dropped from an average of 0.5 m² to 0.37 m² while libraries had slight improvement from 0.13m² to 0.14m². In Other Tertiary Institutions, the situation is generally the same: reduced and deteriorating infrastructure. That cannot cope with increased enrolments. Agricultural colleges on the other hand were not crowded. Kabale University situation stands at Students to classroom ratio of 1:2 but are aged.

1.2.7 Education facilities

There has been a pleasing trend in the computer access in most of Uganda's higher education institutions, especially universities. The 2011 computer to student ratio of 1:15 is within the *Acceptable* category of National Council for Higher Education standards. It is our hope that by the time NCHE publishes the 2016 "State of Higher Education" the *Good* or *Ideal* levels will have been reached. Student access to books is not impressive. Only Theological Institutions attained the 40 books per student minimum required by the NCHE standards. Currently, student computer ration stands at approximately 1:20 which still wanting.

To maintain high quality of higher education, GOU established the National Council of Higher Education (NCHE) as a watchdog for quality and relevance of education programmes in the country. The NCHE regulates establishment and management of higher education institution and sets national quality standards and competencies. To enhance equitable access to higher education, GoU has implemented the district quota system, 1.5mark for the girl child entry into University, provision of scholarships, loan scheme and admission of students to tertiary institutions. To improve the quality of learning in higher institutions, GoU has undertaken the following interventions: a) Restructuring and review of academic programmes; b) Supervision and accreditation of universities and their programmes; c) Enhancement of outreach programmes; d) Institutionalizing programmes for staff development; and e) Enhancement of quality committees of Senate and Council.

1.3.0 Kabale University Historical Background and context

Kabale University was started as a private institution in 2002 and owned by people of Kigezi– citizens of the current districts of Kabale, Kanungu, Kisoro and Rukungiri. Kabale University was granted a charter to operate by the Uganda National Council for Higher Education in 2014 under Charter Certificate No. UI.CH.008 dated 29th September 2014. The University opened its gates in 2002 to 42 students, and by 2015 the University had an average student enrolment of 3000 students, hailing from Uganda, Kenya, Tanzania, Rwanda, Burundi, DRC Congo, and Sudan. By 2016 the University was running eleven postgraduate courses, 25 undergraduate and eighteen diploma course. With numerous requests by people of Kigezi to the President of the Republic of Uganda, Kabale University was transformed into a public University in 2015 under the Statutory Instruments 2015 No. 36 of 16th July 2015. Kabale University is therefore a unique institution, enjoying the status of being the first ever institution of its kind in Uganda, to metamorphose from private to public.

As a public University, it is governed and managed under Universities and Other Tertiary Institutions Act (2001) (amended 2003 and 2006). While the KAB as a Private University had several levels of governance – Assembly of Promoters, Board of Trustees and the University Council, now its supreme governance organ is the University Council. Kabale University, as a public institution, has been mandated by the GoU to focus on Science-Oriented Academic Programmes without necessarily loosing focus to existing community oriented programmes in humanities and social sciences.

This Strategic Plan was developed at a time when the University was in its midterm of implementing the 2010-2020 Strategic Plan. Much of the strategies under this plan were not implemented because a lot of time and resources were devoted to the transformation process. The ultimate achievement of the 2010-2020 as of midterm has been the attainment of a public University status. This plan was made at a time when the University had attained a public University status, when a lot of changes in terms of governance were just taking root, graduation had been delayed due to number of changes, and staff members were not very sure of their status in the public University. The transformation process was headed by the Interim committee responsible for designing public University policies, systems, structure and procedures to swiftly pave way to a stronger and vibrant Institution.

1.3.1 Governance structure

This four-year Strategic Plan 2016/2017-2019/2020 will provide guidance towards smooth retooling of the University with required staffing, infrastructure, programmes and as well as governance and

management systems. Implantation will be done in accordance with established staff structure and academic programs.

1.3.2 Legal and policy framework

Article 125 of the Constitution of the Republic of Uganda (1995) and the subsequent Act of Parliament (Act No. 15 of 2002) created the National Planning Authority (NPA) whose primary function is to produce comprehensive and integrated development plans for the country elaborated in terms of the perspective vision and the long-term and medium-term plans. Section 7 (2a, 2b and 2c) of the NPA Act provides that the development planning in the country should be undertaken in consultation with and under the guidance of the National Planning Authority. In order to provide for the necessary interface between planning level activities, the University Council is required to prepare and submit the plans in accordance with the guidelines established by the National Planning Authority.

This provision is enforced through the Budget Act, 2001 which provides for and regulates the Budgetary Procedure. The key deliverables of the budget process are: (i) A five-year macro-economic plan and indicative framework; (ii) Submissions of preliminary revenue and expenditure estimates; (iii) The Budget estimates and Ministerial policy statement.

1.3.3 The Strategic Planning Process

1.3.3.1 Introduction

Government of Uganda launched a long-term development vision, the Uganda Vision 2040 in 2013. It is an inclusive perspective plan with the theme to have a “*Transformed Ugandan society from a peasant to a modern and prosperous country within 30 years*”. It is an overall guide to development planning in the country at all Levels. In order to achieve the envisaged transformation, the Vision requires careful development planning and commitment of both human and financial resources. At the University Level, the responsibility of planning and budgeting is delegated to University Councils which are the planning Authorities. To execute this responsibility effectively, University Council is required to formulate its policies, strategies and programmes linked to the Strategic Plan priorities, objectives of the Sector Development Plan and Uganda Vision 2040 aspirations. Section 7 (2a, 2b and 2c) of the National Planning Authority Act, 2002 provides that development planning in the country should be undertaken in consultation with and under the guidance of the National Planning Authority. It is under the National Planning Authority Act, 2002 where the University derived powers to embark of the process of formulating and approval of the University Strategic Plan following Sector Planning Guidelines.

1.3.4.2 Plan Formulation Process

KAB embarked on the process of crafting its **2016/2017-2019/2020** Strategic Plan following its transformation from a private University to a public University in September 2015. This new Strategic Plan is to enable KAB to position itself in line with the principles governing public universities. It will

also enable the University to align itself with modern principles of teaching, research, community outreach, mobilization and utilization of resources and increased.

To facilitate the strategic planning process, two consultants; were engaged. The Consultants received and reviewed documents pertaining to KAB which include the University Strategic Plan 2010 – 2020; the proposal for transformation of KAB from a private University to a public University, the University charter and many other relevant documents. The consultants held several on line discussions with the Vice Chancellor and also a face to face meeting with the Top Management team at the University premises, to get a feel of the intended direction they want KAB to take and also understand the aspirations of the University. The discussions were very instrumental in setting the ground work and shaping the planning process from the Consultants perspective.

The process was then followed by a 2-day strategic planning workshop on 10th and 11th June 2016 held at the University premises. It was attended by members of Management, Directors and Heads of Institutes and departments, staff representatives and representatives of the students' body. The outputs of the strategic planning workshop were consolidated into a draft plan for review by the University management. Top Management reviewed the Draft Strategic Plan and made comments covering the areas of research, teaching & learning, student welfare, outreach & internship issues and non-teaching staff and the consultations were participatory and representative.

In September 2017, the Draft Strategic Plan was presented to the Committee of Council responsible for Planning, Development and Resource Mobilisation. The policy plan was reviewed and comments made for adjustment. In March 2018, the second draft plan was presented to the committee for final review before it was presented to the University Council on 16th of April 2018 and Council adopted it on 16th April 2018 for approval.

CHAPTER TWO: ACHIEVEMENTS OF PREVIOUS STRATEGIC PLAN 2010 -2020

2.0 Introduction

This chapter highlights the remarkable achievements that Kabale University has so far registered. It also provides information required by Council and Management to measure the steps so far reached in fulfilling the vision.

2.1 Implementation of Strategic Plan 2010 -2020 status

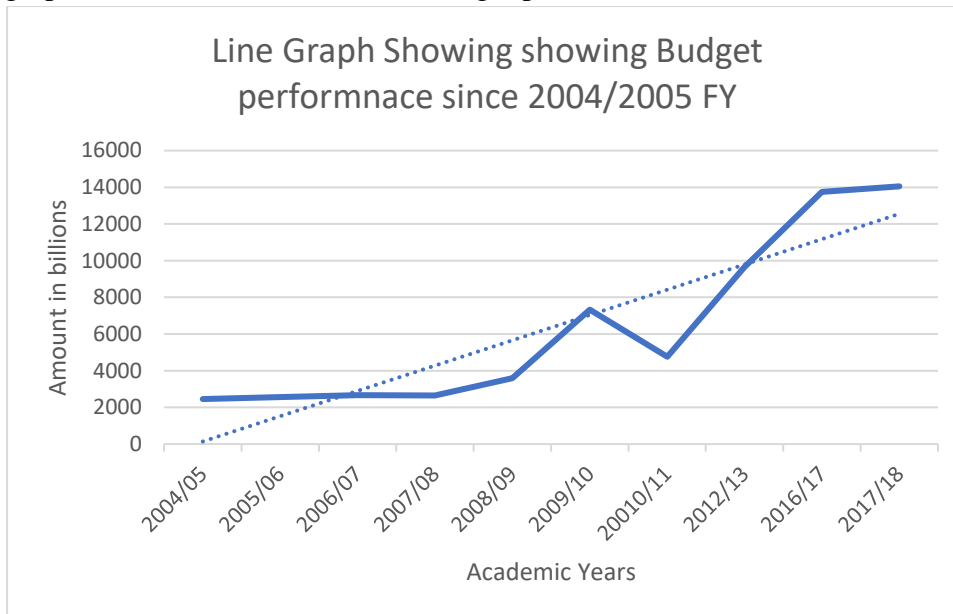
KAB developed and implemented a Strategic Plan for the period 2010 - 2020. But the change in the status from a private to a public University has necessitated the drawing of another plan in line with the new status. KAB implemented the 2010-2020 strategy and made a number of achievements that include;

a) Governance and Management

- ❖ KAB acquired a status of a Public University.
- ❖ Acquisition of Charter granted by NCHE.
- ❖ Strong and supportive Council
- ❖ Committed and experienced.
- ❖ Presence of a staff association to assist in mobilizing staff.
- ❖ Operational liaison offices in Kampala and Kigali strengthened.
- ❖ Membership with academic and research institutions/associations expanded.

b) Financial Resource Base

The graph below shows the trends of budget performance for the selected academic years



- ❖ Financial Management Controls under Integrated Financial Management System
- ❖ Functional PPDU for financial controls for procurements.

c) Human Resource Management and Development

- ❖ Recruitment of additional senior staff to conduct different programmes in the University
- ❖ 5 staff on Masters Degree and PhD while 3 completed professional qualifications in ICT.
- ❖ 207 staff recruited and 185 are on government payroll out of staff established structure of 237 required giving a gap of 30 staff.
- ❖ Human Resource Policy to guide management of human resources and career development

d) Assets, infrastructure and facilities.

- ❖ 56 acres of land at Kikungiri campus (53 acres) & Nyabikoni campus (03 acres).
- ❖ 2906 Lecture room and office chairs, 145 shelves, 27 filing cabinets, 75 tables, 145 beds and 33 executive curtains.
- ❖ Functional laboratories and workshops with 162 stools, 34 workshop tables, assorted lab equipment and reagents.
- ❖ 228 computers & accessories, 13 printers (colored) and 9 black & white and other related equipment.
- ❖ 9 reservoir tanks, 3 generators, 4 vehicles, 1 bus and other related equipment
- ❖ Infrastructure development and facilities completed while others are ongoing at main campus, Nyabikoni and KABSOM for both administrative and academic staff.
- ❖ ICT server room operational with all required equipment.

e) Academic programs

- ❖ Improved University ranking
- ❖ 8 Masters Degree programs, 4 post graduate diploma programs, 21 Bachelors degree programs and 15 diploma programs.
- ❖ New business areas and programmes were launched e.g. Nursing Science & Engineering
- ❖ New programmes and courses were developed and implemented;
- ❖ Examinations management were streamlined
- ❖ The University offers diplomas, undergraduate and post Graduate courses.

f) Student enrollment & welfare

Enrolment increased from 42 in 2002 to 2,564 in 2016/2017. Enrollment per year from 2002 to 2017 as shown below

Academic year	Male	Female	Total
2002/2003	38	04	42
2003/2004	57	27	84
2004/2005	26	16	42
2005/2006	113	44	157
2006/2007	201	104	305
2007/2008	212	151	363
2008/2009	403	274	677
2009/2010	1375	892	2267
2010/2011	1843	1191	3034
2011/2012	2092	1344	3436
2012/2013	2125	1437	3562
2013/2014	1761	1170	2931
2014/2015	1549	1034	2583
2015/2016	1625	1041	2666
2016/2017	1487	1077	2564
2017/2018	1663	976	2639

Source: Academic Registrar's office, 2017

Students graduating increased from 131 in 2006 to 2,099 in 2016. This is shown below

Graduation date	Males	Females	Total
1st Graduation, October 2006	71	60	131
2nd Graduation, October 2007	65	70	135
3rd Graduation, October 2008	74	85	159
4th Graduation, October 2009	164	134	298
5th Graduation, October 2010	173	187	360

6th Graduation, October 2011	349	353	702
7th Graduation, February 013	608	438	1046
8th Graduation, October 2013	650	489	1139
9th Graduation, October 2014	696	467	1163
10 th Graduation, November 2016	1207	892	2099
Total	4057	3175	7232

Source: Academic Registrar's office, 2016

- ❖ Operational Guild Council
- ❖ Access to e learning internet boosted as the University is a member of Research & Education Network for Uganda (RENU).
- ❖ Sports events are part of the menu for the students.
- ❖ A Clinic exists to cater for health services
- ❖ Internship, field exposure visits community service and placement are conducted every year.
- ❖ Several initiatives geared towards contributing to community improvement through Community service.

g) Research programs

- ❖ Undergraduate research program. Operational & overseen by the undergraduate Research Committee.
- ❖ Graduate Research Program. Operational & supervised by Graduate Research Committee.
- ❖ Staff Research Program. It involves research conducted by staff on an individual basis.

These achievements are mainly attributed to; a) Team work among the staff members; b) Prudent use of available resources such as land; and c) Commitment and patience by staff, students and all stakeholders. However, the University was being constrained by; a) Inadequate funding; and b) Heavy dependence on tuition fees. The new Strategic Plan has therefore taken these factors into consideration and has put in place mechanisms to mitigate their negative effects.

Kabale University is an agent for sustainable development. It allows staff to make research and make informed decisions that meet the needs of the present without compromising those of future. Kabale University Strategic Plan 2016/2017 – 2019/2020 addresses key issues such as poverty reduction, sustainable livelihoods, climate change, gender equality, corporate social responsibility and protection of indigenous cultures hence help to live sustainably. It aims at addressing social, economic and environmental challenges. A global partnership is needed to fill the financial gap for improved service delivery.

CHAPTER THREE: SITUATION ANALYSIS

3.0 Introduction

The situation analysis examines factors in and around the University, to determine their implications on its future.

3.1 Internal analysis

The internal analysis examined the University's core business areas such as; teaching, research and community outreach as well as supportive elements such as: Support services; Organizational culture; Organization (structures, systems and policies); Resources (financial, human and physical) and Leadership, management and administration. In all these areas, the analysis examines what is working well, what is not working well and where and what improvements are needed. Table 3.1 below summarizes the internal analysis.

Table 3.1: Summary of the Strengths and Weaknesses

Strengths	Weaknesses
<p>Governance & leadership</p> <ul style="list-style-type: none"> ➤ Positive political environment ➤ Competent & Supportive council ➤ Experienced & supportive Chancellor ➤ Political will from Government ➤ Public status ➤ Favorable policies ➤ Systems and structures in place ➤ Committed Management Team ➤ Policies approved to guide University interventions. ➤ Existence of staff association <p>Academic programs</p> <ul style="list-style-type: none"> ➤ Accredited academic programs ➤ Licensed as Science based institution ➤ Marketable programs ➤ Curriculum development & revision ensures quality & relevance of curricula. ➤ Regular students' evaluation & assessments ➤ Linked with communities through Community service <p>Financial management</p> <ul style="list-style-type: none"> ➤ Financial management policies ➤ Strong oversight financial commitment ➤ Affordable tuition fees ➤ Central government support ➤ Bank of Uganda support 	<p>Financial Management</p> <ul style="list-style-type: none"> • Inadequate funding • Limited staff involvement in projects. • Low level of internal income generation. • University is not well marketed outside Kigezi region <p>Human resources</p> <ul style="list-style-type: none"> • Low level representation of the female gender among staff • Lower academic cadres are many compared to senior • Inadequate Capacity building plan of staff • Inadequate Staff appraisal system • Low staffing levels • Inadequate staff accommodation <p>Student guild body</p> <ul style="list-style-type: none"> • Inadequate knowledge regarding flow of administrative information to students. • Low student enrolment in some programmes. • Inadequate accommodation facilities for students. • Limitations of International students to adopt Ugandan systems. • Poor communication systems • Irregular update of university website <p>Research</p> <ul style="list-style-type: none"> • Low research productivity • Low Donor support • Limited research expansion for graduate studies • Inadequate research funding <p>Infrastructure</p>

<ul style="list-style-type: none"> ➤ Focused management policies ➤ System control i.e. IFMS & IPPS. ➤ Existence of Resource Mobilisation Plan <p>Infrastructure</p> <ul style="list-style-type: none"> ➤ Availability of ICT infrastructure ➤ Long-term ownership of land ➤ Easy access to internet ➤ Development budget ➤ e-library resources <p>Human resources</p> <ul style="list-style-type: none"> ➤ Team work of staff ➤ Timely payment of staff salaries ➤ Young competent & committed workforce. ➤ Discipline among staff and leaders <p>Student guild body</p> <ul style="list-style-type: none"> ➤ Cooperative and diverse student body ➤ Strong guild leadership ➤ Gender balance among the student community ➤ Diversified student body ➤ Promising enrollment. ➤ Quality students. ➤ Student welfare ➤ Inclusive to all students ➤ Existing Work and study scheme. <p>University Community</p> <ul style="list-style-type: none"> ➤ Supportive environment ➤ Rich history ➤ Wide catchment area ➤ Geographical location ➤ Easy access by students ➤ Geographical location ➤ adequate security. 	<ul style="list-style-type: none"> • Inadequate laboratory equipment • Inadequate teaching and office space • Limited space for expansion • Inadequate Library and Sports facilities • Lack of street lighting • Weak University wide database facility. <p>Teaching and service delivery</p> <ul style="list-style-type: none"> • Inadequate blending teaching methods • low enrollment level in some programs • Weak quality assurance system • University potentials not yet registered. • Lack of adequate software for graduate infrastructure. <p>University Community</p> <ul style="list-style-type: none"> • Low level of outreach and partnership with private sector. • No perimeter wall • No mobile banking system • Lack of all-weather roads
--	--

3.2 External analysis

The external analysis looks at issues arising from the political, economic, social, technological, environmental and competitive aspects of KAB's operating environment. Table 3.2 below summarizes the relevant external factors.

Table 3.2: Summary of the Opportunities and Threats

Opportunities	Threats
Political	
<ul style="list-style-type: none">Supportive Government policy on higher education such as provision to provide loan schemes to studentsLowest fees charged by Uganda’s universities may encourage many international students to apply.Political goodwill among the founders & the Banyakigezi communityExpanded catchment area due to East African community.Strategic location in the great lakes region that favors tourism, science, agriculture courses.Increasing demand for our graduates.	<ul style="list-style-type: none">Unfulfilled government promisesCorruption in the community may endanger quality of programmes.Politicians use students against University.
Economic	
<ul style="list-style-type: none">Growing demand for education services.Availability of supportive education fundersLow cost of living in Kigezi regionLiberalization of the economyMany potential secondary schools in regionGovernment financial supportSupportive government economic policies.	<ul style="list-style-type: none">Increasing inflationUnfavorable taxation policyUnemployment of especially youthLow incomes of the populationLack of entrepreneurial acumen among then populationOpening up/emerging and growth of more universities in the regionIFMS can’t force for payment.
Social	
<ul style="list-style-type: none">Population increase and increased need for educationEthnic and religious diversity and receptive communityIncreased awareness about the importance of educationExisting partnerships and networking among various organizationsTarmac road network to siteSocial amenities exist in the universityGood relationship with tertiary institutions like NTC.Supportive religious institutions.Many secondary schools with high enrollment.	<ul style="list-style-type: none">Brain drain of staffCompetition for students from neighboring tertiary institutions.Culture that doesn’t prioritize the girl childMoral decay in the communityRural location not attractive to staff & students.Limited space for Worshipping.Former employees confuse the public.
Technological	
<ul style="list-style-type: none">Improved communication through ICT services and internet connectivityImproved database management soft wareUtilization of ICT in education and research	<ul style="list-style-type: none">Continuously emerging technologiesRapid technological changes that render existing ones obsoleteLimited equipmentLimited staff that use of IT services
Legal	
<ul style="list-style-type: none">Existing legal framework establishing the UniversityFavorable political climate from district councils of Kigezi sub-region	<ul style="list-style-type: none">Emerging legal cases.Media used to confuse students & population.
Ecological	
<ul style="list-style-type: none">Kabale has a good climate for learningPhysical features for research potentialTourist attractions in the region	<ul style="list-style-type: none">Deforestation and related natural disasters such as landslides.Changing weather patterns.Unreliable UMEME power supply

Source: Strategic Planning workshop proceedings (2016)

The Council designed and adopted strategies to minimize the above threats & weaknesses which include the following;

- a) Liaise with relevant organizations to secure additional resources for the University
- b) Construct sustainable infrastructure for administrative and teaching services.
- c) Introduce marketable and demand-driven academic programmes and new profitable ventures for the University. This will allow the university supply competent and qualified graduates.
- d) Monitor and vet teaching and assessment of staff and students' performance against programs
- e) Purchase of relevant books and teaching materials.
- f) Identify, recruit and retain competent staff based on their potentials.
- g) Organize & conduct sensitization meetings for students & staff for skills development.
- h) Collaborate with internal and external stakeholders through contracting & resource Mobilisation strategy in a bid to promote Public Private Partnership relationship.
- i) Market and publicize the University locally and internationally on potentials.
- j) Carry out staff development through training.
- k) Rationalize the resources of the University for efficiency and effectiveness
- l) Carry out consultations on health and safety issues.
- m) Strengthen Students' welfare Committee and allocating adequate resources for service delivery
- n) Develop Postgraduate programs and Research Culture at the University.
- o) Linkage of potential employers to graduate students.
- p) Mainstream cross-cutting is of HIV/AIDS, Gender, Environment, Climate Change, Poverty & Human Rights in all interventions.

3.3 Risk analysis

The risk analysis identifies issues facing the University and identifies risks associated with them. The analysis then goes ahead to rate the perceived level of risk in terms of whether it is high, medium and low. It then goes to propose mitigation measures to either reduce or eliminate the impact of the associated risks. **Table 3.3** below summarizes the risk analysis carried out for the Directorate.

Table 3.3: Summary of the risk analysis of KAB

#	ISSUES	ASSOCIATED RISKS	PERCEIVED LEVEL OF RISK			MITIGATION MECHANISMS
			High	Moderate	Low	
1	Limited financing	<ul style="list-style-type: none"> Inadequate finances to implement University programmes Inability to adequately deliver services 	✓			<ul style="list-style-type: none"> Intensify resource mobilization Diversify the revenue sources Engage with the Government for increased funding Ensure efficiency in the utilization of available resources
2	Limited use of the media for marketing e.g. the website	<ul style="list-style-type: none"> Information about the University is not widely disseminated 	✓			<ul style="list-style-type: none"> Revamp use of the website Increase the use of KAB e-mail system

#	ISSUES	ASSOCIATED RISKS	PERCEIVED LEVEL OF RISK			MITIGATION MECHANISMS
			High	Moderate	Low	
3	Difficulty in enforcing quality and completion of the curriculum	<ul style="list-style-type: none"> Inadequate trained graduates will be put on the market KAB Qualifications may be compromised 	✓			<ul style="list-style-type: none"> Strengthen Quality assurance enforcement mechanisms Intake quality students
4	Inadequate staff	<ul style="list-style-type: none"> Inability to adequately deliver its services Some of the programmes of the University not effectively implemented 	✓			<ul style="list-style-type: none"> Match qualified staff with the structure Improve staff retention rate
6	Inadequate internal controls	<ul style="list-style-type: none"> Limited control of University resources 	✓			<ul style="list-style-type: none"> Establish robust internal control measures
7	Undeveloped research culture	<ul style="list-style-type: none"> University ranking may be affected Low research outputs 	✓			<ul style="list-style-type: none"> Introduce research mentoring programmes Conduct periodic research seminars

Source: Strategic Planning workshop proceedings (2016)

3.4 Key Issues

The external and internal analyses culminate into the following key issues that merit attention by the University over the next four years:

1. Building adequate infrastructure (classrooms, laboratories, offices, sports facilities etc.),
2. Strengthening governance and management systems
3. Building a strong financial base
4. Building a strong human resource capacity
5. Continuous revision and development of academic programmes, student and outreach services that meet NCHE required competences and KAB new mandate
6. Building a research culture and enabling many staff to engage in research

The above key issues form the bedrock upon which this Strategic Plan is anchored.

CHAPTER FOUR: UNIVERSITY STRATEGIC DIRECTION 2016/2017- 2019/2020

4.0 Introduction

This chapter highlights the key focus areas with the greatest multiplier effect to the University in the next four years as stipulated in the Uganda Vision 2040 and Second National Development Plan 2015/2016 – 2019/2020 objectives and priorities. It goes into detail of the goal, objectives, development results and priorities for the next four years. The Macroeconomic strategy is underpinned by the objective of raising student numbers and the need to raise resources to address the infrastructure deficit.

4.1 Strategic Positioning

KAB'S strategy is anchored in its heritage as a community founded and community centered institution of higher learning. The University strives to generate and disseminate knowledge, and develop skills of their graduates so that they can become beneficial to not only themselves, but also their communities, employers and the country at large. The University seeks to promote innovativeness, community service and resourcefulness among the young professionals it produces.

4.2 Vision

A sustainable vibrant centre of excellence in teaching, learning, research and community services in the Great Lakes Region and beyond.

4.3 Goal

Produce quality marketable graduates that provide professional services to the society.

4.4 Mission

To be an efficient people centred University that excels in teaching, generation and dissemination of relevant quality knowledge and policies for skills development and attitude change for sustainable learning environment.

4.5 Motto

Knowledge is the future

4.6 Values

The following values will guide the behavior of all staff of KAB and constitute the glue that binds them together in execution of their action as they implement 2016/2017 – 2019/2020 Strategic Plan.

1. *Accountability & transparency*
2. *Professionalism*
3. *Innovativeness*
4. *Equity and equality*
5. *Teamwork*

4.7 Accountability and Transparency

The University management, staff and students will conduct themselves in such a way that it is easy for others to see what actions they have performed. It also entails that relevant information is accessible timely in plain and readily comprehensible language appropriate for different stakeholders to participate. Information therefore should be managed so that it is up-to-date, accurate, and complete. In addition, it involves ensuring that Management, staff and students will at all times be answerable for their actions and that there is redress when duties and commitments are not met.

Professionalism: Demands, inter alia, a thorough knowledge of one's field of endeavor as well as demonstration of skill, high ethical standards, and respect for KAB's clients and other stakeholders

Innovativeness: Requires persons to create something new that has some kind of value to the old way of doing things. It can be in terms of approaches to teaching, research and community service, it can be a whole new research project and its adaptation. Consequently, KAB shall through teaching; learning and research promote the discovery of new knowledge, new ways of doing things and new solutions to existing problems.

Equity and equality are important to promote justice in society and in a University environment. These values will underlie recruitment of KAB staff and students, KAB human resources management processes and reward systems. Equity and equality will apply to clients' access to KAB services.

Team work: Teamwork requires that members work individually and collectively towards a common goal. Consequently; KAB shall promote establishment and sustainability of work and project teams that will be formed to further its mandate and mission. Such teams shall be supported with adequate resources, a conducive environment and strategic guidance, and will be continuously reviewed for better performance. Teamwork is critical to achievement of KAB objectives. KAB will set in place mechanism to share organizational vision, mission and objectives, extend support to individual members to ensure cost-effective implementation of planned activities.

4.9 Strategic objectives

KAB will pursue the following strategic objectives (SOs) over the next four years, in order to become realize its vision and mission stated above.

- SO1: To strengthen governance and management systems
- SO2: To develop human resource capacity
- SO3: To improve and expand existing infrastructure and support services.
- SO4: To develop and deliver relevant academic programmes, student and outreach services
- SO5: To generate and disseminate relevant knowledge and information
- SO6: To widen the University resource base.

4.10 Strategic Framework

The strategic direction of KAB can be summarized using the framework in figure 4.1 below

Vision

A sustainable vibrant centre of excellence in teaching, learning, research and community services in the Great Lakes Region and beyond

Mission: To be an efficient people centred University that excels in teaching, generation and dissemination of relevant quality knowledge and policies for skills development and attitude change for sustainable learning environment.

Pillar 1: Governance and management

SO1:

Strengthen governance and management systems

Strategies:

- 1.1 Review and operationalize oversight University policies and guidelines
- 1.2 Develop and implement an appropriate organizational structure
- 1.3 Streamline internal communication
- 1.4 Improve PR and marketing functions
- 1.5 Develop mechanisms for consistency in policy application
- 1.6 Integrate special interests of population issues.

Pillar 2: Human Resource Capacity

SO2:

Strengthen human resource capacity

Strategies:

- 2.1 Capacity building plan.
- 2.2 Review and enhance existing reward systems
- 2.3 Undertake staff development interventions
- 2.4 Undertake job analysis and evaluation
- 2.5 Implement staff welfare schemes such as SACCOS
- 2.6 Monitor and evaluate staff performance
- 2.7 Gender mainstreaming in recruitment process & inclusive of marginalized ones

Pillar 3: Infrastructure development

SO3:

Improve and expand existing physical infrastructure & support services

Strategies:

- 3.1 Master plan development
- 3.2 Expand, renovate existing infrastructure
- 3.3 Expand & maintain up-to-date ICT Provide teaching materials & laboratory equipment
- 3.4 Equip the library with appropriate resources
- 3.5 Develop recreational infrastructure
- 3.6 Expand & furnish lecture rooms and offices infrastructure
- 3.4 Equal access to all infrastructures & include environmental mitigation measures.

Pillar 4: Academic Programmes and

SO 4:

Develop relevant programmes, students and outreach services

Strategies:

- 4.1 Develop new programmes and review existing curricula
- 4.2 Develop graduate programs in basic sciences
- 4.3 Promote quality assurance in programme delivery
- 4.4 Strengthen distance learning programmes
- 4.5 Introduce PhD studies
- 4.6 Strengthen examination management systems
- 4.7 Strengthen student practical sessions and outreach
- 4.8 Strengthen student leadership
- 4.9 Inclusive of all students

Pillar 5: Research

SO5:

Generate and disseminate relevant knowledge

Strategies:

- 5.1 Generate and implement a research agenda
- 5.2 Establish and implement a University research policy
- 5.3 Improve research funding
- 5.4 Develop a sustainable research culture
- 5.5 Participate in workshops and conferences
- 5.6 Include crosscuttings issues in knowledge dissemination
- 5.7 Disseminate research findings and innovations

Pillar 6: Financial base

SO6:

Widen the University resource base

Strategies:

- 6.1 Develop a resource mobilisation plan
- 6.2 Establish alternative sources of funding
- 6.3 Establish Grants office
- 6.4 Strengthen partnerships, joint ventures and networking
- 6.5 Engage government for increased funding
- 6.6 Establish adequate controls in resource utilization & management systems
- 6.7 Establish a consultancy unit

Core Values:

ACCOUNTABILITY AND TRANSPARENCY, PROFESSIONALISM, INNOVATIVENESS, EQUITY AND EQUALITY, TEAMWORK

4.11 Critical Success Factors

The successful implementation of the Strategic Plan is highly depending on the following:

Ability to mobilize the required resources: The success of implementation of this Strategic Plan will largely depend on KAB's ability to mobilize the required financing, since most of the strategic actions require substantial financial investment. Heavy investment is necessary especially in the area of infrastructure development, expansion of both lecture and office space, and construction of other amenities such as the sports arena. It will also require significant discipline in resource allocation and utilization. Other resources needed include adequate and competent human resources both academic and non-academic.

Ability to marshal and coordinate efforts of all the stakeholders and implementers: Successful implementation of this plan will also depend on proper coordination of all stakeholder efforts such as the Governing Council, Management and staff from different Faculties, Directorates and Institutes, as well as other external stakeholders including the Government, the community, development partners and sponsors. A coordination framework will improve communication, and align the different players towards a common vision of KAB University.

Staff commitment: Employees of the University constitute a critical resource in the successful implementation of this plan. Staff will have to be mobilized around the new University's strategic direction, so that they are willing to contribute meaningfully to its implementation through their creativity and innovativeness. This will inevitably call for a highly motivated workforce with matching working conditions to make it happen.

Research and innovation: Research and innovation is the key ingredient in the University's strategic positioning. Hence, to succeed in the implementation of this Strategic Plan demands that the entire leadership and management of KAB create an enabling environment in which research and innovations thrive as a way of promoting the distinct nature of KAB.

4.12 Strategies required to achieve each strategic objective

The six objectives of KAB Strategic Plan will be implemented using the following strategies:

Pillar 1:	Governance and Management
Strategic Objective 1:	To strengthen Governance and management systems

To achieve the above objective, KAB should implement the following strategies:

- 1.1 Review and operationalize University policies, and guidelines
- 1.2 Develop and implement an appropriate organizational structure
- 1.3 Streamline internal communication
- 1.4 Improve Public Relations and marketing functions
- 1.5 Develop mechanisms for consistency in policy application

1.6 Integrate special interests of population issues.

Pillar 2: Human Resource capacity
Strategic Objective 2: To strengthen human resource capacity

To achieve the above objective, KAB should implement the following strategies:

- 2.1 Capacity building plan.
- 2.2 Review and enhance existing reward systems
- 2.3 Undertake staff development interventions
- 2.4 Undertake job analysis and evaluation
- 2.5 Implement staff welfare schemes such as SACCOS
- 2.6 Monitor and evaluate staff performance
- 2.7 Gender mainstreaming in recruitment process & inclusive of marginalized ones

Pillar 3: Infrastructure
Strategic Objective 3: To improve and expand existing infrastructure and support services.

To achieve the above objective, the University should implement the following strategies:

- 3.1 Master plan development
- 3.2 Expand, renovate existing infrastructure
- 3.3 Expand & maintain up-to-date ICT Provide teaching materials & laboratory equipment
- 3.4 Equip the library with appropriate resources
- 3.5 Develop recreational infrastructure
- 3.6 Expand & furnish lecture rooms and offices infrastructure
- 3.7 Equal access to all infrastructures & include environmental mitigation measures

Pillar 4: Academic programmes, student and outreach services
Strategic Objective 4: To develop and deliver academic programmes, student and outreach services

To achieve the above objective, the University should implement the following strategies:

- 4.1 Develop new programmes and review existing curricula
- 4.2 Develop graduate programs in basic sciences
- 4.3 Promote quality assurance in programme delivery
- 4.4 Strengthen distance learning programmes
- 4.5 Introduce PhD studies
- 4.6 Strengthen examination management
- 4.7 Strengthen student practical sessions and outreach
- 4.8 Strengthen student leadership

4.9 Integrate special interest groups of students in programs.

Pillar 5:	Research
Strategic Objective 5:	To generate and disseminate relevant knowledge

To achieve the above objective, KAB should implement the following strategies:

- 5.1 Generate and implement a research agenda
 - 5.2 Establish and implement a University research policy
 - 5.3 Improve research funding
 - 5.4 Develop a sustainable research culture
 - 5.5 Participate in workshops and conferences
 - 5.6 Include crosscuttings issues in knowledge dissemination
- Disseminate research findings and innovations

Pillar 6:	Financial base
Strategic Objective 6:	Widen the University resource base

To achieve the above objective, KAB should implement the following strategies:

- 6.1 Develop a resource mobilisation plan
- 6.2 Establish alternative sources of funding
- 6.3 Establish Grants office
- 6.4 Strengthen partnerships, joint ventures and networking
- 6.5 Engage government for increased funding
- 6.6 Establish adequate controls in resource utilization & management systems
- 6.7 Establish a consultancy unit

In order to achieve the above objectives and strategies translated into results, the following will be put in place during implementation:

1. **Strengthening Governance:** The key development results cannot be achieved without the necessary enabling environment. Meeting good governance principles will be important for creating the required legal and socio-political environment to accelerate economic & social transformation. These include: constitutional democracy; protection of human rights; rule of law; transparency and accountability; government effectiveness and regulatory quality and effective stakeholder participation in development processes.
2. **Accommodate cross-cutting initiatives as they appear:** Cross-cutting initiatives will arise in response to changes in University social and economic policies. Guidelines will be developed to enable teaching staff budget for the time and other resources to add cross-cutting

initiatives to the curriculum without compromising other priorities. The key cross-cutting issues of; Gender, HIV/AIDS, environment, nutrition, climate change, human rights, social protection, students welfare among others will be mainstreamed in University programmes and projects during the implementation, monitoring & evaluation of the Plan.

3. **Skills development:** Efforts will be made towards developing programs that aim at enhancing skills development of youth like courses in Engineering, Medicine and Nursing, ICT etc. This will enhance the human capital at the 18 -24 years of age, focusing on massive gender responsive skills training programmes targeting the rapid build-up of skills within this already available labour that has acquired general education. This will allow them marketable after graduation and others self-employed.
4. **Equitable access to relevant and quality programs:** The University will develop & implement programs targeted to disadvantaged communities, marginalized groups and students with special learning needs. This will be enhanced through provision of appropriate equipment, 1.5 marks added to female student, distance, mobile and e-learning education for training of learners.

It's important to note that education is the most basic insurance against poverty. Education represents opportunity. At all ages, it empowers people with the knowledge, skills and confidence they need to shape a better future. How can today's University be transformed so as it becomes an environment of teaching and learning that makes individuals lifelong learners and prepare them for the positive future

Table 4.1: Kabale University Strategic Plan 2016/2017 – 2019/2020 & its linkage with Uganda Vision 2040 & NDP II 2015/2016 – 2019/2020

Uganda Vision 2040 strategies & policy reforms	NDP development objectives	MoES strategies to achieve National Objectives	University strategies linked to National and MoES objectives
<ul style="list-style-type: none"> Directly invest in strategic areas to stimulate the economy & facilitate private sector growth. 	Increase Sustainable Production, productivity & value addition in Key Growth Opportunities	<ol style="list-style-type: none"> Promote research, particularly applied research & publications Promotion of ICT infrastructure in education system at all levels. 	<ol style="list-style-type: none"> Develop a sustainable research culture Establish & implement a University research policy Generate & implement a research agenda
<ul style="list-style-type: none"> Establish infrastructure fund to significantly lower the cost of infrastructure development. Review the architecture of government service delivery system to act as a unit, harness synergies & deliver public services efficiently & effectively. 	Increase the Stock & Quality of Strategic Infrastructure to Accelerate the Country's Competitiveness	<ol style="list-style-type: none"> Develop facilities to cope with rapidly increasing numbers 	<ol style="list-style-type: none"> Develop recreational infrastructure Provide teaching materials & laboratory equipment Expand & maintain up-to-date ICT infrastructure Equal access to all infrastructures & include environmental mitigation measures Establish Grants Office
<ul style="list-style-type: none"> Accelerate government reforms in the education system & the curriculum to obtain a globally competitive human resource with skills relevant to the development paradigm. Develop & implement a specific policy to attract & retain top rated professionals in the Universities to be a Center of Excellence in Education in the region. 	Enhance Human Capital Development	<ol style="list-style-type: none"> Prepare Tertiary graduates to be innovative, creative, & entrepreneurial in the private & public sectors. Strengthen the teaching force Reform & improve curricula & instruction in priority disciplines 	<ol style="list-style-type: none"> Develop new programmes & review existing curricula Develop graduate programs in basic sciences Promote quality assurance in programme delivery Introduce PhD studies Strengthen student practical sessions & outreach Integrate special interest groups of students in programs.

<ul style="list-style-type: none"> Pursue policies aimed at leapfrogging especially in the areas of Science, Technology, innovation & engineering; human resource development & public sector management 		4) Reform & improve curricula & instruction in priority disciplines 5) Equip the library with appropriate resources 6) Highest priority to science, mathematics, technology & other critical subjects.	7) Undertake staff development interventions initiatives.
Governance; Constitutional Democracy; Protection of Human Rights; The Rule of Law; Free & Fair Political & Electoral Processes; Transparency & Accountability; Government Effective-Ness & Regulatory Quality; Effective Citizens Participation in Development Processes; & Peace, Defense & Security of the Citizens & the Country.	Strengthen Mechanisms for Quality, Effective & Efficient Service Delivery	1) Establish a liberalized financing mechanism & diversify the resource base. 2) Provide administrative staff with needed resources & tools 3) Build & maintain public-private partnerships in service delivery 4) Develop & maintain partnerships with other agencies in service delivery & capacity-building. 5) Accommodate cross-cutting initiatives as they appear	a) Strengthen partnerships, joint ventures & networking b) Strengthen student leadership c) Review & operationalize University policies, & guidelines. d) Develop & implement an appropriate organizational structure e) Streamline internal communication f) Develop mechanisms for consistency in policy application g) Integrate special interests of marginalized sections of the population. h) Implement staff welfare schemes such as SACCOS i) Undertake job analysis and evaluation j) Review and enhance existing reward systems k) Monitor and evaluate staff performance

Therefore, Strategic Plan 2016/2017 – 2019/2020 requires all stakeholders in development process of the University to follow the approach of harnessing strategic opportunities by strengthening the relevant fundamentals. The opportunities were identified based on their potential to generate Teaching & Learning; Research, Innovation & Knowledge Generation; Physical Infrastructure, Facilities & ICT Development; Institutional Development and Strategic Marketing and are in line with the interventions of the Strategic Plan 2010 – 2020. The University will enhance human capital development focusing making the available labour force productive, skilled and educated through formal means.

CHAPTER FIVE: KABALE UNIVERSITY STRATEGIC RESULT FRAMEWORK

5.0 Introduction

The overall objective of the Monitoring and Evaluation (M&E) Strategy is to support coordination of Faculties, Departments, Units and other stakeholders in undertaking monitoring and evaluation of the Strategic Plan. The M&E strategy will guide generation of data for: (i) evidence-based planning; (ii) accountability; (iii) monitoring policies and programmes; (iv) institutional learning through data utilization and sharing; and (v) decision making through measuring the performance, outcome and impact of development Interventions.

Table 5.1: Results Framework Matrix

Hierarchy of Objectives			Expected results		Move					Assumptions	
Vision A Distinct, Vibrant and People Centered University in the Great Lakes and Beyond			<ul style="list-style-type: none"> Unemployment rate among youth % improvement in welfare indicators Life expectancy. HH income 		<ul style="list-style-type: none"> UBOS statistics University records and reports. Public testimonies. 					<ul style="list-style-type: none"> National Surveys & Censuses will be conducted Availability of UN reports on service delivery. 	
Mission (Purpose): To be an efficient people centred University that excels in teaching, generation and dissemination of relevant quality knowledge and policies for skills development and attitude change for sustainable learning environment			<ul style="list-style-type: none"> Better ranking amongst other universities Skilled graduates Increased enrollment Positive public perception towards lifelong learning and development 		<ul style="list-style-type: none"> World web-wide University ranking Employers feedback AR records Perception survey 					<ul style="list-style-type: none"> University shall access external e-resource & e-learning facilities. Records will be accessible for users. Timely feedback from the market 	
Strategic objectives	Out puts	Performance Indicator	4-Year Target	Baseline	Annual targets					Data sources	Responsibility
					Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		
To widen the University	Diversified sources of income	Amount of resources internally generated in billion.	19.838	4.09		4.105	4.548	5.188	5.304	Bank statements	University secretary

resource base		Amount of resources externally mobilized in billion	221	0		21	34	80	86	Bank statements	University secretary
	Volumes of revenues	% increase in revenues per year	5%			5%	8%	8%	9%	Bank statements	University secretary
Strengthen Human Resource Capacity	Reduced labor turnover	Staff retention rate	98%	98		98%	98%	99%	99%	HR reports	HR
	Better qualified faculty	% of staff attaining higher qualifications	5%	5%		3%	5%	8%	8%	HR reports	HR
To generate and disseminate relevant quality knowledge	Staff & student's publications and products	No. of research & innovations conducted	25	7		3	5	7	10	Published research	Directorate of research and publications
		No. of staff articles in peer reviewed journals	40	10		10	10	10	10	Research reports	Directorate graduate studies
		No. of publications produced	90	10		10	20	30	30	Published reports	Directorate of research and publication
To strengthen governance & management systems	Updated University policies, procedures manuals and guidelines	No. of policies, guidelines and manuals	10	10		10	10	10	10	Policy documents	University secretary
	Organizational Structure approved by the University Council and the Ministry of Public Service.	Comprehensive Organogram	1	1		1	1	1	1	Physical structure	University secretary
	Written and operational marketing and public relations framework	No. of marketing avenues used per year	3	3		2	2	3	3	Marketing plan document	PRO

To develop and deliver relevant academic programmes , student & outreach services	Enrolment of students per course	% increase in enrolment per year per nationality	10%	12%		13%	15%	15%	15%	Enrolment records	Academic Registrar
	Students complete courses on time	Number of graduates completing per year (M/F)	5265	1200		1200	1157	1346	1562	Graduation list	Academic Registrar
	Community-based projects	Number of functional projects	12	3		3	3	3	3	Departmental records	Heard of Faculties
To improve and expand existing infrastructure for better service delivery	Lecture rooms, computer Labs, Libraries, Recreational structures, Workshops renovated, expanded and constructed	No. of lecture room constructed and furnished	26	15		6	6	5	5	Asset register	• Estates
		No. of offices constructed and furnished	15	25		10	5	5	5	Asset register	• Estates
		No. of labs and library furnished	5	4		3		2		Asset register	• Estates & Librarian
		Digitalization of the library	3	1		3	3	3	3	Asset register	• University Librarian
		No. of workshops constructed	2	1		1		1		Asset register	• Estates
		Number of Sports arena constructed	2	0		1		1		Physical observations	• Estates and Sports tutor
		No. halls of residents (1000) student per hall) constructed	2	0				1	1	Physical observations	• Estates and Dean of students
		University canteen constructed	1	0		1	1	1	1	Physical observations	• Estates

In a bid to achieve the planned targets, there will be need to intensively mobilize and effectively manage resources to ensure financial stability & sustainability. In order to mobilize adequate resources for massive investments proposed in this Plan, innovative approaches to resource mobilization must be adopted. The strategies will include; diversification of income generating activities and promotion of fiscal discipline.

CHAPTER SIX: IMPLEMENTATION PLAN

6.0 Introduction

This implementation strategy takes cognizance of the existing institutional arrangements and implementation instruments such as the University annual budgets and Work plans, Public Investment Plan and BFPs. In addition, the strategy aims to enhance the implementation of the Plan through strengthening and maximizing institutional synergies amongst the stakeholders to achieve efficiency in resource use. It therefore emphasizes the need to have a well-coordinated and strategic partnership within Government and the private sector, development partners, the civil society and other non-state actors as implementation of this Plan is a shared responsibility of all stakeholders

Table 6.1: Implementation plan for four years

Strategic actions	Performance indicator	Targets	Means of verification	Responsibility Centre(s)	Implementation period (years)				
					1	2	3	4	5
TO IMPROVE AND EXPAND EXISTING INFRASTRUCTURE & SUPPORT SERVICES.									
1. Develop and improve recreational infrastructures (Football pitch, Volley ball court, Basketball court, Lawn tennis court, Swimming pool, Indoor games, Badminton court)	No sports arena	8	Physical observation	Sports officer and Estates officer					
	University canteen	1	Assets report	Dean of students and Estates officer					
	Halls of residence	2	Asset register Completion report	Dean of students and Estates officer					
2. Expand and equip the library with appropriate resources	New furnished library structure	1	Librarian’s report	Librarian and estates officer					
	New edition information materials	10,000	Librarian’s report	University librarian					
	Digitalization of the library (OPCAC, E-resources, E-books)	3	Librarian’s report	Librarian and ICT Department					
3. Expand and furnish lecture rooms and office facilities	New furnished lecture rooms	30	Estates officer	Estates officer					
	New furnished offices	20	Estates officer	Estates officer					
	White boards	50	Academic registrar	Asset register					

<i>Strategic actions</i>	<i>Performance indicator</i>	<i>Targets</i>	<i>Means of verification</i>	<i>Responsibility Centre(s)</i>	<i>Implementation period (years)</i>				
					1	2	3	4	5
4. Procure teaching materials and laboratory equipment	Laboratory regents		Dean of Science report	Dean of Science					
	Workshop equipment	50	Workshop report	DIE office					
TO STRENGTHEN GOVERNANCE AND MANAGEMENT SYSTEMS									
1. Improve marketing and PR functions	% increase in enrolment per year	12%	AR Records	PRO Unit					
	Customer satisfaction perceptions	70%	Survey reports	PRO					
	No. of new partnerships and networks with KAB per year	5	MOUs	PRO					
2. Streamline internal communication, procedures and mechanisms	Communication policy in place	1 policy	Minute of approval	PRO					
	Use of social media and innovative alternative channels	5 avenues	Social media Website Notice Boards Suggestion boxes Records/Reports of formal meetings at different levels	PRO					
3. Operationalize University policies, procedures, manuals and guidelines	Policies operationalized per year in relation to those approved	90%	Policy documents Feed-back from staff and students	Management					
	No. of policies consistently implemented	100% implementation	Minutes of various Units	Management					
4. Develop and implement an appropriate organisational structure	Approved Organisational Structure	1 structure	Structure visibly displayed	Human Resource Manager					
TO STRENGTHEN HUMAN RESOURCE CAPACITY									
1. Undertake Staff development interventions	Trained Competent Staff	8 PHD, 25 Masters	-Human Resource Manager Records	Human Resource					

<i>Strategic actions</i>	<i>Performance indicator</i>	<i>Targets</i>	<i>Means of verification</i>	<i>Responsibility Centre(s)</i>	<i>Implementation period (years)</i>				
					1	2	3	4	5
2. Implement staff welfare schemes	Membership to staff welfare organisations	Staff to belong to welfare organisation	-Enrolment Records in associations	Human Resource					
	Reduction in welfare related staff complaints	Less than 5	Records	Human Resource					
	Integrate human resource development with sports activities.	All staff	Reports	HR & Sports Officer					
3. Undertake job analysis and evaluation	Updated job descriptions Updated job specifications	All	-Reference to human resource manual	Human Resource Manager					
4. Review and enhance existing reward systems	List of innovative reward mechanisms applied	1	Staff personal files HR records	Human Resource					
5. Attract and retain Competent academic & administrative staff	Staff retention rates	95%	HR records	Human Resource					
TO WIDEN UNIVERSITY RESOURCE BASE									
1. Strengthen partnerships, joint venture and networking	No. of Partnerships (Local Governments, Government Agencies, Sister Institutions, and Donor Agencies)	5	MOUs	University Secretary					
2. Engage government for increased funding	Budget allocations (Government through the Ministry of Finance)	1	Quarterly releases	Chancellor					
3. Establish alternative sources of funding	Number of visible projects (hostels, guest house, garage, vehicle hire)	4	Contract Agreements	University Secretary					

<i>Strategic actions</i>	<i>Performance indicator</i>	<i>Targets</i>	<i>Means of verification</i>	<i>Responsibility Centre(s)</i>	<i>Implementation period (years)</i>				
					1	2	3	4	5
4. Develop and implement a resource mobilisation plan	Number of strategies implemented	5	Amount of revenues mobilised	D/Vice Chancellor in charge of Finance & Administration					
5. Establish adequate controls in resource utilisation	Existence of relevant policies and controls (Stores controls, Fleet management)	10	Policy documents	VC					
TO DEVELOP AND DELIVER RELEVANT ACADEMIC PROGRAMMES, STUDENT AND OUTREACH SERVICES									
1. Review existing and develop new curricula and programmes	Number of programmes approved by NCHE	10	Programme documents	Academic Registrar					
	Number of accredited new programmes	2	Programme documents	Academic Registrar					
2. Develop graduate programmes in basic Sciences	Number of accredited graduate programmes	4	Programme documents	Academic Registrar					
3. Promote and enforce Quality Assurance in programme delivery and completion	Lecture attendance forms.	All	Reports	Quality Assurance unit					
	Lecture record form	All	Reports	Quality Assurance unit					
	Student assessment of lecturer and course	All	Reports	Quality Assurance unit					
4. Strengthening distance learning programmes with emphasis on e-learning	No. of programmes in e-learning mode	2	Course modules	Library & ICT office					
	E-learning platform installed	1	Platform	Library & ICT office					
5. Strengthen examination management	Revised examination guidelines	2	Minute of approval	AR					
	No. of examination malpractices reported in examination diet	All	Reports	AR					
6. Strengthen student internship management.	% of students completing internship on time	90%	Reports	Dean of Students					

<i>Strategic actions</i>	<i>Performance indicator</i>	<i>Targets</i>	<i>Means of verification</i>	<i>Responsibility Centre(s)</i>	<i>Implementation period (years)</i>				
					1	2	3	4	5
7. Strengthen student leadership	No. of students of guild by gender	50M-50F	Records	Dean of Students					
TO GENERATE AND DISSEMINATE RELEVANT KNOWLEDGE									
1. To develop a sustainable research culture	No. of staff engaged in research activities	All academic staff	Research proposal presented for funding	Directorate of Research and Publications					
2. Establish and implement a University Research Policy	Research policy document	All academic staff	Physical presence of the Research Policy document	Directorate of Research and Publications					
3. Generate and implement University agenda	Staff research activities based on research agenda	All academic staff	Physical presence of the Research Agenda document	Directorate of Research and Publications					
4. To support research and publications	No. of staff supported by the research fund	100%	Research proposal submitted for funding; Publications	Directorate of Research and Publications					
	No. of staff publications made	10 per year	Physical publications	Directorate of Research and Publications					
5. To enhance research funding	Amount of research fund in relation to budget per year	5% of budget	Budget	Directorate of Research & Publications					
6. To participate in local and international conferences/workshops	No. of academic staff at attending conferences per year	All staff	Papers presented at conferences	Directorate of Research & Publications					
7. To disseminate research & innovations	a) No. of research findings concluded	10 per year	Reports	Directorate of Research and Publications					
	b) No. of research publications made	10 per year	Reports	Directorate of Research and Publications					

Note: The University missed 1st year 2015/2016 of NDP II implementation and therefore will focus on 2nd – 5th years.

6.1 Organization & Management for Implementation

6.1.1 Introduction

The implementation mechanisms and strategies for Plan will be in line with the overall University goal “*To produce quality marketable graduates that provide professional services to the society*” that is aimed at achieving University vision but in line with Uganda Vision 2040 aspirations and NDD II 2015/2016 – 2019/2020 objectives. These mechanisms and strategies will therefore address the main implementation challenges and emerging issues, particularly prioritization of interventions; project preparation and appraisal; institutional implementation frameworks; alignment of planning, budgeting, financing and implementation; participation and ownership of Plans; and implementation leadership arrangements.

6.1.2 Implementation arrangements

KAB Council shall put in place an appropriate organizational (Management and implementation) structure that will effectively implement the Strategic Plan at the various levels.

The different responsibility and accountability centres (Faculties, Departments, Units and Offices) shall cascade this Strategic Plan into annual operational plans and budgets.

KAB Council shall monitor and evaluate the achievement of the milestones in this Strategic Plan. The heads of the responsibility centres and Top Management shall spearhead the monitoring and evaluation of annual work plans and budgets that emanate from this Strategic Plan.

The KAB Council in consultation with Top Management will establish strategy forums at different levels to regularly discuss and review strategy, actions plans and implementation mechanisms and propose appropriate adaptations and amendments to Council.

In this implementation of this Strategic Plan, KAB Council, working closely with Management, shall engage the different stakeholders who have a role to play in its implementation, to ensure that they support the University in its strategic efforts.

6.1.3 Roles and responsibilities of stakeholders

The implementation of the Strategic Plan will be undertaken within the existing institutional framework of Government. Effort will be made to strengthen all institutions and to build the required capability for the implementation of the Strategic Plan. It has to be recognized that there are institutions of Government that play a leading role in coordination of implementation, as outlined in Table 4 below. Table below identifies the key stakeholders and their roles in the implementation of the Strategic Plan.

Table 6.2: Some of the key stakeholders and their roles

#	Stakeholder	Key roles
1	Academic Staff	1. Provide quality education, research and outreach services
		2. Develop quality academic programmes
		3. Provide counseling and support services for students

#	Stakeholder	Key roles
2	Students	1. Pay their tuition timely and regularly 2. Protect and promote the image of the University 3. Participate in outreach activities
3	Support staff	1. Protect and promote the image of the University 2. Facilitate the delivery of University services
4	NCHE	1. Accrediting University programmes 2. Enforce quality of programmes 3. Publicizing KAB in various fora
5	Government	1. Allocate resources for development of infrastructure, staff development & research 2. Loan scheme to support students
6	Private sector organizations	1. Supply of goods and services to the University 2. Provide internship placements
7	The Kigezi Community	1. Support students to acquire education from KAB 2. Provide accommodation for students 3. Provide informal education 4. Provide moral support to students
8	Professional bodies	1. Provide career guidance 2. Support learning 3. Quality control and assurance
9	Employers	1. Offer employment opportunities to our graduates 2. Sponsor students and other University activities 3. Research collaboration
10	Alumni	1. Fundraising 2. Recruitment of new students 3. Act as ambassadors in different regions
11	Sponsors	1. Financing 2. Collaborations 3. Public relations
12	Other Universities & training institutions	1. Bench marking 2. Collaborations 3. Peer reviews

Source: Strategic Planning Retreat Proceedings (2016)

6.1.4 Communication and implementation strategy

The University recognizes the importance of communication as an ingredient in performance management of any organization. It therefore intends to allow all forms communication open to all stakeholders so that information can reach all stakeholders in the development process of the University. The University will develop and implement a communication plan to allow management implement evidence based decisions. The following strategies will be employed;

- 1) The official launch will be carried out in a ceremony within the University of which stakeholders will be invited.
- 2) The Strategic Plan will be accessible from the University website.
- 3) Stakeholder forums will be organized to discuss the various components of the plan.
- 4) The Strategic Plan will be availed to the stakeholders through brochures, University documentaries and the complete Strategic Plan document.
- 5) Development and implementation of ICT policy

In a bid to achieve the above, the University will strengthen relations and communication between Local Communities, Regional, national and international stakeholders through the coordination of institutional structures and development of communication plan by 2019/20. Stakeholder Engagement Implementation Plan will be developed and Communication Strategy implemented in line with the new priorities of the Strategic Plan 2016/2017 – 2019/2020.

6.2 Strategic Plan Financing

The following Resource Mobilization Strategy to achieve what has been proposed in the Plan is built on four pillars:

- a) Planning, monitoring and evaluation.
- b) Capacity for resource mobilization.
- c) Broadening the resource channels.
- d) Framework of dialogue with International Cooperating Partners.

The potential sources of finance and financing mechanisms as stipulated in the University Strategic Plan 2016/2017 – 2019/2020 are as follows:

- a. Government of Uganda transfers
- b. Fees collection from students
- c. Domestic savings
- d. Public-Private Partnerships (PPPs)
- e. Official development assistance (ODA)

It will include all the processes of prioritizing, planning, selecting projects, monitoring, broadening the resource channels as well as coordinating with Council, PPPs and Development Partners for mobilizing and effectively utilizing resources. The strategy is to ensure that there is a clear, systematic, predictable and well-coordinated approach to soliciting, acquiring & utilization, management, reporting, monitoring and evaluating the financial base and expanding the resource base to ensure sustainable resource availability for implementation of the University programmes.

6.3 Resource mobilization

All activities undertaken by the University to secure new and additional financial, human and material resources to advance its mission will be included. Inherent in efforts to mobilize resources is the drive for University sustainability. The University seeks to achieve a higher degree of organizational sustainability. Therefore, University will broaden its funding base to reflect many sources of revenue that include fees from students, property fees from canteens as well as funding from Government of Uganda, Donors, Corporate Sponsors, Public Sector Subsidies, charitable contributions, and other funding or investment mechanisms. This will allow for a diversification of risk and not threaten the effective implementation of critical programs that improve the service delivery.

6.4 Practical steps to resource mobilisation

It will be helpful to consider the processes for implementation and achieve the financing options. These steps are not necessarily follow any strict order & are not entirely separate from each other. These steps support the development of program frameworks at each level as well as programs or projects thereof.

<i>Identify</i>	<i>Engage</i>	<i>Negotiate</i>	<i>Manage and report</i>	<i>Communicate results</i>
1. Map resource partner interest 2. Identify where there is match with education comparative advantage and track record 3. Verify resource partner in acceptable source	1. Resource partner meeting 2. Develop advocacy tools like write proposals or concept notes, project proposals and develop other communication tools eg procures, web pages etc 3. Deliver presentations to resource partners 4. Foster individual contacts.	1. Reach an agreement on joint interest. 2. Agree conditions of partnership including procedures. 3. Develop and formalize legal agreement	1. Acknowledge resource partners' contribution 2. Ensure efficient & effective operations/management of the resources. 3. Regularly report on resource Partner's contribution	1. Disseminate information on lessons 2. Develop advocacy communication tools (brochure, web pages etc.) 3. Advocate for continued support.

The Management of the University would appoint an M&E Committee whose mandate will be to provide a mechanism for the continual interaction with all players to ensure that the objectives of the Strategic Plan are achieved in a timely and cost-effective manner. The successful implementation of the Plan will depend not only on the availability of resources, but also on the skills, commitment and teamwork of all our stakeholders.

6.5 Projected revenue resource envelope for 2016/2017 – 2019/2020

Below is the table showing budget component of the revenue sources in billion Uganda shillings.

<i>Budget component</i>	<i>2016/2017</i>	<i>2017/2018</i>	<i>2018/2019</i>	<i>2019/2020</i>
Staff salaries	4.691	6.08	9.08	11.69
Non-wage recurrent	2.739	2.821	2.821	3.44
Domestic development	0.6	0.6	0.6	0.73
AIA	4.105	4.547	5.19	5.45
Total	12.335	14.048	14.691	16.31

Source: Finance department, 2016

The University depends on central government transfers, and fees from students, others fees and penalties from stakeholders. However, now the University is planning to broaden the revenue base through donor support through revenue mobilization strategy.

6.6 Cost of objectives of the plan

<i>Objective of the plan</i>	<i>Responsible office</i>	<i>Year and costs involved during implementation in Bn</i>			
		2016/2017	2017/2018	2018/2019	2019/2020
Strengthen governance and management systems	Council & Top Management	9.936	11.3235	15.8315	16.9667
Strengthen human resource capacity	Director Human Resource	0.817	0.8212	0.8867	0.9080
Improve and expand existing physical infrastructure & support services	Estates Officer	0.600	0.600	3.600	4.932
Develop relevant programmes, students and outreach services	Dean of Students, Deans & Directors	0.282	0.4718	0.5429	0.7759
Generate and disseminate relevant knowledge	PRO	0.461	0.5617	0.5610	0.6884
Widen University's financial resource mobilisation	University Bursar	0.239	0.2718	0.945	1.6890
Total Projections		12.335	14.050	22.334	25.96

Source: Finance department, 2016

This is a consolidated summary of the overall financial plan for the period which reflects the University objectives. It is based on objectives set to achieve the desired situation of the University. Appropriate financing modalities for the priority interventions of the plan will address the challenges of weak systems among others. Emphasis is also put on domestic resource mobilization and harnessing of new sources of financing beyond the Central Government transfers and fees collections.