MUNI UNIVERSITY







STRATEGIC PLAN

2025/2026 - 2029/2030

THE REPUBLIC OF UGANDA

VISITORS



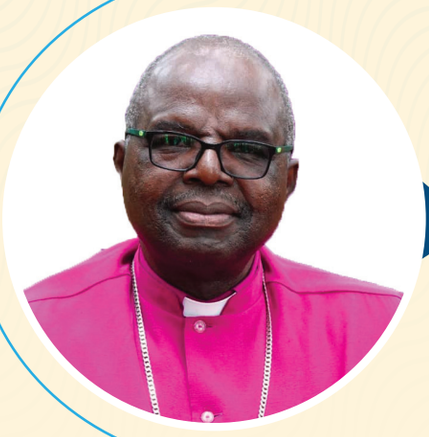
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Table of Contents:

VISITOR ii
LIST OF TABLES viii
LIST OF FIGURES ix
LIST OF ACRONYMS x
FOREWORD xi
ACKNOWLEDGMENT xiii
EXECUTIVE SUMMARY xv
CHAPTER ONE 1
INTRODUCTION 1

1.0 Introduction 1
1.1 Strategic Plan Background 2
1.2 The national legal and policy contexts in which the Muni University operates. 3
1.2.1 Legal Framework 3
1.2.2 Statutory Mandate, Objects, and functions 3
1.2.3 Mandate of Muni University 4
1.2.4 Objects 4
1.2.5 Functions 4
1.2.6 The Niche of Muni University 4
1.3 Governance and Organizational structure 4
1.4 The national legal and policy contexts in which Muni University operates 9
1.5 Linkage between the strategic plan and global and regional initiatives 11
1.6 Purpose of the plan 13
1.7 The Process of developing the Strategic Development Process 13
1.8 The structure of Muni University Strategic Plan 14
1.9 Guiding Principles Underlying the New Strategic Plan 14

CHAPTER TWO 16
SITUATIONAL ANALYSIS 16
2.1 A performance review of the previous strategic plan. 16
2.2 Analysis and Insights on general performance: 18
2.3 Conclusions and Recommendations: 18
2.4 Progress on University projects 19
2.4.1 Project Performance Analysis Matrix 19
2.4.2 Performance summary by category 20
2.4.3 Key Conclusions from the performance: 20
2.4.4 Recommendations: 20
2.5 Non-Tax Revenue performance 21
2.6 Government Funding and Development Budget Performance 21
2.7 Performance of crosscutting issues in the previous strategic plan 22
2.8 HIV/AID's Prevention and Management 22
2.9 Environmental Sustainability 23
2.10 Gender Equality and Inclusion 23
2.11 Disability Inclusion 23
2.12 Digital Inclusion and Literacy 24
2.13 Summary of lessons learned: 24
2.14 Key achievements and challenges 24
2.14.1 Key Achievements 24
2.14.2 Challenges encountered 25
2.15 Summary of emerging issues and implications 25
2.15.1 Key Lessons Learnt 25
2.15.2 Emerging Issues 25

2.16 Institutional capacity of the University to Implement the Strategic Plan 2025-2030 26
2.16.1 Financial Capacity 26
2.17 Human Resources Development and Management Capacity 26
2.17.1 Staff Establishment: Status and Trends 26
2.17.2 Availability of Relevant Technical and Specialized Competences 27
2.18 Monitoring and Evaluation Capacity: 28
2.19 SWOT Analysis 29
2.19.1 Issues from the SWOT Analysis 30
2.19.2 Stakeholder perspective 30
2.19.3 Emerging Issues: 32
2.19.4 Strategic implications: 32
2.20 Internal processes perspective 32
2.21 Organizational capacity perspective 32
2.22 Financial sustainability perspective 33
2.23 Cross-cutting emerging themes across perspectives 33

CHAPTER THREE 34
3. THE STRATEGIC DIRECTION OF MUNI UNIVERSITY 34
3.1 University Vision, Mission and Core Values 34
3.2 Muni University Goal, Theme and Objectives. 34
Strategic Goal 34
Strategic Theme 34
3.3 Strategic Objectives and intermediate Outcomes 34
3.3.1 Strategic Objectives 34
3.3.2 Intermediate results 35
3.4 Strategic Plan Interventions 37
3.5 Activities 38
3.6 University Projects 39
3.7 Summary of strategic alignment and impact: 44
3.8 Strategic Programme Interventions and Activities 44

CHAPTER FOUR 59
4. FINANCING FRAMEWORK AND STRATEGY FOR THE STRATEGIC PLAN (2025/26–2029/30) 59
4.1 Overview of MTEF Budget Projections (2025/26-2029/30) 59
4.2 Strategic Plan Cost Summary 59
4.2.1 Strategic Interventions and Cost Matrix (UGX Billion) 59
4.2.2 Capital Development Projects (UGX 756.4 Billion) 61
4.3 Funding Framework (Funding sources and estimated contributions) 62
4.4 Costing Assumptions and Service Delivery Standards 62
4.5 Financial Capacity Assessment: MTEF Budget Projections (UGX Billion) 63
4.6 Funding Gap Analysis (2025/2026–2029/2030) 63
4.7 Overall assessment of financial Capacity status 64
4.8 Resource Gaps and Mobilisation Strategies 64
4.8.1 Strategies to address Resource Gaps 64
4.8.2 Expenditure Strategy 64
4.9 Implementation & Monitoring Framework 65
4.10 Key Recommendations: 65

CHAPTER FIVE 66
5. INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE STRATEGIC PLAN 66
5.1 Introduction 66
5.2 Coordination framework 66
5.2.1 Coordination structures and responsibilities 66

5.2.2 Sectoral interfaces and coordination Mechanisms 66
5.2.3 Implementation reforms: 67
5.3 Sustainability Arrangements 67
5.3.1 Institutional Sustainability 67
5.3.2 Program Sustainability 67
5.3.3 Financial Sustainability 67
5.3.4 Risks and Mitigation Measures 68
5.4 Monitoring and Reporting 68

CHAPTER SIX 69
6. COMMUNICATION AND FEEDBACK STRATEGY/ARRANGMENTS 69
6.1 Introduction 69
6.2 Objectives of the Strategy 69
6.3 Target Stakeholders and Audiences 69
6.4 Key Communication and feedback strategies 69
6.4.1 Internal Communication Mechanisms 69
6.4.2 External Communication Channels 70
6.4 Feedback and learning loops 70
6.5 Key Messages to be Communicated 70
6.6 Tools and Innovations 71
6.7 Monitoring and Evaluation of Communication Strategy 71
6.8 Budget and Resource Considerations 71

CHAPTER SEVEN 72
RISK ANALYSIS AND MANAGEMENT 72
7.1 Introduction 72
7.2 Risk analysis and mitigation 72
7.3 Risk Monitoring and Response Framework 73
7.4 Other Recommendations 73

CHAPTER EIGHT 74
MONITORING AND EVALUATION 74
8.1 Monitoring and Evaluation Arrangements 74
8.2 Key Components: 74
8.3 Progress Reporting 74
8.4 University Performance Annual Review 75
8.5 Mid-Term Review 75
8.6 End-of-Term Evaluation 76
8.7 Monitoring and Evaluation Results Framework 76
8.8 Key Results 78
8.8.1 Programme and Strategic Alignment Matrix 78
8.9 Specific Targets and Faculty-Level Allocations 88
8.9.1 Human Resource targets 88
8.9.2 Research Publications Targets 88
8.9.3 ICT Equipment Purchased/Deployed 89
8.9.4 Patients Managed 89
8.9.5 Students Graduating 90
8.9.6 Student Enrolment Targets 90
8.9.7 Academic Programmes Developed 90
8.9.8 Academic Programmes Accredited/Re-accredited 91
8.9.9 Research Grants/Funded Research Projects 91
8.9.10 Staff Development/Capacity Building 91

9. PROJECT PROFILES 93
10. APENDICES 97

List of Tables

Table 1: Muni University Faculties and Administrative Units 8
Table 2: Linkage of the strategic plan and NDPIV 10
Table 3: Strategic Objective 1 Analysis 16
Table 4: Strategic Objective 2 Analysis 16
Table 5: Strategic Objective 3 Analysis 17
Table 6: Strategic Objective 4 Analysis 17
Table 7: Strategic Objective 5 Analysis 17
Table 8: Comparative Analysis of Strategic Objective Performance 18
Table 9: Project Performance Analysis matrix 19
Table 10: Performance summary by category 20
Table 11: Government of Uganda Budget Performance (UGX Billion) 21
Table 12: SWOT Analysis 29
Table 13: Stakeholder Analysis 31
Table 14: Strategic Objective and Corresponding activities 38
Table 15: Project-by-Project Contribution to Strategic Goals and Objectives 39
Table 16: Strategic Interventions and Cost Matrix 59
Table 17: Capital Development Projects 61
Table 18: Funding Framework (Funding sources and estimated contributions) 62
Table 19: Financial Capacity Assessment 63
Table 20: Funding Gap Analysis (2025/26-2029/30) 63
Table 21: Strategies to address resource gaps 64
Table 22: Implementation & Monitoring Framework 65
Table 23: Coordination structures and responsibilities 66
Table 24: Mechanism for coordination 66
Table 25: Institutional Sustainability 67
Table 26: Program Sustainability 67
Table 27: Financial Sustainability 67
Table 28: Risks and Mitigation Measures 68
Table 29: Target Stakeholders and Audiences 69
Table 30: Internal Communication Mechanisms 69
Table 31: External Communication Channels 70
Table 32: Feedback and learning loops 70
Table 33: Tools and Innovations 71
Table 34: Monitoring and Evaluation of Communication Strategy 71
Table 35: Risk Analysis and Mitigation 72
Table 36: Risk Monitoring and Response Framework 73
Table 37: Progress Reporting 74
Table 38: Summarised Monitoring and Evaluation Framework 77
Table 39: Key Strategic Plan Results 78
Table 40: Staff Recruitment Targets (60% of 310) 88
Table 41: Research Publication targets 89

Table 42: ICT Equipment Purchased/Deployed 89
Table 43: Patients Managed 89
Table 44: Students Graduating 90
Table 45: Student Enrolment Targets 90
Table 46: Academic Programmes Developed 90
Table 47: Academic Programmes Accredited/Re-accredited 91
Table 48: Research Grants/Funded Research Projects 91
Table 49 Staff Development/Capacity Building 91
Table 50: Project Profile briefs 93
Table 51: Strategic Objective 1: Expand Inclusive Access & Enhance Relevance and Quality of Academic Programmes 97
Table 52: Strategic Objective 2: Strengthen Research & Innovation Capacity 99
Table 53: Strategic Objective 3: Promote Community Transformation & Industrial Development 100
Table 54: Strategic Objective 4: Nurture Effective Talent Management 101
Table 55: Strategic Objective 5: Strengthen Institutional Capacity 102
Table 56: Strategic Objective 1: Expand Inclusive Access & Enhance Relevance and Quality of Academic Programmes 103
Table 57: Strategic Objective 2: Strengthen Research and Innovation Capacity 104
Table 58: Strategic Objective 3: Promote Community Transformation & Industrial Development 104
Table 59: Strategic Objective 4: Nurture Effective Talent Management 105
Table 60: Strategic Objective 5: Strengthen Institutional Capacity 105

List of Figures

Figure 1: Muni University Organogram 6

List of Acronynms

ABIZARDI	Abi Zonal Agricultural Research and Development Institute
ADB	African Development Bank
AIDS	Acquired Immuno Deficiency Syndrome
BMRS	Basic Minimum Required Standard
CFA	Core Functional Area
DHS	Director of Health Services
DUS	Deputy University Secretary
DVC-AA	Deputy Vice Chancellor Academic Affairs
FGD	Focus Group Discussion
GoU	Government of Uganda
CUUL	Consortium of Ugandan Universities Libraries
HCDP	Human Capital Development Program
HIV	Human Immunodeficiency Virus
HRM	Human Resource Management
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
MU	Muni University
MUCBC	Muni University Capacity Building Centre
MUSDPIC	Muni University Strategic Development Plan Implementation Committee
NARO	National Agricultural Research Organization
NCHE	National Council for Higher Education
NDP II	National Development Plan II
NTCM	National Teachers' College Muni
PEAP	Poverty Eradication Action Plan
PEST	Political, Economic, Environmental, Social, and Technological Analysis
PPP	Public Private Partnership
PSFU	Private Sector Foundation Uganda
RIA	Regional Integrated Area
SDGs	Sustainable Development Goals
SP	Strategic Plan.
STEM/STEI	Science, Technology, Engineering, and Mathematics/Innovation
SWOT	Strengths, Weaknesses, Opportunities, and Threats
UGX	Uganda Shillings
UN	United Nation
US	University Secretary
VC	Vice Chancellor
WENDA	Moyo, Maracha, Arua, Yumbe, Adjumani, Nebbi, Koboko, and Zombo, Terego, Madi Okollo, Obongi, Pakwach

FOREWORD



The Strategic Plan 2025/2026–2029/2030 marks a defining chapter in the story of Muni University. As Chairperson of the University Council, I am honoured to present this document — not merely as a planning instrument, but as a solemn covenant between this institution and the communities we exist to serve.

Since its establishment in 2013, Muni University has traversed a remarkable journey. From humble beginnings, we have grown into a recognised centre of academic excellence, innovation, and community transformation in the West Nile sub-region and beyond. We have produced graduates who are making meaningful contributions across Uganda and the East African region. We have built partnerships that are expanding the frontiers of knowledge and development. We have laid a foundation — and this Strategic Plan is the blueprint for the edifice we shall now build upon the foundation.

The 2025/2026–2029/2030 planning period is especially significant. It coincides with the tail end of Uganda's Third National Development Plan (NDP III) and the dawn of NDP IV, positioning Muni University to align its institutional ambitions with national development priorities. It also unfolds against a backdrop of rapid change in higher education — technological disruption, evolving labour market demands, climate imperatives, and shifting demographic patterns. This Plan is our considered response to these realities.

On behalf of the University Council, I extend profound gratitude to Visitor, His Excellency Yoweri Kaguta Museveni, the President of the Republic of Uganda, the Minister of Education and Sport and His Grace Henry Luke Orombi, the Chancellor of Muni University, for their wisdom, moral authority, and steadfast stewardship. Their leadership reminds us that universities are not merely engines of economic progress but also custodians of values, ethics, and the common good.

I thank the Vice Chancellor, Associate Prof. Anguma Simon Katrini, and his able Management team for the technical rigour and participatory breadth that characterised the development of this Plan. I am particularly heartened that the process reached beyond the university gates — engaging government ministries, local government authorities, cultural institutions, development partners, the private sector, and the communities of West Nile. A strategic plan conceived in isolation serves no one. This one, born of genuine consultation, belongs to all of us.

The Council has carefully reviewed and approved this Strategic Plan. We are satisfied that it is ambitious yet achievable, visionary yet grounded in the realities of our resources and context. Its four strategic pillars — **Academic Excellence and Student Success**, **Research, Innovation and Knowledge Transfer**, **Community Engagement and Partnerships**, and **Institutional Effectiveness and Sustainability** — provide a comprehensive framework for the transformative work ahead.

However, a plan is only as good as its implementation. The Council's role does not end with approval. We shall diligently oversee its execution, monitor progress against agreed performance indicators, and hold Management accountable for results. We invite all stakeholders — staff, students, alumni, Government of Uganda through the Ministry of Education and Sports, development partners, and the broader community — to join us in this collective endeavour.

I call upon every member of the Muni University family to approach this Strategic Plan with a sense of ownership and urgency. Let us work together to make Muni University a true model university for transformation and development — a beacon of hope, a fountain of knowledge, and a catalyst for lasting change.

For God and My Country.



Eng. Aita Joel
CHAIRMAN
Muni University Council

4 Four strategic pillars —

Academic Excellence and Student Success, **Research, Innovation and Knowledge Transfer**, **Community Engagement and Partnerships**, and **Institutional Effectiveness and Sustainability.**

ACKNOWLEDGMENT



The journey to develop the Muni University Strategic Plan 2025/2026 – 2029/2030 has been both rigorous and inspiring. Strategic Plan charts our course for the next five years as we strive to fulfil our mandate as a public university rooted in the West Nile region and serving the nation of Uganda.

This Strategic Plan comes at a pivotal moment in the life of our University. Since our founding in 2013, Muni University has grown from a bold vision into a thriving institution of higher learning, steadily building a reputation for quality education, innovation, and community transformation. As we approach our second decade, the need for a clear, ambitious, and practical roadmap has never been greater. The Strategic Plan 2025/2026 – 2029/2030 responds to this need.

The plan was developed through a broad and inclusive consultative process that drew upon the insights and aspirations of our key stakeholders — University Council, Senate, Management, academic and administrative staff, students, alumni, development partners, government agencies, cultural leaders, and the communities we serve. I extend my sincere gratitude to everyone who contributed their time, expertise, and honest perspectives. Your voices have shaped every pillar and priority contained in these pages.

I am particularly grateful to the University Council, under the distinguished leadership of Eng. Joel Aita, for the strategic guidance and unwavering support throughout this process. The Council's commitment to excellence and good governance has provided the foundation upon which this plan is built.

To the members of the Strategic Planning Task Force led by Dr. Felix Adiburu Andama, the Head of Department Public Administration and Management, Mr. Ijosiga Abdul Wahid, the Deputy Chief Human Resource, the process facilitator, Mr. Bateisibwa Wilber, and the process coordinator, Mr. Bakaki Robert, the Senior Planner, I commend your dedication, analytical rigour, and tireless effort in synthesising diverse inputs into a coherent and actionable framework. Your work has been exemplary.

I also thank the Government of Uganda, through the Ministry of Education and Sports, for the continued investment in public university education and for the confidence reposed in Muni University. Our partnership with the National Planning Authority, the Uganda National Council for Higher Education, and various development partners has enriched the planning process and broadened our horizons.

This Strategic Plan is anchored on our enduring vision — *"A model University for transformation and development"* — and guided by our core values of **Quality, Equity, Responsiveness, Professionalism, and Innovativeness**. It is organised around four strategic pillars:

1. **Academic Excellence and Student Success** — Enhancing the quality and relevance of our academic programmes, expanding access, and fostering an environment where students thrive.

2. **Research, Innovation, and Knowledge Transfer** — Strengthening our research capacity, promoting innovation, and ensuring that knowledge generated at Muni translates into tangible benefits for society.

3. **Community Engagement and Partnerships** — Deepening our relationships with communities, industry, government, and international partners to drive transformative development, particularly in the West Nile sub-region.

4. **Institutional Effectiveness and Sustainability** — Building a resilient, well-governed, and adequately resourced institution capable of delivering on its mandate efficiently.

Each pillar is supported by specific objectives, strategies, key performance indicators, and resource mobilisation targets that will guide our annual operational plans and budget frameworks.

As Vice Chancellor, and Management of the University, we are fully committed to the faithful implementation of this Strategic Plan. I call upon every member of the Muni University community — academic staff, administrative staff, support staff, students, and alumni — to embrace this plan as our shared compass. Its success depends not on the document itself, but on the collective will, creativity, and hard work of all of us.

To our students — the reason we exist — this plan is a promise. A promise that Muni University will continue to provide you with quality education, relevant skills, and a transformative experience that prepares you to excel in a rapidly changing world.

To the people of West Nile and Uganda at large, we reaffirm our commitment to being a catalyst for development — producing graduates who lead, innovations that solve problems, and partnerships that uplift communities.

The road ahead is demanding, but I am confident that with God's guidance, the dedication of our team, and the support of our partners, Muni University will emerge stronger, more impactful, and ever more worthy of the trust placed in it.

Associate Prof. Simon Anguma Katrin
VICE CHANCELLOR
Muni University

EXECUTIVE SUMMARY

The **Muni University Strategic Plan 2025/2026–2029/2030** was developed in recognition of the University's mandate as the first public university in the West Nile region of Uganda. Operating under the Ministry of Education and Sports and guided by the Universities and Other Tertiary Institutions Act (2001, as amended), the Plan aligns with global, regional, and national development frameworks, including the Sustainable Development Goals (SDGs), Uganda Vision 2040, the NRM Manifesto, the Education Sector Strategic Plan, and the Fourth National Development Plan (NDP IV).

The Strategic Plan is rooted in the University's **niche of Techno-Science** and is designed to contribute meaningfully to the **Human Capital Development (HCD) programme** under NDP IV, which aims to create a healthy, knowledgeable, skilled, ethical, and productive population. Muni University directly contributes to the HCD programme objectives:

1. Producing a knowledgeable, skilled, and ethical labor force
2. Promoting sports, recreation, and physical education
3. Strengthening policy, legal, institutional coordination, and regulatory frameworks

In doing so, the University aims to contribute to national outcomes, including increasing the **Employment-to-Population Ratio (EPR)** from 42.5% to 59.8%, and improving the ratio of science and technology graduates to arts graduates from 2:5 to 3:5 by FY 2029/30.

The Strategic Plan upholds Muni University's:

Vision:
A Model University in the Pearl of Africa contributing to regional and international transformation

Mission:
To conduct quality teaching and training, research and innovation, and community engagement for societal transformation

Motto:
Transforming Lives

The overall goal of the Strategic Plan is to increase Muni University's visibility and impact in teaching and learning, research and innovation, and community outreach.

The Plan is structured around five core functional areas:

1. Producing competitive graduates with positive attitudes, hands-on skills, resilience, and experience
2. Promoting quality research, innovation, and dissemination of outputs for societal transformation

3. Establishing a knowledge and information center at the University
4. Engaging the community through knowledge transfer, skills development, and service partnerships
5. Strengthening institutional frameworks and creating an inclusive, conducive learning environment

The delivery of these objectives will be supported by enabling functions including human resources, physical infrastructure, finance, land use, ICT, administration and governance, and crosscutting issues such as gender, disability, special needs, environment, and HIV/AID's.

To ensure successful implementation, the Plan includes a robust Monitoring and Evaluation (M&E) framework, which features outcome and impact assessments, periodic reviews, performance indicators, and data collection mechanisms. A dedicated M&E unit MUSPIC will be established to oversee these efforts.

UGX 1.2122 Tn

Strategic Plan budget

41.378 bn

currently available for FY 2025/26 according to MTEF projections

The five-year implementation of the Strategic Plan is estimated to cost **UGX 1.212 trillion.** Of this amount, **UGX 240.506 billion** is projected to come from government funding, while **UGX 971.3 billion** will be sought through development grants. Securing these grants will require sustained engagement with development partners and the preparation of competitive grant proposals. However, based on Medium-Term Expenditure Framework (MTEF) projections, only **UGX 41.378 billion** is currently available for FY 2025/26. This indicates a substantial funding gap, highlighting the need for **alternative resource mobilization strategies** to secure additional funding and ensure that the University's strategic priorities are met.

Strategic actions and performance indicators have been defined for each functional area, aligned with national priorities and the Programme Implementation Action Plan (PIAP) outputs under NDP IV. These include:

- Implementation of dual TVET training systems
- Establishment of employer-led curriculum management
- Enhancement of STEM/STEI programmes and access to scarce skills
- Development of accredited sports and recreation infrastructure
- Strengthening institutional governance, quality assurance, and workforce planning

This Strategic Plan positions Muni University to become a transformational institution that delivers quality education, drives innovation, and empowers communities—ultimately contributing to Uganda's vision of achieving higher household incomes and sustainable socio-economic transformation.

INTRODUCTION

1

1.0 Introduction

Muni University is one of Uganda's public universities established to expand equitable access to quality higher education, research, innovation, and community transformation, particularly in Northern Uganda and the West Nile sub-region. Since its establishment in 2013, the University has steadily evolved into a growing centre for teaching, research, innovation, and community engagement with a strong focus on techno-science, competence-based learning, entrepreneurship, and regional socio-economic transformation.

This Strategic Plan provides the institutional framework that will guide the University's development priorities, strategic direction, resource allocation, infrastructure expansion, academic transformation, research growth, innovation development, governance strengthening, and community engagement over the planning period. The Plan aligns the University's mandate and aspirations with Uganda's national development priorities, regional integration frameworks, and global development agendas.

The Strategic Plan has been developed within the context of Uganda Vision 2040, the Fourth National Development Plan (NDP IV), the Human Capital Development Programme, the Sustainable Development Goals (SDGs), the East African Community Vision 2050, and the African Union Agenda 2063. The Plan recognizes higher education as a strategic driver for socio-economic transformation through human capital development, scientific innovation, industrialization, digital transformation, agricultural modernization, and sustainable development.

The Plan further responds to emerging national, regional, and global challenges including increasing demand for higher education, youth unemployment, climate change, food insecurity, technological disruption, digital transformation, refugee and migration pressures, and the need for research-driven development solutions. Particular emphasis is placed on strengthening Science, Technology, Engineering, Innovation (STEI), health sciences, climate-smart agriculture, ICT, renewable energy, entrepreneurship, and community-responsive research.

The Strategic Plan therefore provides a comprehensive roadmap for strengthening institutional capacity, improving infrastructure, enhancing teaching and learning, expanding research and innovation systems, improving student welfare, strengthening partnerships, and positioning Muni University as a leading regional institution for transformative higher education and community impact.

1.1 Strategic Plan Background

Muni University was established in 2013 as the sixth Public University in Uganda through Statutory Instrument No. 31 of 2013. The University is located on Muni Hill in Arua City in the West Nile sub-region of Uganda and was established to improve equitable access to higher education, research, and skills development, particularly in Northern Uganda and neighbouring cross-border regions.

The University derives its mandate from the Universities and Other Tertiary Institutions Act, 2001 as amended in 2003 and 2006. The Act provides the legal framework for the establishment, governance, administration, and management of public universities in Uganda. Muni University operates under the policy guidance of the Ministry of Education and Sports and within the regulatory framework of the National Council for Higher Education (NCHE).

The University was established with the strategic objective of contributing to Uganda's human capital development agenda through quality teaching, research, innovation, and community outreach. The statutory objects of the University include expanding higher education opportunities, increasing the number of scientists and professionals in Uganda, promoting engineering and technology for rural industrialization, and undertaking applied research geared toward rural transformation and socio-economic development.

Over the years, Muni University has expanded its academic programmes, institutional structures, student enrolment, and research activities. The University has positioned itself around the niche of "Techno-science," focusing on ICT, health sciences, science education, climate-smart agriculture, engineering, renewable energy, entrepreneurship, and innovation. The University continues to pursue a Triple Helix development model that promotes collaboration among academia, industry, government, and communities to generate practical solutions for societal transformation.

The University currently operates through a governance structure composed of the University Council, Senate, Top Management, academic faculties, administrative directorates, and functional committees established under the Universities and Other Tertiary Institutions Act. The University Council serves as the supreme governing body responsible for policy and strategic oversight, while the Senate oversees academic matters including teaching, research, examinations, and academic quality assurance.

The Strategic Plan is developed at a time when the University is experiencing rapid institutional growth and increasing demand for higher education services. Student enrollment is projected to exceed 7,000 students by 2028 due to increasing regional demand for university education, particularly in Science, Technology, Engineering, Innovation, health sciences, and agriculture-related disciplines. The growing refugee-hosting population and cross-border educational demand from South Sudan, the Democratic Republic of Congo, and the Central African Republic continue to increase pressure on the University's infrastructure and service delivery systems.

Despite these growth opportunities, the University continues to face significant institutional challenges including inadequate infrastructure, limited research and innovation systems, insufficient ICT infrastructure, limited graduate training facilities, inadequate library space, limited student accommodation, constrained agricultural training infrastructure, and inadequate financing for institutional expansion. Current infrastructure deficits are reflected in a lecturer-to-student ratio of approximately 1:30, computer-to-student ratio of 1:120, laboratory equipment-to-student ratio of 1:20, and library space availability of approximately 0.19m² per student compared to the recommended minimum standard of 1m² per student.

The University also faces low research and innovation productivity characterized by limited postgraduate research infrastructure, low publication output, inadequate innovation ecosystems, weak commercialization systems, and limited research financing. Agricultural training infrastructure remains inadequate despite the increasing need for climate-smart agriculture, food security innovation, environmental sustainability, and agricultural mechanization in the region.

This Strategic Plan therefore provides the framework for addressing these institutional challenges while positioning the University to contribute effectively to Uganda's socio-economic transformation agenda. The Plan prioritizes investment in academic infrastructure, graduate training and research systems, ICT and digital transformation, agricultural research infrastructure, student welfare, governance systems, human resource development, partnerships, and institutional sustainability.

The Strategic Plan further recognizes the increasing importance of research-led universities in national development. Lessons drawn from regional and international universities, including the growing emphasis on research, innovation ecosystems, digital transformation, postgraduate training, and industry collaboration, continue to inform the strategic direction of Muni University. Similar to leading universities globally, the University seeks to strengthen research commercialization, establish innovation hubs, improve graduate training, expand international partnerships, and promote community-responsive research and entrepreneurship.

In alignment with Uganda Vision 2040 and the National Development Plan IV, the Strategic Plan seeks to contribute toward producing a knowledgeable, skilled, innovative, ethical, and productive labour force capable of driving industrialization, technological advancement, agricultural modernization, and sustainable development. The Plan also contributes to the Sustainable Development Goals (SDGs), particularly SDG 4 on Quality Education, SDG 9 on Industry, Innovation and Infrastructure, SDG 5 on Gender Equality, SDG 8 on Decent Work and Economic Growth, and SDG 13 on Climate Action.

The Strategic Plan therefore serves as a comprehensive roadmap for institutional transformation, academic excellence, research and innovation growth, infrastructure development, regional integration, and socio-economic impact over the planning period.

1.2 The national legal and policy contexts in which the Muni University operates.

1.2.1 Legal Framework

Muni University is the Sixth Public University, established by the Statutory Instrument No. 31 (2013) to improve equity and access to Higher Education in Uganda.

1.2.2 Statutory Mandate, Objects, and functions

The mandate of the University is derived from the following statutory objects and functions:

1.2.3 Mandate of Muni University

Muni University is a public institution established, administered, and governed under the provisions of the Universities and Other Tertiary Institutions Act, 2001 as amended (UOTIA), and Statutory Instrument No. 31 of 2013. Sections 22 (1–3) of the UOTIA provide for the establishment of public universities, Section 23 (1–4) defines their corporate identity, while Sections 24 (1–2) outline their objects and functions.

Drawing from these legal provisions, the mandate of Muni University is to: (i) provide quality higher education, promote research, innovation, and advancement of learning; (ii) disseminate knowledge and provide equitable opportunities for all persons, including persons with disabilities, regardless of race, gender, religion, political opinion, or social background, to access higher education; and (iii) establish an inclusive, accessible, and conducive learning environment supported by appropriate physical, digital, and institutional infrastructure.

Rooted in this mandate and guided by its niche of "Techno-science," Muni University has positioned itself as a growing centre of excellence for science, technology, innovation, entrepreneurship, climate-smart agriculture, health sciences, and community transformation within Northern Uganda and the wider East and Central African region. The University contributes to national and regional socio-economic transformation through competence-based education, applied research, innovation, and strategic partnerships.

The above mandates provide the framework through which Muni University executes its three core functions:

a) Teaching and learning

b) Research, innovation, and graduate training

c) Knowledge transfer, partnerships, and community engagement

1.2.4 Objects

The objects for which the University is established are:

(a) To equitably expand Higher Education at undergraduate and post-graduate levels.

(b) To increase the number of scientists in Uganda that includes basic and applied science and science teachers.

(c) To develop human resources appropriate for a decentralized system of governance.

(d) To produce engineering, technology, and medical personnel appropriate for rural industrialization and development; and

(e) To undertake basic and applied research geared towards rural transformation.

1.2.5 Functions

The functions of the University are:

(a) To provide instructions to all students admitted to the University and make provision for the advancement, transmission, and preservation of knowledge, and to stimulate intellectual life in Uganda.

(b) To organize and conduct courses with particular emphasis on nursing, information and communications technology, medicine, science, education, Agriculture and skills training.

(c) To conduct Teaching, research, outreach activities, examinations, e.g award degrees, diplomas, and certificates.

(d) To undertake the development and sustenance of research and Publication in line with community needs and national development Plans of Uganda; and

(e) To disseminate knowledge and give equal opportunity to acquiring Higher Education to all persons, including persons with disabilities regardless of race, political opinion or gender.

1.2.6 The Niche of Muni University

The Niche of Muni University is **"Techno-science"**.

In pursuit of its statutory mandate as specified above, the University has resolved to invest in and stand out for being Entrepreneurial in Techno-science with a focus on Triple Helix through ICT, Health, Science with Education, Climate-Smart Agriculture, energy and engineering including skills training.

1.3 Governance and Organizational structure

1.3.1 University Council

In accordance with Section 40 (1) of the Universities and Other Tertiary Institutions Act, 2001, as amended, the University Council is the supreme organ of the University and responsible for the overall administration of the objects and functions of the University.

During the reporting year, the Council continued to exercise its oversight functions. The Council is made up of 22 members consisting of Appointees from the Ministry of Educations and Sports, Representatives of the Ministry of Finance, Planning and Economic Development, Local Government, Student Guild, Staff Associations, National Union of Disabled Person, Professional Bodies, members elected from the public and some members of top management. The University Council approves the University Budget and Work-plans, University Final Accounts, Policies, and Academic Programmes.

The University Council has five functional committees that generate business for Council;

(i) Appointments Board
(ii) Finance, Planning, Resource Mobilization, and Investments Committee
(iii) Audit Committee
(iv) Estates and Works Committee
(v) Students Affairs Committee

1.3.2 University Senate

In accordance with Section 44 (1) of the Universities and Other Tertiary Institutions Act, 2001, as amended, the University Senate is responsible for the organization, control and direction of the academic matters of the University and as such it is in charge of the teaching, research and the general standards of education and research and their assessment in the University.

The University Senate approves Academic programmes for the Council approval and submits to National Council for Higher Education. It also approved end of semesters student results, admitted new students.

The University Senate has four Functional Committees that generate business for the Senate;

(i) Muni University Admission Board (MUAB)
(ii) Academic, Quality Assurance and Gender Mainstreaming Committee (AQAGMC)
(iii) Awards and Ceremonies Committee (ACC)
(iv) Board of Graduate Training, Research, and Innovations (BoGTRI)

1.3.3 Top Management

Top Management consists of Officers of the University appointed under section 31 to 37 of the Universities and Other Tertiary Institutions Act (UOTIA) 2001 as amended. They consist of the Vice Chancellor, Deputy Vice Chancellors, University Secretary, Academic Registrar, University Librarian, University Bursar and Dean of Students. Top Management is charged with the responsibility of ensuring the smooth running of the University.

1.3.4 General Management

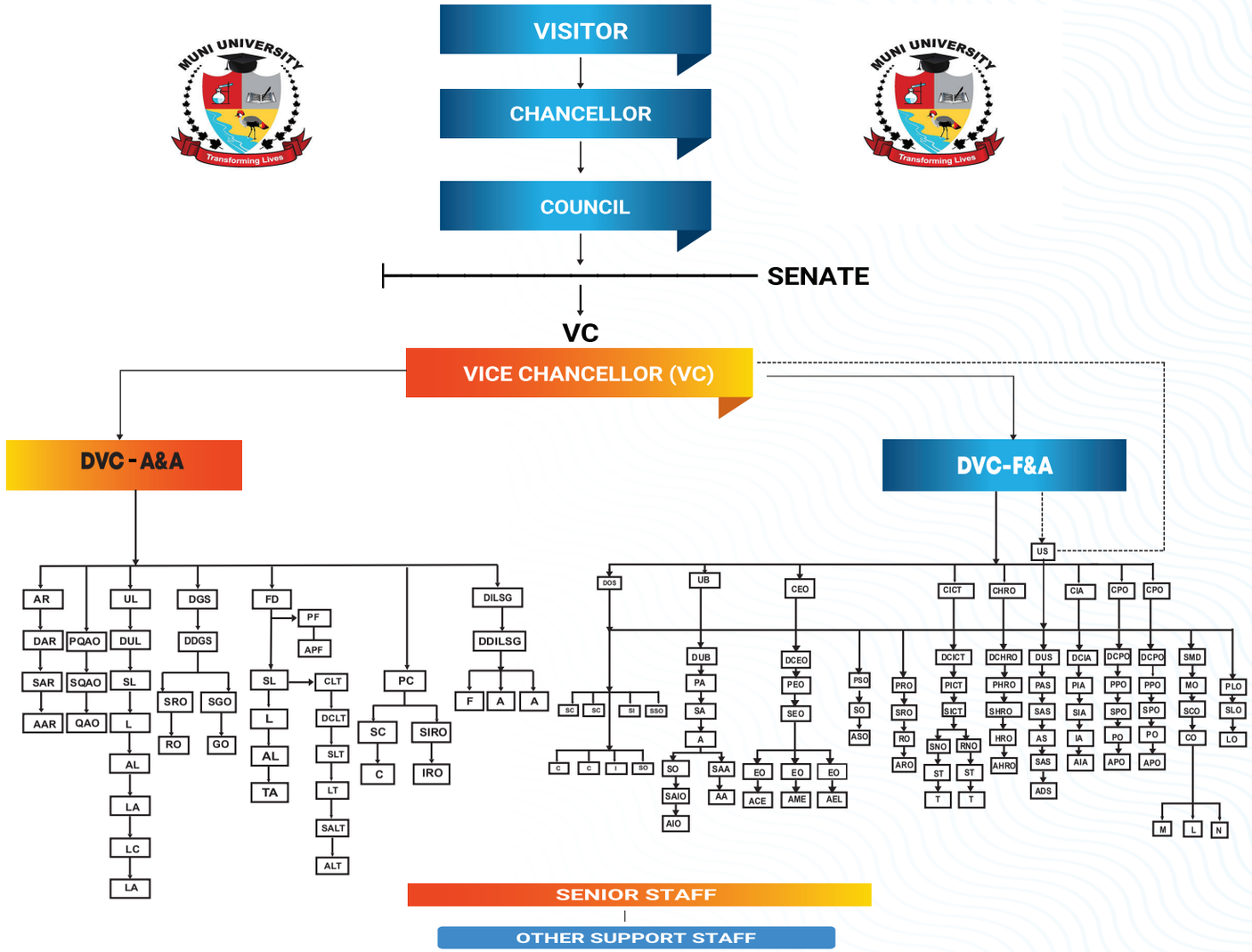
General Management consists of all Officers of the University, Deans of Faculties and Heads of Departments of administrative Units. It is charged with discussions of Annual Work Plans, Budgets and Quarterly Reports from the different departments and units.

1.3.5 Organizational Structure of the University

The University carries out two major functions/roles of Administration and Academics. The administration wing is responsible for the entire administration and financial affairs of the University while the Academics wing is responsible for the Academic affairs of the University. The administrative wing holds all the administrative departments while the Academic wing holds all the Faculties and Academic Departments.

Figure 1 Muni University Organogram

MUNI UNIVERSITY ORGANISATIONAL STRUCTURE



KEY

VC	Vice Chancellor
DVC/AA	Deputy Vice Chancellor Academic Affairs
DVC/FA	Deputy Vice Chancellor Finance & Admin
DCIA	Deputy Chief Internal Auditor
PIA	Principal Internal Audit
SIA	Senior Internal Audit
IA	Internal Audit
A	Audit
AS	Assistant Audit
PIA	Principal Internal Auditor
SIA	Senior Internal Auditor
A/LE	Assistant Lecturer
AA	Administrative Assistant
UB	University Bursar
DUB	Deputy Bursar
PA	Principal Accountant
SA	Senior Accountant
AC	Accountant
SAA	Senior Assistant Accountant
AA	Assistant Accountant
I	Inventory Management Officer
SAIO	Senior Assistant Inventory Management Officer
AIO	Assistant Inventory Management Officer
SAR	Senior Assistant Registrar
AAR	Assistant Academic Registrar
PSO	Principal Security Officer
SSO	Senior Security Officer
SO	Security Officer
DCT	Deputy Chief ICT Officer
PICT	Principal ICT Officer
SICT	Senior ICT Officer
NO	Network systems Officer
WO	Website Systems Officer
SAT	Senior Assistant Technician
AT	Assistant Technician
T	Technician
DCPO	Deputy Chief Planning Officer
PPO	Principal Planning Officer
SPO	Senior Planning Officer
PO	Planning Officer
CEO	Chief Estates Officer
DCEO	Deputy Chief Estates Officer
PEO	Principal Estates Officer
SEO	Senior Estates Officer
EO	Estates Officer
CE	Civil Engineer
ME	Mechanical Engineer
EL	Electrical Engineer
AME	Assistant Mechanical Engineer
AELE	Assistant Electrical Engineer
CW	Clerk of Works
DCHR	Deputy Chief Human Resources
PHRO	Principal Human Resource Officer
SHRO	Senior Human Resource Officer
H/O	Human Resource Officer
AHRO	Assistant Human Resource Officer
UL	University Librarian
DUL	Deputy University Librarian
SL	Senior Librarian
AL	Assistant Librarian
LA	Library Assistant
LC	library Clerk
LA	Library Assistant
PL	Principal Legal Officer
SLO	Senior Legal Officer
LO	Legal Officer
ALO	Assistant Legal Officer
LC	Legal Clerk
MO	Medical Officer
PC	Principal Counselor
SC	Senior Counselor
C	Counselor
SMO	Senior Medical Officer-University Hospital
MO	Medical Officer
SCO	Senior Clinical Officer
CO	Clinical Officer
M	Midwife
L	Laboratory Technician
N	Nurse
DOS	Dean of Students
C	Chaplaincy
I	Imam
SO	Sports Officer
FD	Faculty Deans
PR	Professor
S/LE	Senior Lecturer
LE	Lecturer
ALE	Assistant Lecturer
TA	Teaching Assistant
CMLT	Chief Medical Laboratory Technician
DCMLT	Deputy Chief Medical Laboratory Technician
PMLT	Principal Medical Laboratory Technician
SMLT	Senior Medical Laboratory Technician
MLT	Medical Laboratory Technician
SALT	Senior Assistant Laboratory Technician
DGS	Director Graduate Studies
DDGS	Deputy Director Graduate Studies
SRO	Senior Research Officer
SGO	Senior Grants Officer
RO	Research Officer
GO	Grants Officer
US	University Secretary
DUS	Deputy University Secretary
PAS	Principal Assistant Secretary
SAS	Senior Assistant Secretary
SD	Senior Admin Assistant
DILG	Director Institute of Leadership & Governance
DDILG	Deputy Director Institute of Leadership & Governance
F	Fellows
A	Associates
DCPM	Deputy Chief Procurement Officer
PPO	Principal Procurement Officer
PO	Procurement Officer
APO	Assistant Procurement Officer
PCO	Principal Communication Officer
SCO	Senior Communication Officer
CO	Communication Officer
PRO	Principal Records Officer
SRO	Senior Records Officer
RO	Records Officer
ARO	Assistant Records Officer
AR	Academic Registrar
DAR	Deputy Academic Registrar
PA	Principal Assistant Registrar
PF	Professor
APF	Associate Professor
PLO	Principal Legal Officer
SLO	Senior Legal Officer
LO	Legal Officer
CICT	Chief ICT Officer
CHRM	Chief Human Resource
CIA	Chief Internal Auditor
CPO	Chief Planning Officer
CPO	Chief Procurement Officer
PQAO	Principal Quality Assurance Officer
SQAO	Senior Quality Assurance Officer
QAO	Quality Assurance Officer

Table 1: Muni University Faculties and Administrative Units

Faculties/Departments	Category	Specialty
Faculty of Techno-Science	Academic	STEM
Faculty of Health Science	Academic	STEM
Faculty of Science	Academic	STEM
Faculty of Agriculture and Environmental sciences	Academic	STEM
Faculty of Education	Academic	STEM
Faculty of Management Sciences	Academic	Humanities
Directorates of Research, Innovation, and Partnerships	Administrative	Cross-cutting
University Library	Academic	STEM/STEI
Vice Chancellor	Administrative	Cross-cutting
University Secretary	Administrative	Cross-cutting
Directorate of Legal Affairs	Administrative	Cross-cutting
Directorate of Human Resources	Administrative	Cross-cutting
Directorate of Finance	Administrative	Cross-cutting
Directorate of Planning and Strategy	Administrative	Cross-cutting
Directorate of Quality Assurance	Administrative	Cross-cutting
Academic Registrar	Academic	STEM
Directorate of Internal Audit	Administrative	Cross-cutting
Directorate of Finance	Administrative	Cross-cutting
Directorate of Planning and Strategy	Administrative	Cross-cutting
Dean of Students	Administrative	Cross-cutting
University Hospital	Administrative	Cross-cutting
Directorate of Estates & Works	Administrative	Cross-cutting
Directorate of Information and Communication Technology	Administrative	Cross-cutting
Procurement and Disposal Unit	Administrative	Cross-cutting
University Security Services	Administrative	Cross-cutting

1.4 The national legal and policy contexts in which Muni University operates

1.4.1 Linkage to the Uganda Vision 2040

The Strategic Plan recognizes that the aspiration of Uganda as a country and its people are enshrined in **Vision 2040**. **Vision 2040** is "A transformed Ugandan society from a peasant to a modern and prosperous country within 30 years". Under **Vision** 2040, the government is to institute and support a national training programme for promoting Ugandan students to train in leading universities and other training Institutions. Priority is to be given to strategic and emerging fields which leverage leapfrogging in industries. To promote international and relevant research, top private companies like SHELL, Exxon-Mobil, Siemens, Microsoft and Intel are to be invited and facilitated to set up research and development centers within those University premises.

1.4.2 Linkage between the strategic plan and the NDP-IV

The National Development Plan (NDP)-IV envisions "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years." Its goal is "To Increase Average Household Incomes and Improve the Quality of Life of Ugandans." The Plan focuses on "Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation." The NDP-IV prioritizes Human capital development for investment in the five-year duration. This is to enable us to achieve the NDP-IV objective of "To enhance the productivity and social wellbeing of the population". The Higher Education sector is mandated to produce highly qualified human resources and research workers. This Strategic Plan shall focus on the following Human Capital Development goal and objectives:

Goal:

To improve productivity of labour for increased competitiveness and better quality of life for all.

Objectives:

a) Produce appropriate knowledgeable, skilled and ethical labour force (with a strong emphasis on science and technology)

b) Streamline STEI/STEM in the education system

The Strategic Plan will focus on the Human Capital Sub Program of Education, Sports and Skills.

1.4.3 Linkage between the strategic plan and the respective PIAP

The goal of NDP-IV is "To Achieve Higher Household Incomes and Employment for Sustainable Social-economic Transformation**."** This goal is to be achieved through five strategic objectives, identified as:

1. To sustainably increase production, productivity and value addition in agriculture, industry, minerals, oil and gas, tourism, ICT and financial services;
2. To enhance human capital development along the entire life cycle;
3. To support the private sector to drive growth and create jobs;
4. To build and maintain strategic sustainable infrastructure in transport, housing, energy, water, industry and ICT; and
5. To strengthen good governance, security, and the role of the State in development.

Through training, research, knowledge transfer, and innovation, Muni University, as any other higher academic institution has a direct contribution to strategic objective 2 above, which is also vital to produce a critical mass of human capital necessary for the four other objectives. Therefore, the University through training of human capital and involvement in research across disciplines has a contribution to almost all the programmes of NDPIV.

Specifically, Muni University directly contributes to the Human Capital Development Programme of NDP-IV, whose goal is "a healthy, knowledgeable, skilled, ethical, and productive population". The programme objectives directly contributed to are;

i) **Objective 2:** Produce a knowledgeable, skilled, and ethical labour force,
ii) **Objective 5:** Promote sports, recreation, and physical education, and
iii) **Objective 9:** Strengthen policy, legal, institutional coordination, and regulatory frameworks,
iv) and indirectly to all the other objectives of the programme.

The objectives contributed to are aimed at achieving the following results by the end of FY2029/30:

i) Increased employment to population Ratio (EPR) from 42.5 in FY2022/23 to 59.8
ii) Increased ratio of Science and Technology graduates to Arts graduates from 2:5 in FY2022/23 to 3:5
iii) Increased average years of schooling from 6.1 in FY2022/23 to 11
iv) Increased learning adjusted years of schooling from 4.5 in FY2022/23 to 7
v) Increase knowledge of HIV among the youth from 56% in FY2022/23 to 75%
vi) Reduced the Gender Development Index (GDI) from 0.89 in FY2022/23 to 0.92;
vii) Reduced Gender Inequality Index (GII) from 0.527 in FY2022/23 to 0.565;
viii) Improved world sports ranking in niche sports from 92 in football, 5 in Netball, X in Athletics in FY2022/23 to 70, 4, and X, respectively
ix) Increased percentage of the population that uptake and engages in development initiatives from 68% in FY2022/23 to 75%.

The detailed linkage of the University strategic plan and NDP IV is shown in table 2;

Table 2: Linkage of the strategic plan and NDPIV

HCD programme objective	Strategic Plan Objective	PIAP output
Produce a knowledgeable, skilled, and ethical labor force	1. Promote research and innovation relevant to national, regional and global trends 2. Enhance student access to university services, academics and welfare 4. Strengthening partnerships, social responsiveness and impact on society	Dual training system for TVET implemented Employer led TVET and Higher education curriculum management system implemented Increase Student Participation in STEM/STEI activities and projects Increased access to scarce skills programmes Strategic Alliances Between Educational Institutions, Scientists, and Industry Established Strengthened Skills acquisition and development framework
Promote sports, recreation, and physical education	5. Improve infrastructure and institutional sustainability	Physical infrastructure, human resources and quality assurance improved for Higher Education and TVET Institutions Accredited sports and physical education curricular for sports coaches, administrators, and technical officials Enhanced Professional sports and participation Framework for institutionalizing talent identification, development, and professionalization developed and implemented Improved recreation and sports infrastructure for sports

HCD programme objective	Strategic Plan Objective	PIAP output
Strengthen policy, legal, institutional coordination, and regulatory frameworks	6. Enhance the University's governance, management, and visibility	Physical infrastructure, human resources and quality assurance improved for Higher Education and TVET Institutions Enhanced workforce planning and management Crosscutting issues mainstreamed Improved Institutional capacity for HCD Monitoring, evaluation, and reporting for HCD strengthened

1.5 Linkage between the strategic plan and global and regional initiatives: (Agenda 2030, Africa Agenda 2063, EAC Vision 2050, among others)

1.5.1 Connections to global development

1.5.1.1 Mission and Vision compatibility with global transformations

Muni University is firmly positioned within the global development discourse by its mission to concentrate on quality teaching, impactful research, and innovation, as well as its vision of becoming "a model University in the Pearl of Africa." Particularly through transformative endeavours in Science, Technology, Innovation, and Community Engagement, these objectives are consistent with the United Nations Sustainable Development Goals (SDGs). The University's dedication to knowledge-based development is in alignment with global priorities, including the eradication of poverty, the advancement of health, the mitigation of climate change, and the digital transformation of the country.

1.5.1.2 Globally relevant strategic objectives

The University's emphasis on inclusive and equitable education contributes to the achievement of SDG 4 (Quality Education) and SDG 10 (Reduced Inequalities). Its gender-responsive strategies contribute to SDG 5 (Gender Equality), while its investment in renewable energy, research, and innovation supports SDG 7 (Affordable and Clean Energy) and SDG 9 (Industry, Innovation, and Infrastructure). By promoting sustainable, inclusive growth and global knowledge exchange, these initiatives collectively establish Muni University as a proactive contributor to the global development agenda.

1.5.2 Regional development linkgaes driving continental transformation

The African Union's Agenda 2063, particularly Aspiration 1, is in alignment with Muni University's strategic focus: "A prosperous Africa based on sustainable development and inclusive growth." The continent's vision for inclusive prosperity is bolstered by the University's emphasis on human capital development, which is achieved through expanded access to postgraduate education and investment in science, technology, and innovation. Key Agenda 2063 priorities are in alignment with endeavours to abolish gender disparities, strengthen research systems, and develop world-class infrastructure.

EAC Vision 2050: Muni University advocates for a skills revolution that is scientifically and innovatively based, a perpetual learning culture, and inclusive and equitable quality education, all of which are in accordance with the East African Community (EAC) Vision 2050. The University promotes regional economic integration, industrial advancement, and shared technological progress throughout the EAC bloc by fostering cross-border academic collaboration and cultivating a competent workforce.

1.5.3 Strategic objectives assisting Regional objectives

Graduates of the University are provided with competencies that are pertinent to regional labour markets through its academic curriculum. Research initiatives promote regional solutions to shared challenges, such as low industrial productivity and limited technology transfer, by fostering participation in African scientific networks. By nurturing social cohesion and enhancing economic resilience, entrepreneurship, industrial linkages, and community transformation contribute to the advancement of regional development objectives.

1.5.4 National development linkages contributing to national priorities

The strategic plan of Muni University is consistent with the Fourth National Development Plan (NDP-IV) and Uganda's Vision 2040, with a particular emphasis on the advancement of human capital, the promotion of science and technology, and the promotion of industrialisation. The University's commitment to providing high-quality education and applied research is in alignment with the nation's aspirations for global competitiveness and socio-economic transformation.

1.5.5 Strategic Objectives in the National Context

The University facilitates the development of a competent workforce that is indispensable for Uganda's progress by diversifying and expanding its academic programs. Innovations in agriculture, healthcare, and environmental management are produced through research that is customised to meet the requirements of the nation. National endeavors to improve service delivery and governance across public institutions are reinforced by institutional development, talent management, and administrative reforms within the University.

1.5.6 Local development linkages for direct community engagement and impact

Muni University is instrumental in the development of the local community, notably in Arua City and the broader West Nile region, comprising of thirteen districts. The University enhances the resilience of communities and empowers local populations by providing vocational skills development, innovation centres, and entrepreneurship training.

Practical pathways out of poverty are provided by locally pertinent curricula and accessible education. Scalable solutions to urgent regional challenges, particularly in the areas of agriculture, healthcare, energy access, and environmental stewardship, are produced through research collaborations with local stakeholders. The University's institutional culture, which is founded on excellence, inclusivity, and service, establishes it as a dependable generator of community empowerment and localised transformation.

All in all, The University promotes sustainable development, innovation, and inclusive education, thereby contributing to the SDGs on a global scale. Regionally, it promotes the agendas of East Africa and Africa by means of scientific advancement, regional collaboration, and workforce development. The University is in accordance with Uganda's Vision 2040 and NDP-IV on a national level by fostering governance reforms, supporting industrial development, and advancing human capital. It addresses community challenges in the West Nile sub-region through practical education, research, and direct engagement at the local level. The alignment guarantees that Muni University develops into a forward-thinking, transformative institution that is profoundly rooted in and responsive to global, regional, national, and local development imperatives.

1.5.7 Programme Implementation Action Plan (PIAP)

Muni University contributes directly and indirectly to several objectives under the Human Capital Development (HCD) Programme of the Fourth National Development Plan (NDP IV). However, the University's contribution is particularly aligned to Objective 2 of the HCD Programme, which focuses on producing a knowledgeable, skilled, innovative, and ethical labour force capable of driving Uganda's socio-economic transformation.

The University contributes to the implementation of the Programme Implementation Action Plans (PIAPs) through teaching, research, innovation, skills development, entrepreneurship, community engagement, and technology transfer. Muni University plays a strategic role in strengthening Science, Technology, Engineering, Innovation (STEI), health sciences, climate-smart agriculture, ICT, renewable energy, and competence-based education to address labour market needs and emerging development challenges.

The University specifically contributes to PIAP interventions aimed at:

- Expanding equitable access to quality higher education and skills development.
- Promoting Science, Technology, Engineering, and Innovation (STEI/STEM) education and research.
- Strengthening industry-driven and competence-based education and training.
- Increasing production of skilled graduates in critical and emerging fields.
- Promoting research, innovation, entrepreneurship, and commercialization of research outputs.
- Strengthening digital transformation and ICT integration in higher education.
- Enhancing graduate employability, productivity, and ethical leadership.
- Strengthening partnerships between academia, industry, government, and communities.
- Improving higher education infrastructure, quality assurance, and institutional governance.

Through its niche of "Techno-science," the University contributes to the national agenda of industrialization, digital transformation, agricultural modernization, environmental sustainability, healthcare improvement, and regional socio-economic development. The implementation of these interventions will strengthen the University's capacity to contribute toward the achievement of Uganda Vision 2040, the Human Capital Development Programme, and the broader objectives of NDP IV.

1.6 Purpose of the plan

The Plan has been developed in consistent to the tenets of International and National Frameworks of Sustainable Development Goals (SDG), Vision 2040, NRM Manifesto, Education Sector Strategic Plan, The National Development Plan (NDP)-IV. The Plan mainly focuses on NDP-IV programme of Human Capital Development among others. The NDP-IV programme outcomes we Plan to contribute to are:

a) Increased ratio of science and technology graduates to arts graduates from 2:5 to 3:5.

b) Increased proportion of labour force transiting into decent employment from 34.5 percent to 55 percent.

1.7 The Process of developing the Strategic Development Process

The development of the Strategic Plan was made possible through the contributions of various stakeholders whose immense input needs to be recognized.

The Strategic Planning process started with a review of the previous Strategic Plan. Based on the performance of the previous Strategic Plan, priorities were set to guide the consultant in developing the current Strategic Plan.

The Consultant developed the draft Strategic Plan document which was presented to the Management for input before being shared with the wider stakeholders. The revised draft was presented to the University Council through the Finance, Planning, Resource Mobilization and Investments Committee and a Council Select Committee, which held two meetings in Hoima and Nebbi, incorporated comments from University Council. The final draft Strategic Plan was presented to Council through the Finance, Planning, Resource Mobilization and Investments Committee for approval.

1.8 The structure of Muni University Strategic Plan

The summary of the structure of this Strategic Plan is as follows: Chapter 1 is Introduction. Chapter 2 is situational review report for the previous Strategic Plan and SWOT analysis including Balanced Score Card. Chapter 3 is University Strategic direction, Chapter 4 Financing framework and strategies, Chapter 5 Institutional Arrangement, Chapter 6 Communication and Feedback, Chapter 7 Strategic Risks, Chapter 8 Monitoring and Evaluation, Chapter 9 project profiles and Annexes.

The Strategic Plan has five core functional areas: To produce globally competitive graduates with positive attitudes, hands on skills, resilience and experience, To promote quality research, innovation and dissemination of outputs for societal transformation, To establish a knowledge and information preservation and dissemination Centre and the University, To engage the community through knowledge transfer, skills development and service partnerships and to strengthen institutional frameworks and create an inclusive learning environment. These enabling functions are Human Resources, Physical Infrastructure, Finance, Land resource use, Information technology, Administration and Management, Networking and the Crosscutting Issues (HIV/AIDS, epidemic pandemic conditions), Gender, Disability and Special Needs, Quality Assurance and Environment). Our focus in the next five years will be on Teaching and Training, Research and Innovation, Community Engagement and Creating Conducive Environment for learning that are all-inclusive (for both able and disabled persons). Specific goals are defined for each of the core functional area, which in turn have stipulated Strategic objectives and actions. The Strategic Plan is based on the NDP-IV goal: ***"The goal of NDP-IV is "To Achieve Higher Household Incomes and Employment for Sustainable Social-economic Transformation".***

A Monitoring and Evaluation (M&E) Plan is included in the Plan. The key elements of the M&E Plan consist of Components, Levels of Monitoring, and Evaluation, standard monitoring, mid-term review arrangement, Outcome and Impact Assessment, data sources, Key M&E actions and Performance Indicators. An M&E system shall be developed and **MUSPIC** shall be established.

Strategic Actions and Performance Indicators are lined up along with the five-year comprehensive work Plan and the five-year financing Plan. The budgetary projections for the Strategic Plan implementation are also presented. To achieve the five-year Plan, the University requires **240.506bn.** This is with the assumption that inflation remains nearly constant. From the MTEF figure for FY2025/2026, which is the first year of the implementation of the Strategic Plan this figure is far above which means some of our critical priorities cannot be funded with MTEF projection of only **Ug shs 39.378bn** and other alternative sources of funding need to be lobbied for.

The summary of the structure of this Strategic Plan is as follows: Chapter 1 is Introduction. Chapter 2 is review report for the previous Strategic Plan and SWOT analysis including Balanced Score Card. Chapter 3 is University Strategic direction, Chapter 4 Financing framework and strategies, Chapter 5 Institutional Arrangement, Chapter 6 Strategic Risks, Chapter 7 M7E framework, Chapter 8 Project Profile and 9 Annexes.

1.9 Guiding Principles Underlying the New Strategic Plan

The implementation of this Strategic Plan shall be guided by a set of core principles that define the institutional values, operational philosophy, and strategic direction of Muni University. These principles provide the foundation for effective governance, quality service delivery, institutional transformation, and sustainable development.

a) Excellence and Quality Assurance; The University shall uphold high standards of academic excellence, professionalism, integrity, accountability, and quality assurance in teaching, research, innovation, community engagement, and service delivery. Continuous improvement and adherence to national and international quality standards shall remain central to all University operations.

b) Research, Innovation, and Knowledge Generation; The Strategic Plan emphasizes the promotion of research, innovation, creativity, and knowledge generation as drivers of socio-economic transformation. The University shall prioritize applied and community-responsive research that addresses local, national, regional, and global development challenges.

c) Student-Centered and Competence-Based Learning; The University shall promote learner-centered, practical, inclusive, and competence-based education aimed at producing graduates with relevant knowledge, skills, ethical values, entrepreneurship capacity, resilience, and employability required for the 21st-century labour market.

d) Equity, Inclusiveness, and Equal Opportunity; The University shall promote equitable access to higher education opportunities regardless of gender, disability, ethnicity, religion, social background, or nationality. The Strategic Plan shall mainstream gender equality, disability inclusion, and special needs considerations across all programmes, policies, infrastructure, and institutional systems.

e) Accountability, Transparency, and Good Governance; The University shall uphold principles of accountability, transparency, ethical leadership, participatory decision-making, and prudent resource management in all institutional processes. Strong governance and management systems shall guide implementation of the Strategic Plan.

f) Partnerships and Collaboration; The University recognizes the importance of strategic partnerships and collaboration with government, industry, development partners, communities, civil society, professional bodies, and international institutions in advancing teaching, research, innovation, infrastructure development, and resource mobilization.

g) Community Engagement and Social Responsibility; The Strategic Plan promotes strong community engagement, outreach, and knowledge transfer aimed at addressing societal challenges and improving livelihoods. The University shall remain responsive to the development needs of the West Nile region, Uganda, and neighboring cross-border communities.

h) Sustainability and Environmental Stewardship; The University shall promote sustainable development, environmental conservation, climate resilience, and responsible utilization of natural resources in all institutional programmes, infrastructure development, research, and community interventions.

i) Technology and Digital Transformation; The University shall prioritize digital transformation, ICT integration, and technology-driven systems to enhance teaching and learning, research, governance, communication, innovation, and operational efficiency.

j) Entrepreneurship and Industrial Relevance; The University shall promote entrepreneurship, industrial linkages, commercialization of innovations, and labour market responsiveness to strengthen graduate employability, enterprise development, and national industrialization efforts.

k) Efficiency and Value for Money; The University shall ensure efficient utilization of financial, human, physical, and technological resources through effective planning, monitoring, evaluation, and performance management systems to achieve maximum institutional impact and sustainability.

l) Regional and Global Responsiveness; The Strategic Plan shall position the University to respond effectively to emerging national, regional, continental, and global trends in higher education, science, technology, innovation, health, agriculture, climate change, and sustainable development.

SITUATION ANALYSIS

2

2.1 A performance review of the previous strategic plan

2.1.1 Analysis of progress made against the goal, objectives and interventions of the previous plan.

Strategic Objective 1: To Produce Globally Competitive Graduates with Positive Attitudes, Hands-On Skills, Resilience, and Experience

Table 3: Strategic Objective 1 Analysis

Indicator	Target	Actual	Achievement (%)	Remarks
Student Enrollment	5,623	5,263	93.5%	Slightly below target - indicates strong outreach
Academic Programs Developed & Accredited	37	34	91.9%	Almost achieved -few programs pending final accreditation
Students Graduated	803	720	89.6%	Graduation rates improving but slightly under performing
Graduation Ceremonies Held	5	5	100%	Fully achieved - consistent academic calendar
Average Achievement	-	-	**93.75% (mean of %s)**	Generally strong across all indicators
Strategic Objective 1 Performance	-	-	**74.8%**	Weighted to reflect overall strategic progress and quality

Strategic Objective 2: To Promote Quality Research, Innovation, and Dissemination of Outputs for Societal Transformation

Table 4: Strategic Objective 2 Analysis

Indicator	Target	Actual	Achievement (%)	Remarks
Research Articles Published	204	222	108.8%	Target exceeded - strong publication culture
Grant Proposals Developed	39	69	176.9%	Exceptional performance
Research Projects Conducted	34	47	138.2%	Target exceeded - positive research momentum
REC SOPs Developed and Approved	1	0	0%	Major gap - compliance and governance lacking
Average Performance	-	-	**106% (mean of %s)**	High outputs; some critical quality gaps
Strategic Objective 2 Performance	-	-	**70.3%**	Weighted score reflects governance shortfall

Strategic Objective 3: To Establish a Knowledge and Information Preservation and Dissemination Center at the University

Table 5: Strategic Objective 3 Analysis

Indicator	Target	Actual	Achievement (%)	Remarks
Institutional Repository Established	1	1	100%	Fully achieved
Student-to-Book Ratio	1:10	1:19	Below Standard	Indicates book shortages
Computer-to-Student Ratio	1:10	1:19	Below Standard	Indicates digital access limitations
Student-to-Classroom Ratio	1:30	1:65	Below Standard	Infrastructure needs improvement
Average Performance	-	-	-	Repository met; ratios not quantified in %
Strategic Objective 3 Performance	-	-	**100%**	Based on target achievement for key output

Strategic Objective 4: To Engage the Community through Knowledge Transfer, Skills Development, and Service Partnerships

Table 6: Strategic Objective 4 Analysis

Indicator	Target	Actual	Achievement (%)	Remarks
Community Engagement Initiatives	50	98	196%	Highly exceeded - very successful outreach
MOUs Signed with Key Stakeholders	42	22	52.4%	Underachieved - limited formal partnerships
Capacity Building Centre Business Plan Developed	1	0	0%	Critical gap - initiative not initiated
Average Performance	-	-	**82.8% (mean of %s)**	Strong engagement, weak institutional structuring
Strategic Objective 4 Performance	-	-	**66.1%**	Weighted score reflects institutional planning gap

Strategic Objective 5: To Strengthen Institutional Frameworks and Create an Inclusive, Conducive Learning Environment

Table 7: Strategic Objective 5 Analysis

Indicator	Target	Actual	Achievement (%)	Remarks
Policies Developed and Approved	20	16	80%	Good performance - minor shortfall
Physical Facilities Developed	8	3 complete, 5 partial	Mixed	Partial achievement - needs clearer metrics
ICT Service Delivery (Mbps)	750	312.5	41.6%	Major gap - low digital bandwidth
Endowment Fund Established	1	0	0%	Not achieved - sustainability concern
Average Performance	-	-	**40.4% (mean of %s)**	Substantially below expectations
Strategic Objective 5 Performance	-	-	**61.05%**	Weighted performance reflects mixed outcomes

Summary Table 7: Comparative Analysis of Strategic Objective Performance

Table 8: Comparative Analysis of Strategic Objective Performance

Strategic Objective	Theme	Performance (%)	Judgment
SO1	Academic Excellence (Graduates & Programs)	74.8%	Good
SO2	Research, Innovation & Dissemination	70.3%	Good
SO3	Knowledge Systems & Learning Resource Access	100%	Excellent
SO4	Community Engagement & Partnerships	66.1%	Fair
SO5	Institutional Capacity & Learning Environment	61.05%	Fair
		71.71%	**Good [Overall]**

2.2 Analysis and Insights on general performance:

a) Best Performing Objective: Strategic Objective 3 scored 100%, indicating excellent performance in establishing a knowledge and information preservation system. Despite below-target ratios in access to learning resources, the objective met its key infrastructural goal (repository).

b) Moderately Performing Objectives: Strategic Objectives 1 and 2 achieved 74.8% and 70.3%, respectively. These reflect good performance, particularly with research output in SO2 exceeding targets (108-176%), though marred by a failure to establish Research Ethics SOPs.

c) Lower Performing Objectives: Strategic Objective 4 (66.1%) and Strategic Objective 5 (61.05%) reflect fair performance. While SO4 over performed in community initiatives, it lagged in formal stakeholder agreements and infrastructure. SO5's performance was constrained by inadequate ICT delivery and failure to establish the endowment fund.

2.3 Conclusions and Recommendations:

1. Excellence in Knowledge Systems (SO3) is a strength and should be used to leverage improvements in other objectives.
2. Academic and Research Performance (SO1 & SO2) are strong but require attention to graduation rates and research governance structures (e.g., SOPs).
3. Community Engagement (SO4) needs improvement in formal partnerships and structured outreach planning.
4. Institutional Strengthening (SO5) is the weakest area, requiring immediate focus on infrastructure development, digital capability, and sustainable financing (e.g., endowment fund).
5. Overall: With a total strategic performance of 71.71%, the University has shown good progress, though strategic support for underperforming areas will be crucial in the next planning period (2025–2030).

2.4 Progress on University projects

2.4.1 Project Performance Analysis Matrix

Table 9: Project Performance Analysis matrix

Project	Target	% Completion	Remarks / Comments
Master Plans Approved	3	100%	Fully achieved - no major hindrances
Multipurpose Science Laboratory	1	79%	Delayed due to contractor performance, funding gaps, COVID-19
Administration Annex	1	61%	Delayed due to contractor issues, inflation, procurement, and design modifications
Crop/Soil & Animal Science Lab (Worktops & Electromech)	1	100%	Completed successfully
Renovation: Admin Block, Lecture Block	1	0%	Not started - funding shortages and unrealistic targets
Playground Construction	1	0%	Not started - funding limitations and poor planning
Welding & Engineering Workshops	1	40%	Partial completion - procurement delays, partial funding
Digital Competence Center in Education	1	0%	Not started - ambitious scope vs. limited budget
Motorized Borehole	1	65%	Progress hindered by funding delays and siting issues
2 VIP Latrines	1	100%	Successfully completed
Unipots	1	100%	Successfully completed
Staff House at NTC	1	100%	Successfully completed
Walkways and Signage	1	100%	Successfully completed
Tree Plantation (Madi Okollo)	14	0%	Not initiated -weather conditions, inadequate resources
Vehicles	4	100%	Fully acquired
Computers	328	0%	Not procured - major implementation gap
Printers	13	0%	Not procured
Photocopiers	2	0%	Not procured
Computer Accessories & Software	Assorted	0%	Not procured
Establish ODeL Unit	1	-	No progress reported
Specialized Machinery & Equipment	Assorted	-	No progress reported
Chairs	1,143	0%	Not procured
Lab Chairs	400	0%	Not procured
Lab Tables	200	0%	Not procured
Security Table	1	0%	Not procured
Other Furniture	Assorted	-	No progress reported

2.4.2 Performance summary by category

Table 10: Performance summary by category

Category	Total Projects	Fully Completed	Partially Completed	Not Started / 0%	Not Reported
Infrastructure (Buildings & Facilities)	13	6	4	3	0
Water & Sanitation	2	1	1	0	0
Equipment (ICT & Furniture)	10+	0	0	10+	Few not reported
Vehicles	1	1	0	0	0
Green Initiatives	1	0	0	1	0
Educational Program Units / Digital Centers	2	0	0	0	2

2.4.3 Key Conclusions from the performance:

1. There was mixed performance on the Infrastructure Projects: Out of 13 projects, nearly half were completed (e.g., latrines, staff houses, walkways), while large-scale projects (admin annex, labs, workshops) faced delays primarily due to funding, contractor performance, and procurement inefficiencies.
2. There was critical underperformance on ICT and Furniture Equipment: All procurement targets for ICT hardware and furniture (computers, printers, lab chairs) were unmet-representing a significant operational gap.
3. There were exhibited planning and budgeting Issues: Several projects (e.g., digital center, playground, renovations) were over ambitious given the funding envelope, and no contingency measures appear to have been considered.
4. On Greening/Environmental Projects, the tree plantation initiative completely failed due to climatic and funding constraints, pointing to a need for better risk assessment and adaptation planning.
5. There were several incidences of unreported progress, i.e., some items (e.g., ODeL unit, machinery) were not tracked or documented in progress reports, indicating weak monitoring and evaluation systems.

2.4.4 Recommendations:

1. Prioritize completion of ongoing projects; a) allocate funding and strengthen supervision for projects nearing completion (e.g., administration annex, science lab, borehole); b) Reassess unfinished but viable projects (e.g., engineering workshop) and replan timelines.
2. Review project planning and target setting; a) align project scope with realistic resource forecasts; and b) avoid overambitious targets without secure funding.
3. Reform procurement and contract management; a) streamline procurement procedures to reduce delays; b) strengthen contractor evaluation and supervision mechanisms to avoid underperformance.
4. Accelerate ICT and furniture procurement; a) prioritize acquisition of essential ICT tools and furniture to support learning and administration and, b) consider phased procurement if full funding is unavailable.
5. Strengthen Monitoring and Evaluation, and Reporting systems; a) ensure that all project progress is regularly tracked and reported and, b) adopt digital project dashboards for transparency and timely decision-making.

6. Integrate risk assessment in planning; a) anticipate factors such as climate risks, inflation, or pandemics and, b) develop mitigation strategies (e.g., buffer budgets, alternative sourcing).
7. Secure dedicated project financing; a) advocate for a development fund or explore partnerships and donor funding to supplement limited public resources.

2.5 Non-Tax Revenue performance

Muni University has primarily relied on a single source of revenue generation which is student tuition fees. During the five-year strategic planning period from 2020/2021 to 2024/2025, the University projected a total revenue collection of UGX 11.5125 billion. However, it realized UGX 9.103 billion, representing approximately 79% of the targeted collection. This highlights the need to diversify revenue streams to ensure financial sustainability and reduce dependence on tuition income alone.

2.6 Government Funding and Development Budget Performance

Muni University continues to rely significantly on Government of Uganda financing to support its infrastructure expansion, academic growth, research development, and institutional transformation agenda. Government funding remains critical in facilitating the implementation of capital development projects aimed at improving teaching and learning infrastructure, research facilities, ICT systems, student welfare facilities, and institutional sustainability.

Over the last five financial years, the Government allocated development funds to support the University's capital investment priorities. However, actual releases have consistently fallen below approved budget allocations in most financial years, thereby affecting the timely implementation of planned infrastructure projects and institutional development programmes.

2.6.1 Government of Uganda Budget Performance (UGX Billion)

Table 11: Government of Uganda Budget Performance (UGX Billion)

Item	2020/21	2021/22	2022/23	2023/24	2024/25
Approved Budget	3.985	6.620	3.790	4.662	4.277
Actual Release	1.980	3.198	2.644	3.519	4.277
Percentage Release	50%	48%	70%	75%	100%
Variance	2.004	3.421	1.145	1.142	Nil

The budget performance trend indicates persistent under-release of development funds over the review period. Between FY2020/21 and FY2023/24, the University received less than 75% of the approved development budget annually, with the lowest releases recorded in FY2021/22 and FY2025/26 at 48% and 39.9% respectively. Although FY2024/25 registered a 100% release of the approved development allocation, the funding remained insufficient to adequately finance the increasing infrastructure demands and ongoing multi-year capital development projects of the University.

The persistent funding shortfalls have significantly constrained the implementation of strategic infrastructure projects including construction of lecture facilities, laboratories, student hostels, library expansion, ICT infrastructure, graduate training and research facilities, and agricultural research infrastructure. Delayed releases and inadequate funding levels have also affected project completion timelines, increased project costs, and limited the University's capacity to respond effectively to the rapidly growing student population and academic programme expansion.

The funding constraints are occurring at a time when student enrollment is projected to exceed 7,000 students by 2028, thereby increasing pressure on the existing teaching, research, accommodation, and student support infrastructure. Existing deficits in library space, laboratory facilities, ICT infrastructure, student accommodation, and graduate training facilities continue to widen due to limited development financing.

Additionally, the increasing cost of construction materials, utilities, ICT systems, laboratory equipment, and maintenance requirements has further reduced the adequacy of available government development financing. The current Medium-Term Expenditure Framework (MTEF) allocations remain substantially below the actual infrastructure investment requirements needed to transform the University into a fully-fledged research and innovation-oriented institution aligned to national development priorities.

Despite these challenges, Government support has enabled the University to initiate and implement several strategic development interventions aimed at improving institutional capacity and service delivery. However, to fully realize the University's strategic objectives and contribute effectively to Uganda Vision 2040, the National Development Plan IV, and the Human Capital Development Programme, there is need for increased, predictable, and sustainable government financing for higher education infrastructure development.

The University will therefore continue to strengthen resource mobilization strategies through enhanced government engagement, development partnerships, public-private partnerships, research grants, and internally generated revenue initiatives to supplement government funding and support sustainable institutional growth and transformation.

2.7 Performance of crosscutting issues in the previous strategic plan

Muni University's first Strategic Plan explicitly recognized the importance of crosscutting issues in shaping inclusive, sustainable, and responsive higher education service delivery. The University mainstreamed HIV/AID's, Gender, Environmental Sustainability, Disability Inclusion, and Digital Access across its operations, policies, and community outreach, contributing to sector-wide goals of equity, resilience, and improved quality of education and life.

2.8 HIV/AID's Prevention and Management

HIV/AID's continues to pose public health and socio-economic challenges, particularly in the West Nile sub-region, where Muni University is located. According to the Uganda AIDS Commission, the national HIV prevalence stands at approximately 5.4%, with higher vulnerability among youth aged 15–24 years, a demographic that constitutes the majority of the University's student population.

To address this, Muni University developed and operationalized a comprehensive HIV/AID's and Hepatitis Policy that guides prevention, treatment, and care efforts within the institution. Key interventions included:

a) Voluntary Counseling and Testing (VCT) services for students and staff.

b) Compulsory health screening for all first-year students.

c) Sensitization campaigns and health talks on HIV prevention, stigma reduction, and well-ness.

These initiatives not only fostered awareness but also enabled early diagnosis and linkage to care. The policy's implementation contributed to the education sector's broader goal of reducing school-related HIV infections and improving retention for affected students.

However, there was limited budgetary allocation for long-term care services, and support depended largely on partnerships with local health facilities. There is a need for strengthened funding to sustain on-campus testing, counseling, and treatment support.

2.9 Environmental Sustainability

The University's commitment to environmental stewardship aligned with national and global priorities on climate change mitigation and sustainable development. Muni University sits in a region vulnerable to deforestation, land degradation, and erratic weather patterns, which affect livelihoods and community health.

Under the plan period, key environmental interventions included:

a) Tree planting campaigns on campus and in nearby communities.

b) Landscaping and greening of the main campus, improving both environmental quality and aesthetics.

c) Promotion of waste segregation and proper disposal practices.

These efforts contributed to a healthier learning environment and instilled ecological values among students. While non-budgetary contributions (community engagement, student-led activities) were significant, funding constraints limited the scale of environmental programs. There remains a need for structured environmental education and integration of climate action into academic programs.

2.10 Gender Equality and Inclusion

Muni University made notable progress in addressing gender inequality in a context where traditional norms often limit female participation in higher education. During the plan period:

a) The University developed and approved a Gender Policy, promoting gender mainstreaming in all university functions.

b) Sensitization campaigns and community dialogues were conducted to challenge stereotypes and foster inclusivity.

c) Infrastructure development incorporated gender-sensitive design, including sanitation facilities and female-friendly spaces.

Despite these gains, gender disparities remain visible, especially in staffing: only 19.9% of academic staff are female, with no women at professorial or associate professorial levels as of 2025. This highlights the ongoing need for deliberate gender-responsive recruitment, mentorship, and career development strategies.

While direct budget allocations for gender initiatives were modest, significant progress was achieved through policy implementation, external partnerships, and advocacy efforts.

2.11 Disability Inclusion

The University has made efforts to create a more inclusive learning environment for persons with disabilities (PWDs), though systemic challenges persist. Key achievements included:

a) Ensuring that all new buildings are accessible and compliant with inclusive design standards.

b) Promoting awareness of disability rights and inclusion through outreach activities.

c) Inclusion of disability considerations in student health screening and counseling services.

However, special needs education remains underdeveloped due to a lack of trained personnel, adaptive learning tools, and a dedicated support framework. Students with disabilities continue to face barriers in fully accessing academic and social services. This underlines the need for dedicated budgetary support and mainstreaming of disability in staff training, learning materials, and ICT systems.

2.12 Digital Inclusion and Literacy

The integration of digital technologies into learning and administration was a growing priority during the plan period, particularly in response to emerging digital divides affecting students from rural and underprivileged backgrounds. Muni University implemented several low-cost but high-impact interventions:

a) Digital literacy workshops for students and staff.
b) Expansion of access to online platforms and e-resources.
c) Community outreach to improve ICT awareness and skills among local populations.

Although these efforts were constrained by infrastructure and bandwidth limitations, they marked a shift towards a more tech-enabled academic environment. To achieve meaningful digital inclusion, the University needs to invest in broadband infrastructure, device access, and continuous ICT training. Strategic partnerships and external funding will be essential to scaling up these interventions.

2.13 Summary of lessons learned:

- The development of structured policies (Gender, HIV/AID's) laid a strong foundation for mainstreaming crosscutting issues, though implementation requires consistent funding and leadership support.
- Despite gains, disparities in gender representation, digital access, and disability support highlight the need for sustained affirmative action and institutional reforms.
- The success of many initiatives - particularly in environment, gender, and health-depended on strong partnerships and outreach efforts.
- Most crosscutting interventions were implemented with limited or no dedicated budgets, relying heavily on goodwill, student activity, or partnerships. Sustainable financing models are needed in the next plan period.

2.14 Key achievements and challenges

2.14.1 Key Achievements

1. High performance in research, graduate output, and community engagement due to committed staff and increased funding.
2. Establishment of an institutional repository to support affordable and accessible research dissemination.
3. Significant increase in grant proposals and research activities.
4. Development and approval of Gender and HIV/AIDS & Hepatitis Policies, promoting inclusiveness and health awareness.
5. Successful landscaping and accessibility improvements in all new university infrastructure.
6. Implementation of targeted community outreach programs, including environmental conservation, digital literacy, and gender sensitization.
7. Introduction of compulsory health screening for first-year students and ongoing public health sensitization campaigns.
8. Growth in staff development through training and academic advancement.
9. Expansion of academic programs aligned with national priorities.
10. Improvement in ICT systems, including adoption of e-learning platforms.
11. Strengthening of governance structures through creation of Quality Assurance and Planning Units.
12. Formation of partnerships and preliminary stakeholder engagement initiatives.

2.14.2 Challenges encountered

1. Inadequate funding and lack of dedicated budget lines for strategic interventions limited effective execution.
2. Poor dissemination of the strategic plan resulted in low staff awareness and weak institutional ownership.
3. Misalignment between planning, budgeting, and implementation frameworks led to inefficiencies.
4. Weak execution mechanisms and lack of a clear operational framework delayed or hindered implementation.
5. Inconsistent stakeholder engagement, including delays in formalizing MOUs and community center rollout.
6. Underdeveloped ICT infrastructure, including unreliable internet and limited digital tools.
7. Absence of mid-term review hampered timely course corrections.
8. Limited research capacity and lack of SOPs for the Research Ethics Committee caused approval delays.
9. Governance issues such as overlapping roles and communication gaps affected coordination.

2.15 Summary of emerging issues and implications

2.15.1 Key Lessons Learnt

1. Reporting must be clearly aligned with strategic interventions to facilitate monitoring and accountability.
2. A strategic plan without a dedicated and aligned budget becomes aspirational rather than implementable.
3. Effective dissemination is critical to ensure staff understanding, ownership, and commitment to strategic goals.
4. A well-structured execution framework with defined roles, timelines, and performance indicators is essential for delivery.
5. Mid-term reviews are necessary for timely adjustments and to maintain strategic momentum.
6. Sustainable resource mobilization, including partnerships and endowment funds, is essential for long-term success.

2.15.2 Emerging Issues

1. There is a growing need to promote inclusive policies and create culturally responsive environments that ensure equity and participation for all members of the university community.
2. Strengthening infrastructure, learning tools, and personnel capacity is essential to enhance inclusive education and support for students with disabilities.
3. Expanding access to ICT infrastructure and digital tools is critical to ensure equitable participation in teaching, learning, research, and administration.
4. Institutionalizing scholarship programs and financial aid schemes is necessary to address regional disparities and enhance access to higher education for underprivileged students.
5. Addressing the challenges in attracting and retaining qualified STEM faculty requires targeted incentives, conducive work environments, and professional development support.
6. Effective implementation of the strategic plan depends on timely dissemination, clear execution frameworks, and alignment with annual planning and budgeting processes.
7. Establishing comprehensive monitoring and evaluation systems, including performance dashboards, is vital for tracking progress and supporting evidence-based decision-making.
8. Diversifying funding streams through partnerships, grants, and alternative revenue sources is crucial to ensure the financial sustainability of institutional priorities.

2.16 Institutional capacity of the University to Implement the Strategic Plan 2025-2030

2.16.1 Financial Capacity

Muni University has demonstrated a foundational capacity in financial resource management, primarily relying on student tuition fees as its main source of income. Over the strategic planning period of 2020/2021 to 2024/2025, the University projected revenue collections totaling UGX 11.5125 billion, of which UGX 9.103 billion was realized representing 79% of the target. This level of revenue performance indicates reasonably effective financial planning and collection mechanisms, although it also highlights the limitations of relying heavily on a single revenue stream. In line with internationally agreed financial management principles, such as transparency, accountability, and value-for-money, Muni University must now prioritize strengthening its revenue diversification strategy to include alternative funding sources like research grants, partnerships, and donor contributions.

To enhance its financial management capacity, Muni University adheres to public sector financial regulations, which are aligned with international best practices, including compliance with national budgetary guidelines, internal audit controls, and procurement standards. The institution has in place a finance department equipped to manage budgeting, expenditure tracking, and reporting in accordance with frameworks such as the International Public Sector Accounting Standards (IPSAS). However, to fully align with globally recognized principles, the University must continue building internal capacity through digital financial systems, risk-based auditing, regular financial reporting, and improved stakeholder communication. Strengthening these areas will not only improve financial accountability but also position the University to attract more development partners and effectively manage externally funded projects.

The implementation of Muni University's Strategic Plan for the period 2025/2026 to 2029/2030 is projected to cost UGX 250.506 billion. However, current projections under the Medium-Term Expenditure Framework (MTEF) indicate that only UGX 41.378 billion will be available in FY 2025/26. This significant funding gap underscores a major challenge to the full realization of the plan's objectives. While the available funds demonstrate a foundational financial base, they are insufficient to meet the scale and ambition of the strategic interventions outlined. To deliver effectively on the new plan, the University must strengthen its financial capacity by diversifying funding sources, enhancing internal revenue generation, and actively pursuing partnerships, research grants, and donor funding. Leveraging robust financial planning, transparent reporting, and performance-based budgeting in line with international public financial management standards will be critical in attracting additional resources and ensuring the efficient use of available funds.

2.17 Human Resources Development and Management Capacity

2.17.1 Staff Establishment: Status and Trends

Muni University has made incremental progress in expanding its staffing levels over the last five years; however, it remains significantly under-resourced relative to its approved establishment. Between FY 2020/2021 and FY 2024/2025, the University's total staffing rose from 238 to 310, representing an increase in establishment performance from 18.75% to 24.43%. Despite this growth, the current staffing level still falls well below the nationally recommended minimum threshold of 50%, indicating a substantial gap that compromises institutional functionality.

The University had set a target to recruit 177 staff across all categories over the five-year strategic plan period, and by FY 2024/2025, a total of 135 staff had been recruited-reflecting a 76.27% achievement rate. This recruitment contributed to the staffing level increase from 13.79% at

the start of the plan period to 24.43%. However, recruitment outcomes varied widely across the years, with the majority of recruitment taking place in FY 2020/2021 (63 staff), and minimal progress in subsequent years, due in part to budgetary constraints, wage bill ceilings, and policy implementation delays.

Moreover, staff attrition during the same period presented an additional challenge. A total of 32 staff exited the University-25 of whom left voluntarily-resulting in an 8% turnover rate. This rate raises concerns about job satisfaction, retention strategies, and the competitiveness of the University's work environment. Contributing factors include outdated HR policies, limited career advancement pathways, and a heavy reliance on part-time staff due to wage limitations, all of which have constrained the University's ability to maintain a stable and motivated workforce.

2.17.2 Availability of Relevant Technical and Specialized Competences

The availability of technical and specialized competences at Muni University remains constrained, particularly within the academic staff structure. As of FY 2024/2025, the University had a total of 151 academic staff, with significant imbalances in both rank and gender distribution. Only 6% of academic staff occupy the senior-most ranks of Professor and Associate Professor, and none of these positions are held by women-highlighting a major gender and leadership gap in academia. The largest proportion of staff (39.7%) are Lecturers, followed by Assistant Lecturers (35.1%), and this junior-to-mid-level concentration signals a weak academic leadership pipeline and limited research capacity.

Gender disparities persist across ranks, with males comprising 80.1% of academic staff and females only 19.9%. Female representation is strongest at junior ranks, such as Assistant Lecturer, but virtually absent at professorial levels. This uneven distribution underscores the need for targeted, gender-responsive recruitment and promotion strategies.

Despite these challenges, there have been notable strides in human capital development. Over the past five years, 75 staff were promoted-50 of whom were academic staff-demonstrating a functioning performance appraisal system and opportunities for career growth. Additionally, 46 staff pursued PhD training, and 28 successfully obtained their doctorates during the strategic plan period, thereby enhancing the University's academic and research capacity. This growing pool of PhD holders not only strengthens teaching and supervision capabilities but also contributes to the University's institutional reputation and competitiveness in securing research partnerships and funding.

However, the sustainability of this progress is threatened by limited funding for staff development, inadequate support for study leave and research, and increasing work overload among staff pursuing postgraduate studies. Without sufficient investment in professional development and competitive retention packages, the University risks losing its newly qualified PhD staff to better opportunities elsewhere.

Muni University has made commendable efforts in expanding its workforce and advancing staff qualifications. However, it continues to grapple with systemic challenges related to staffing gaps, gender inequity, limited senior academic leadership, and financial constraints. The University top leadership should address these issues through comprehensive HR policy reform, increased budgetary support, and deliberate capacity development initiatives is critical to enabling the University to fulfill its mandate of delivering quality higher education, research, and community engagement.

2.18 Monitoring and Evaluation Capacity

Muni University recognizes Monitoring and Evaluation (M&E) as a critical component for ensuring effective implementation of its institutional strategies and for promoting accountability, evidence-based decision-making, and continuous improvement. However, the M&E function at the University is still in its formative stages and requires substantial strengthening to meet institutional and sector expectations.

While the University has made efforts to integrate M&E within its planning and reporting processes, it lacks a comprehensive and functional institutional M&E plan that is aligned with the University's Strategic Plan 2025/2026–2029/2030. In practice, monitoring is often fragmented and limited to routine activity reporting, without a structured framework for systematically tracking progress against strategic objectives, outcomes, and performance indicators. This gap limits the University's ability to assess the effectiveness of program implementation, identify areas for improvement, and provide timely feedback for decision-making.

Regarding coordination, the University does not currently have a dedicated sector-wide M&E coordination structure, such as an M&E unit or committee, to provide oversight and integration of monitoring activities across departments. Instead, M&E functions are informally embedded within the responsibilities of planning and departmental heads, which dilutes accountability and constrains the development of a coherent, institution-wide performance culture.

In addition, Muni University lacks a robust and integrated Management Information System (MIS) to support effective M&E. The current information systems are largely manual or department-specific, with limited interoperability, timeliness, or data accuracy. This affects the University's capacity to generate reliable performance data, analyze trends, and produce strategic reports that inform management, stakeholders, and government agencies. The absence of a real-time dashboard or centralized data repository further undermines transparency and the capacity for responsive planning.

Despite these challenges, the University has shown commitment to strengthening its M&E capabilities as part of the new strategic plan's implementation framework. There is growing recognition of the need to establish a dedicated M&E Unit, develop a sector M&E plan, and invest in a functional institutional MIS and performance dashboards. These steps are critical for enhancing internal efficiency, accountability, and alignment with national performance reporting requirements under Uganda's higher education sector frameworks.

In summary, Muni University's M&E function remains nascent, weakly coordinated, and under-resourced, but with clear opportunities for improvement. Institutionalizing M&E through proper planning, staffing, system development, and leadership commitment will be essential for the successful execution and tracking of the Strategic Plan 2025/2026–2029/2030.

2.19 SWOT Analysis

Table 12: SWOT Analysis

Perspective	Objective	Strengths	Weaknesses	Opportunities
Customer (Stakeholders) Students, Alumni, Employers, Parents, Society	Understand stakeholder needs and satisfaction to improve service delivery	1. Some students satisfied with dedicated lecturers and online platforms 2. Alumni value foundational academic training 3. Employers recognize discipline-specific knowledge and resilience 4. Community partnerships (Arua City, West Nile LGs) 5. Some community outreach exists (e.g., health camps)	1. Student dissatisfaction with libraries, labs, internet 2. Weak mentorship and mental health support 3. Career services underutilized 4. Alumni engagement is low 5. Poor communication with parents 6. Limited forums for parent and community feedback	1. Improve student support (counseling, career services) 2. Create alumni office and events 3. Enhance employer linkages (career fairs, internships) 4. Establish structured parent engagement mechanisms 5. Increase regular community knowledge-sharing forums
Internal Processes Academic & Administrative Staff	Evaluate and enhance internal operations to support educational objectives	1. Curriculum aligned with national standards 2. Some informal interdisciplinary collaboration 3. Annual internal audits and self-assessments underway 4. Some digitization efforts started	1. Lecture-based teaching dominates 2. Poor stakeholder involvement in curriculum review 3. Limited funding and infrastructure for research 4. Manual processes in HR, procurement 5. Insufficient tools, internet, training 6. Poor internal communication 7. Weak performance monitoring system	1. Shift to competency-based teaching 2. Institutionalize research mentorship and collaboration platforms 3. Fully digitize core administrative functions 4. Develop comprehensive staff training & communication systems 5. Establish a central quality assurance and monitoring unit
Organizational Capacity Innovation & Continuous Development	Strengthen university's capabilities to deliver quality education and research	1. Academic staff development framework exists 2. Some professional development opportunities (seminars, scholarships) 3. General encouragement of innovation	1. Training not institutionalized (pedagogy, digital skills) 2. Innovation support lacks structure (no incentives, funding, or mentorship) 3. Libraries and labs under-resourced 4. Limited access to high-speed internet and technology	1. Institutionalize staff training programs 2. Set up innovation support units (grants, incubation) 3. Improve academic resource base via partnerships 4. Incentivize innovation and experimentation in teaching and research

Perspective	Objective	Strengths	Weaknesses	Opportunities
Financial (Sustainability) Resource Mobilization & Efficiency	Ensure efficient use of resources and financial sustainability	1. Strategic plan exists 2. Some digitization and cost-efficiency efforts ongoing	1. Financial dependency on donors 2. Professional development tied to external funding 3. No structured resource mobilization strategy 4. Bureaucratic delays cause inefficiencies	

2.19.1 Issues from the SWOT Analysis

The SWOT analysis of Muni University reveals a growing institution with strong foundational values and stakeholder goodwill, yet constrained by systemic issues in staff capacity, service quality, operational efficiency, and financing. Strategic investments in human capital, stakeholder engagement, digital systems, and innovation platforms - underpinned by sustainable financing and strong governance - will be key to unlocking the University's next phase of growth and transformation.

2.19.2 Stakeholder perspective

Stakeholder perspective analysis is a critical component of institutional planning and development, as it helps identify the key individuals, groups, and organizations that influence or are influenced by the activities of Muni University. Each stakeholder varies in terms of his or her level of influence and interest, and understanding these dynamics is essential for effective engagement, communication, and collaboration. Muni University's stakeholder ecosystem includes government bodies, students, staff, parents, industry partners, and the wider community, each with unique expectations and contributions. By aligning institutional objectives with stakeholder interests ranging from policy compliance and academic excellence to community engagement and career readiness the university can foster mutual accountability, enhance service delivery, and ensure sustainable growth. This analysis outlines the roles, expectations, and influence of key stakeholders to inform strategic decision-making and promote inclusive development.

Table 13: Stakeholder Analysis

	Stakeholder	Level of Influence	Level of Interest	What Muni University Expects	What Stakeholders Expect from Muni University
1	Government (MoES, NCHE, MoFPED)	High	High	Policy direction, regulatory compliance, financial support	Implementation of national policies, transparency, and delivery of quality education
2	Students	Low	High	Commitment to learning, discipline, active participation	High-quality instruction, practical skills training, career preparation
3	Academic Staff	High	High	Excellence in teaching and research, mentorship of students	Conducive working conditions, career advancement, timely compensation
4	Non-Teaching Staff	Medium	Medium	Administrative efficiency, ethical conduct, service delivery	Job security, respectful work environment, equitable treatment
5	Parents/Guardians	Medium	High	Prompt payment of tuition, support in student discipline	Value for investment, academic achievement of students, student well-being
6	Local Community	Low	Medium	Peaceful co-existence, collaboration in outreach programs	Local employment, social responsibility, community engagement
7	Employers/Industry	High	High	Internship placements, curriculum co-design, research collaboration	Work-ready graduates, applied research, consultancy services
8	Alumni	Medium	Medium	Networking, mentorship, institutional support	Institutional pride, ongoing connections, recognition opportunities
9	Development Partners & Donors	High	Medium	Financial and technical collaboration, research partnership	Accountability, measurable impact, brand alignment
10	University Council	High	High	Strategic leadership, policy oversight, resource mobilization	Institutional accountability, policy adherence, academic excellence
11	Senate	High	Medium	Oversight of academic standards, curriculum development, innovation	Academic autonomy, support from administration, policy facilitation
12	Media	Medium	Low	Accurate coverage, promotion of university achievements	Timely access to information, collaborative relationship
13	Religious and Cultural Institutions	Medium	Medium	Support for moral and ethical development	Mutual respect, collaboration in cultural and religious events

2.19.3 Emerging Issues:

a) Despite positive feedback about lecturers and resilience, many students express concerns about library resources, laboratory equipment, internet access, mentorship, and mental health support. This signals a mismatch between academic delivery and the learning environment.

b) Alumni involvement is minimal, and career services are underutilized, affecting graduate tracking, mentorship, and job placement. Employer feedback is not fully integrated into program improvement.

c) There is no structured approach to gathering input from parents or the broader community, which impedes social accountability and relevance.

2.19.4 Strategic implications:

a) The University needs a stakeholder engagement strategy, including alumni offices, community forums, and digital communication tools for feedback and service improvement.

b) Addressing student wellness, career support, and communication gaps will improve retention, satisfaction, and reputation.

2.20 Internal processes perspective

2.20.1 Emerging Issues:

a) A strong reliance on lecture-based approaches limits student engagement and real-world skill development. There is a need to adopt competency-based and blended learning models.

b) Despite some internal audits and interdisciplinary cooperation, research funding and infrastructure remain weak, undermining scholarly output.

c) HR, procurement, and communication processes are largely manual and disjointed, limiting responsiveness and efficiency.

d) Stakeholders (students, employers, alumni) are not sufficiently involved in curriculum reviews, which may compromise relevance.

2.20.2 Strategic implications:

a) Investing in digitization, stakeholder-inclusive curriculum design, and research platforms is critical.

b) An integrated Quality Assurance and Monitoring Unit is needed to institutionalize performance evaluation and accountability.

2.21 Organizational capacity perspective

2.21.1 Emerging Issues:

a) While a framework exists, training is sporadic, externally driven, and lacks follow-up. There is also limited focus on pedagogy, ICT skills, and innovation.

b) Libraries, laboratories, and internet connectivity are inadequate, affecting teaching and research.

c) Although innovation is encouraged, there are no formal incentives, incubation hubs, or seed funding mechanisms.

2.21.2 Strategic implications:

a) The University must institutionalize capacity building, including continuous professional development, mentorship, and performance-linked incentives.

b) Creating an Innovation and Research Support Unit will help incubate student and staff ideas and attract external partnerships.

2.22 Financial sustainability perspective

2.22.1 Emerging Issues:

a) Heavy dependency on donor and government funding creates vulnerability to funding shocks and limits autonomy in strategic planning and investment.

b) There is no clear approach to engaging private sector, alumni, or grant institutions for diversified revenue.

c) Bureaucratic processes and slow procurement reduce the value-for-money and timeliness of interventions.

d) Over-reliance on externally funded staff development undermines the continuity of training and exposes capacity-building to donor fatigue.

2.22.2 Strategic implications:

a) The University needs a comprehensive resource mobilization strategy, including endowments, fundraising, consultancies, and public-private partnerships.

b) There is also a need to streamline administrative processes to improve operational efficiency and transparency.

2.23 Cross-cutting emerging themes across perspectives

a) Across all SWOT areas, digitization is both a challenge and a major opportunity - whether in administration, teaching, communication, or M&E.

b) From students to parents, staff to employers, stakeholder feedback and involvement remain underutilized in decision-making and service design.

c) Whether academic or administrative, gaps in skills, tools, and systems limit performance and growth.

d) Funding limitations affect staffing, training, research, and innovation - limiting the University's ability to scale or modernize.

THE STRATEGIC DIRECTION OF MUNI UNIVERSITY

3

3.1 University Vision, Mission and Core Values

3.1.1 University Vision

"A Model university for transformation and development"

3.1.2 Mission:

"To conduct quality teaching and training, research and innovation, and community engagement for societal transformation"

3.1.3 Core Values:

Muni University cherishes the following core values in the conduct of its mandated business:

a) **Quality:** Muni University upholds uncompromising standards in teaching, research, and community service to ensure excellence in every academic and operational output. We strive to build trust and integrity by consistently delivering superior and impactful solutions to societal needs

b) **Equity**: We are committed to creating inclusive learning opportunities that transcend social, economic, and geographic barriers, especially for marginalized communities. Equity at Muni University means empowering all learners to thrive and contribute meaningfully to national and regional development.

c) **Responsiveness**: Muni University continuously adapts its academic programmes, research agenda, and service delivery to match emerging global trends and local development priorities. Our agility in innovation and decision-making ensures we remain relevant and effective in addressing community and national challenges.

d) **Professionalism**: Every member of the Muni University community is expected to act with integrity, competence, and ethical responsibility in all engagements. Our commitment to professionalism reinforces public trust and underpins our accountability to students, partners, and stakeholders.

3.2 Muni University Goal, Theme and Objectives.

3.2.1 Strategic Goal: A healthy, knowledgeable, skilled and ethical labour force with strong competencies in science, technology, engineering, innovation, and technical and vocational education and training (TVET).

3.2.2 Strategic Theme: Advancing knowledge, Innovation, and Impact for a transformed Society.

3.3 Strategic Objectives and intermediate Outcomes

3.3.1 Strategic objectives

1. To expand inclusive access and enhance the relevance, and quality of academic and other training programs.
2. To strengthen institutional and human capacity for impactful research and innovation.
3. To promote community transformation and industrial development.
4. To cultivate and nurture a high-performing institutional culture for effective talent management.

5. To enhance the institutional capacity of the University to effectively deliver her mandate.

3.3.2 Intermediate results

1. To expand inclusive access and enhance the relevance and quality of academic and other training programs

Issue: Limited access to higher education opportunities, especially for marginalized and underrepresented populations, has hindered national human capital development. Besides, many academic programs are misaligned with the evolving needs of the labour market and national development priorities.

Intermediate Outcomes:

a) Increased student enrollment across diverse socio-economic and geographic backgrounds by at least 30% annually from the Current enrollment of 2,066 to 7,600.

b) Increase the number of Academic programs from the Current 34 to at least 90 programs (3 programs per faculty per year) across all the faculties aligned with national development priorities and labour market demands.

c) Establish and operationalize five (5) new Faculties vide: - Medicine, Engineering and Built Spaces, Social Sciences, Law and Tourism and Hospitality Management.

d) Establish and operationalize at least three (3) new campuses to improve accessibility (Madi Okollo, Erepi, Koboko, and Pakwachi).

e) Strengthened curriculum review process to ensure 100% of programs are competence-based and industry-relevant.

f) Enhanced digital learning infrastructure, with at least 80% of programs offering blended or fully online delivery modes.

g) Enhanced student access to responsive, inclusive, and coordinated support services leading to improved student welfare, participation, and academic engagement.

h) Developed efficient and effective access to library services to enhance teaching; learning and research.

2. To strengthen institutional and human capacity for impactful research and innovation

Issue: The University's research output and innovation impact remain limited due to inadequate funding, low staff research capacity, and weak institutional frameworks. This hampers its ability to contribute meaningfully to knowledge generation and socio-economic development.

Intermediate Outcomes:

a) Built capacity of 90% of the Staff to attract and manage grants.

b) Grow funded research projects from the current 12 projects to 25 projects by 2030.

c) Built capacity of 70% of the Staff to develop and manage graduate programs.

d) Establish and operationalize the Muni University Research Ethics Committee (MUREC).

e) Develop and maintain at least hundred (100) local and international strategic research partnerships.

f) Build capacity of staff and graduate students to conduct research and publish at least three (3) articles per every faculty member per year.

g) Develop and review at least five (5) policies and guidelines to support research, innovation and publications.

h) Establish and operationalize at least two (2) centers of excellence in priority areas as may be determined by management.

i) Develop and commercialize at least five (5) university-generated innovations or technologies by 2030.

3. To promote community transformation and industrial development

Issue: There is a disconnect between the University's academic functions and the developmental needs of surrounding communities and industries. This undermines its potential to act as a catalyst for local transformation and economic growth.

Intermediate Outcomes:

a) Develop and implement a Community Engagement Policy to guide partnerships and outreach.

b) Implement at least ten (10) community engagement projects addressing key local development challenges.

c) Strengthened university-industry collaboration frameworks with at least 10 formalized partnerships.

d) Enhanced participation of local communities in university extension and outreach activities.

e) Strengthened business and incubation center to support local entrepreneurs.

f) Establish and operationalize Muni University Institute of Leadership and Governance.

g) Establish and Operationalise the institute of Culture and Languages.

h) Integrate service-learning components in at least 60% of academic programmes.

4. To cultivate and nurture a high-performing institutional culture for effective talent management

Issue: The University faces challenges in attracting, retaining, and motivating high-quality staff due to weak performance management systems and limited professional development opportunities. This affects overall institutional effectiveness and morale.

Intermediate Outcomes:

a) Implementation of a comprehensive performance management system covering all staff categories.

b) Increase the current staffing level from 24.4% to 50% in the next five years

c) Developed and operationalized leadership and talent development programme benefiting at least 70% of staff.

d) Improved employee satisfaction and retention, as evidenced from biannual staff surveys reports.

e) Developed and operationalize reward schemes to promote excellence and innovation in teaching, research, and community engagement and service.

f) Strengthened internal communication and staff engagement practices.

5. To enhance the institutional capacity of the University to effectively deliver her mandate

Issue: Weak institutional systems, limited infrastructure, and over-reliance on government funding constrain the University's ability to efficiently deliver on its teaching, research, and service mandates. Strengthening institutional capacity is crucial for sustainable growth.

Intermediate Outcomes:

a) Improved financial sustainability through increased internally generated revenue rate of 30% per annum for the next 5 years.

b) Strengthened governance and administrative systems through regular development and review 35 policies and develop 10 new policies.

c) Development and implementation of a digital transformation strategy to streamline academic and administrative functions.

d) Initiate Complete key infrastructure projects (e.g., lecture halls, laboratories, students halls of residence, Library, and Conference facilities) to support academic delivery.

e) Increased internationalization through strategic collaborations, staff and student exchanges, and joint academic programmes.

f) Stregethended Muni University Investment Company to generate diversified revenue streams through well-managed business ventures, contributing to reduced dependence on government subventions and enhancing financial sustainability of the University.

g) Establish and operationalse a fully functional Endowment Fund that attracts contributions from alumni, partners, and well-wishers, yielding regular investment income that supports scholarships, research, and strategic development initiatives of the University.

3.4 Strategic Plan Interventions

Strategic Objective 1: Expand Inclusive Access and enhance the Relevance and Quality of academic and training programmes

1. Diversify and Expand Academic Programmes
2. Integrate Digital Technologies for Flexible Learning
3. Align Programmes with Labour Market Needs
4. Enhance Pedagogy and Assessment (Especially in STEI/STEM)
5. Strengthen Holistic Student Support

Strategic Objective 2: Strengthen Institutional and Human capacity for impactful research and innovation

1. Build Research Competencies
2. Expand Research Infrastructure and Governance
3. Mobilize Research Resources and Partnerships

Strategic Objective 3: Promote community transformation and industrial development

1. Operationalize Muni University Leadership and Governance Institute (MULGI)
2. Strengthen Business Incubation Centre (BIC)
3. Operationalize Common User Producer Facility (CUPF)
4. Strengthen University–Community–Industry Linkages (UCIL)

Strategic Objective 4: Cultivate and nurture a high-perfromance Institutional culture of effective talent management

1. Strengthen Rewards and Recognition Systems
2. Promote Inclusive Work Environments
3. Enhance Training and Capacity Development
4. Strengthen Performance Management Systems
5. Institutionalize Exit and Knowledge Transfer Systems

Strategic Objective 5: Enhance Institutional Capacity to Effectively Deliver the University's Mandate

1. Strengthen Triple Helix Partnerships (Academia–Industry–Government)
2. Diversify Financial Resource Mobilization
3. Improve Physical and Learning Infrastructure
4. Accelerate Digital Transformation
5. Strengthen Governance, Compliance, and Accountability
6. Institutionalize Strategic Performance Management

3.5 Activities

Table 14: Strategic Objective and Corresponding activities

Strategic Objective	Strategic Intervention Area	Key Actions/Activities
1. Expand inclusive access & enhance relevance and quality of academic programmes	1.1 Diversify and expand academic programmes	1. Develop competency-based curricula 2. Establish new faculties (e.g., STEM) 3. Introduce interdisciplinary programmes
	1.2 Integrate digital technologies in learning	1. Develop digital learning policy 2. Upgrade digital infrastructure 3. Train staff and students 4. Deliver blended/hybrid/online courses
	1.3 Align programmes with labor market needs	1. Conduct tracer studies 2. Review and align curricula 3. Create industry-academia advisory boards
	1.4 Enhance pedagogy & assessment in STEI/STEM	1. Develop pedagogy policy 2. Train staff in active learning 3. Introduce innovative assessment tools
	1.5 Strengthen student support systems	1. Expand mentorship, counseling 2. Enhance clubs, sports, and leadership training 3. Facilitate internships & mobility
	1.6 Strengthen library support services	1. Expand and upgrade physical and digital library resources (books, journals, databases). 2. Strengthen user-friendly digital library management system and online access portal. 3. Enhance staff and user capacity in digital literacy and research support through regular training 4. Upgrade an institutional repository to archive and provide access to university research outputs
2. Strengthen research & innovation capacity	2.1 Build staff and student research capacity	1. Update research/thesis guidelines 2. Offer research training 3. Provide access to databases
	2.2 Improve research infrastructure & governance	1. Develop research agenda 2. Establish Research Ethics Committee (REC) 3. Set up labs and research centers
	2.3 Mobilize research funding & partnerships	1. Establish MoU's with research partners 2. Promote grant applications 3. Support applied student/staff research
3. Promote community transformation & industrial development	3.1 Operationalize MULGI	1. Finalize structure, recruit staff 2. Deliver governance training
	3.2 Enhance Business Incubation Centre	1. Provide training & mentorship 2. Upgrade BIC infrastructure 3. Link startups to markets/finance
	3.3 Operationalize CUPF	1. Support agro-processing 2. Provide shared facilities 3. Connect to markets
	3.4 Strengthen UCIL	1. Develop engagement framework 2. Formalize industry/community MoU's 3. Coordinate joint initiatives

Strategic Objective	Strategic Intervention Area	Key Actions/Activities
4. Nurture effective talent management	4.1 Strengthen rewards & recognition	1. Review benefits policy 2. Implement incentive systems 3. Run recognition programmes
	4.2 Promote inclusive work environment	1. Develop DEI guidelines 2. Conduct staff inclusion surveys
	4.3 Enhance training & development	1. Conduct TNAs 2. Implement CPD & capacity plans
	4.4 Strengthen performance management	1. Train staff on appraisals 2. Implement feedback system
	4.5 Institutionalize exit & knowledge transfer	1. Conduct exit interviews 2. Initiate alumni platform
5. Strengthen institutional capacity	5.1 Build Triple Helix partnerships	1. Sign MoU's with Gov't, Industry, Academia 2. Host annual summits and dialogues
	5.2 Diversify financial resources	1. Implement resource mobilization strategy 2. Launch short courses, endowment fund
	5.3 Improve infrastructure	1. Complete strategic buildings 2. Review Master Plan 3. Upgrade Erepi Campus
	5.4 Accelerate digital transformation	1. Launch ICT Innovation Hub 2. Deploy Smart Campus tools
	5.5 Enhance governance and compliance	1. Conduct audits, review policies 2. Train Council and management
	5.6 Institutionalize performance management	1. Maintain KPI dashboard 2. Monitor Strategic Plan progress

3.6 University Projects

Muni University has identified the following projects to help it in achieving its strategic mandate. Below is a table that presents the priority development projects for the next five years and the contribution each of the projects will make towards achieving the strategic goal and objectives.

Table 15: Project-by-Project Contribution to Strategic Goals and Objectives

Project Name	Key Output/ Target	Estimated Cost (UGX)	Strategic Contribution
Construction and furnishing of Agricultural Lecture and Workshop Building	1 block completed	UGX 30 Billion	Contributes directly to Objective 1 by expanding infrastructure for agricultural education and practical skills training. Supports Objective 2 by creating an environment conducive for research and innovation in agriculture. Aligns with the strategic theme of innovation and transformation, particularly in agriculture - a key sector for community development.

Project Name	Key Output/ Target	Estimated Cost (UGX)	Strategic Contribution
Construct and furnish a 300-bed Teaching Hospital	1 block constructed	UGX 80 Billion	Directly supports Objective 1 and 2 by expanding access to medical education and practical health sciences training. Strengthens Objective 3 through health service delivery and community outreach. Enhances Objective 5 by increasing the University's capacity to fulfill its academic and community service mandate.
Clinical Teaching Facility at ARRH	1 block constructed	UGX. 12 billion	To provide hands-on clinical training for undergraduate and postgraduate medical students. To bridge the gap between classroom-based learning and practical patient care. To support ARRH in improving the quality of specialised healthcare services in the West Nile region. To expand access to evidence-based clinical care for the surrounding communities. To facilitate clinical research in priority health areas such as infectious diseases, maternal and child health, and non-communicable diseases. To establish a collaborative platform for translational medicine and innovations
Faculty of Medicine	4 blocks constructed	UGX. 55 Billion	To serve as a centre for continuous professional development for health workers in the region and beyond. To strengthen inter-professional education and training for doctors, nurses, and allied health professionals. To contribute to addressing Uganda's shortage of skilled healthcare professionals. To support the Ministry of Health's goals for improved healthcare delivery and workforce development.
Construct and furnish a Multi-purpose Lecture Facility	1 block constructed	UGX 25 Billion	Broadly supports Objective 1 by expanding access to diverse academic programmes. Enhances the learning environment, thus contributing to Objective 4 by improving staff and student experience. Facilitates interdisciplinary engagement, aligning with the strategic goal of innovation and transformation.

Project Name	Key Output/ Target	Estimated Cost (UGX)	Strategic Contribution
Construct faculty of Law in Koboko	2 blocks constructed	UGX 28 Billion	Advances Objective 1 by increasing regional access to higher education, particularly in legal and governance studies. Supports Objective 3 through the development of legal frameworks and community legal education. Promotes decentralization of education access, in line with national equity goals.
Rehabilitation and Maintenance of University Buildings	100% maintenance achieved	UGX 5 Billion	Contributes to Objective 4 by improving the physical work and learning environment. Supports Objective 5 by preserving the value of existing assets and ensuring operational efficiency. Sustains institutional image and credibility.
Establish a Modern ICT Hub	100% completion	UGX 5 Billion	Strongly supports Objective 2 by enhancing capacity for ICT-based research, innovation, and digital learning. Aligns with the strategic theme of knowledge and technology for societal impact. Enhances Objective 5 by boosting institutional systems and service delivery.
Construction of the students' centre	1 Multi-purpose block constructed	50 Billion	To create a central hub for student welfare, recreation, and engagement. To enhance student participation in co-curricular and extracurricular activities. To provide facilities for counselling, mentorship, and leadership development
Construction of a sports facility	1 block constructed	26 Billion	To promote physical fitness, wellness, and sports excellence among students and staff. To develop infrastructure for hosting local, national, and regional sports competitions. To nurture talent and foster teamwork, discipline, and holistic growth.
Construction of student Hostels (Male & Female)	4 blocks constructed	45 billion	To provide safe, affordable, and conducive accommodation for students. To enhance access to higher education for students from distant areas. To improve the learning environment through proximity to academic facilities.

Project Name	Key Output/ Target	Estimated Cost (UGX)	Strategic Contribution
Construct a Research lab & Pathogenic bank	1 block constructed	10 billion	To strengthen research and innovation capacity in health and biomedical sciences. To provide state-of-the-art facilities for studying, storing, and controlling pathogens. To support national and regional health research priorities and emergency preparedness.
Construct an incubation and Technology transfer centre	2 block constructed	22 billion	To foster innovation, entrepreneurship, and commercialisation of research outputs. To support start-ups and SMEs through mentorship, training, and incubation. To promote university-industry linkages and technology-driven economic growth
Construct Faculty of Social Science	2 block constructed	14.5 Billion	To provide modern teaching and research spaces for social science disciplines. To strengthen capacity for policy research, governance, and social development studies. To contribute to the training of graduates equipped to address social challenges
Construct Faculty of Tourism & Hospitality management	2 block constructed	32.4 billion	To develop specialised infrastructure for training in tourism, hospitality, and leisure studies. To strengthen Uganda's capacity in promoting tourism as a driver of economic growth. To produce skilled professionals for the tourism and hospitality industry
Construct Faculty of Science	2 block constructed	30 billion	To provide state-of-the-art laboratories and teaching facilities for basic and applied sciences. To expand research and innovation capacity in natural and physical sciences. To train graduates with strong scientific foundations for diverse sectors.
Construct Faculty of Education	2 block constructed	35 billion	To strengthen teacher education and research in pedagogy, curriculum, and educational leadership. To provide adequate lecture, seminar, and laboratory space for education programmes. To contribute to improving the quality of education in Uganda and beyond

Project Name	Key Output/ Target	Estimated Cost (UGX)	Strategic Contribution
Construct Faculty of Agriculture	3 block constructed	45 billion	To enhance teaching, research, and outreach in agriculture and agribusiness. To support innovation in food security, climate-smart agriculture, and rural development. To produce graduates skilled in agricultural sciences, technology, and policy
Construct Institute of Leadership & Governance	3 block constructed	28 billion	To provide a centre of excellence in leadership, ethics, and governance studies. To train future leaders equipped with skills for public administration and corporate governance. To contribute to strengthening democratic institutions and accountability.
Construct Institute of Culture & Languages	1 block constructed	22 billion	To preserve, promote, and develop indigenous cultures and languages. To strengthen research and training in linguistics, translation, and cultural studies. To support intercultural dialogue, national identity, and social cohesion
Construct Graduate Training School	1 block constructed	26.5 billion	To provide advanced learning and research facilities for postgraduate students. To enhance capacity for high-quality graduate education and supervision. To promote knowledge generation and scholarly excellence at advanced levels.
Construction of the Faculty of Engineering & Built Environment	3 block constructed	65 billion	To develop specialised facilities for training engineers, architects, and planners. To strengthen Uganda's capacity in infrastructure development and innovation. To produce skilled professionals to drive industrialisation and urbanisation.
Main Library Construction	1 block constructed	25 billion	To provide a modern learning resource centre with digital and physical collections. To enhance research, innovation, and independent learning among students and staff. To promote knowledge access and information literacy.
Main Lecture facility at Faculty of management science	1 block constructed	40 billion	To provide adequate and modern teaching spaces for business, economics, and management programmes. To support student-centred teaching, learning, and research in management sciences. To produce competent graduates to contribute to business and economic growth.
Grand Total		**UGX 756.4 Billion**	

3.7 Summary of strategic alignment and impact:

a) The six identified projects are strategically aligned with the University's long-term vision and provide a balanced focus across teaching, research, innovation, community transformation, and institutional capacity development.

b) The total projected investment of UGX 756.4 billion reflects a strong commitment to infrastructure development as a foundation for academic excellence and societal transformation.

c) Key focus areas such as health, agriculture, law, ICT, and general teaching infrastructure demonstrate a holistic approach to addressing regional and national development needs through higher education.

The proposed development projects are not only essential infrastructure investments but are also strategic enablers of Muni University's mission to become a regional model hub for science, innovation, and community transformation. Their implementation over the next five years will directly contribute to achieving the University's strategic objectives and position it as a forward-looking, impact-driven institution.

3.8 Strategic Programme Interventions and Activities

Programme Objective 2: To produce a knowledgeable, skilled and ethical labour force (with emphasis on science and technology; STEI/STEM in education and TVET)

Strategic Objective 1: Expand Inclusive Access and Enhance the Relevance and Quality of Academic and Training Programmes

Accelerate acquisition of urgently needed skills in key growth areas	Expand access to STEM/STEI programmes	1. Review and accredit market-driven STEM/STEI programmes. 2. Develop competence-based curricula aligned to labour market needs. 3. Introduce flexible, blended and online learning systems. 4. Establish satellite and outreach learning centres. 5. Increase enrollment in science, health and agriculture programmes.
Strengthen industry-driven and employer-led training	Promote practical and hands-on learning	1. Establish industrial training and internship partnerships. 2. Develop apprenticeship and work-integrated learning programmes. 3. Procure modern laboratory and workshop equipment. 4. Establish demonstration farms and innovation hubs. 5. Strengthen entrepreneurship and incubation programmes.
Improve quality and relevance of higher education	Enhance teaching and learning systems	1. Construct and equip lecture rooms, laboratories and seminar facilities. 2. Recruit qualified academic staff in critical disciplines. 3. Conduct staff training in competence-based pedagogy. 4. Strengthen quality assurance systems. 5. Expand digital teaching and learning platforms.

Improve access to digital learning resources	Strengthen ICT and e-learning infrastructure	1. Expand internet connectivity and campus Wi-Fi. 2. Procure computers and digital learning devices. 3. Expand Learning Management Systems (LMS) 4. Develop digital content repositories and e-library systems. 5. Train staff and students in digital literacy and e-learning.
Enhance access to library and academic resources	Improve library infrastructure and services	1. Construct and operationalize the Main University Library. 2. Procure textbooks, journals and e-resources. 3. Increase student reading and study spaces. 4. Digitize library systems and repositories. 5. Subscribe to international academic databases.
Strengthen student welfare and support systems	Improve student support services	1. Construct student hostels and accommodation facilities. 2. Improve water, sanitation and campus security systems. 3. Strengthen counselling and mentorship services. 4. Establish disability-friendly and gender-responsive facilities. 5. Expand sports and recreational infrastructure.
Expand access to agricultural and environmental training	Strengthen practical agriculture and environmental education	1. Construct Faculty of Agriculture and Environmental Sciences complex. 2. Establish greenhouses, irrigation systems and demonstration farms. 3. Equip agricultural and environmental laboratories. 4. Promote climate-smart agriculture research and training. 5. Strengthen extension and outreach services to farming communities.

Strategic Objective 2: Strengthen Institutional and Human Capacity for Impactful Research and Innovation

PIAP Strategic Intervention	PIAP Actions	Muni University Activities
Strengthen research and innovation systems	Improve institutional research capacity	1. Construct and operationalize the Directorate of Graduate Training, Research and Innovation complex. 2. Establish research laboratories and innovation hubs. 3. Develop and implement research and innovation policies. 4. Operationalize the University Research Ethics Committee. 5. Establish centres of excellence in priority research areas.

PIAP Strategic Intervention	PIAP Actions	Muni University Activities
Promote research commercialization and technology transfer	Strengthen innovation ecosystems	1. Establish innovation incubation and commercialization systems. 2. Support staff and student innovation projects. 3. Develop intellectual property management frameworks. 4. Establish industry-research collaboration platforms. 5. Promote commercialization of research outputs and technologies.
Increase postgraduate research and graduate training	Strengthen graduate education systems	1. Expand postgraduate programmes and supervision capacity. 2. Train staff in graduate supervision and mentorship. 3. Develop centralized postgraduate management systems. 4. Provide graduate research grants and scholarships. 5. Strengthen postgraduate monitoring and quality assurance.
Strengthen research financing and grants management	Improve grant acquisition and administration	1. Train staff in proposal writing and grants management. 2. Establish a grants management and coordination unit. 3. Mobilize external research funding and partnerships. 4. Strengthen donor coordination and reporting systems. 5. Develop research incentive and publication support schemes.
Strengthen research partnerships and collaborations	Expand local and international research linkages	1. Establish international research collaborations and networks. 2. Sign MoUs with research institutions and industries. 3. Promote joint research and publication initiatives. 4. Participate in regional and international research consortia. 5. Organize annual research dissemination conferences and exhibitions.

Strategic Objective 3: Promote Community Transformation and Industrial Development

Strengthen university-community-industry linkages	Promote community engagement and outreach	1. Develop and implement Community Engagement Policy. 2. Establish community outreach and extension programmes. 3. Conduct community-based research and innovation projects. 4. Strengthen partnerships with local governments and communities. 5. Expand service-learning programmes across academic units.

Promote entrepreneurship and industrial innovation	Strengthen incubation and enterprise development	1. Establish and operationalize the Business Incubation Centre. 2. Support start-ups and youth enterprises. 3. Conduct entrepreneurship and innovation training. 4. Link innovators to markets and financing institutions. 5. Promote commercialization of local innovations.
Promote leadership and governance development	Establish leadership and governance training systems	1. Establish the Leadership and Governance Institute. 2. Develop leadership and public policy programmes. 3. Conduct leadership training for public and private sector actors. 4. Promote civic engagement and ethical leadership programmes. 5. Establish partnerships with governance institutions and development partners.
Promote industrial partnerships and workforce readiness	Strengthen labour market alignment	1. Establish university-industry advisory platforms 2. Strengthen industrial attachment and internship programmes. 3. Conduct tracer studies and labour market assessments. 4. Align curricula to emerging labour market needs. 5. Promote STEM/STEI collaborations with industry.

Strategic Objective 4: Cultivate and Nurture a High-Performing Institutional Culture for Effective Talent Management

Strengthen human resource management systems	Improve staff productivity and performance	1. Implement performance-based appraisal systems. 2. Conduct staff training and professional development. 3. Develop leadership and talent management programmes. 4. Improve staff welfare, mentorship and wellness systems. 5. Strengthen institutional communication and engagement systems.
Improve workforce planning and deployment	Strengthen staffing systems	1. Conduct staffing needs assessments. 2. Recruit and retain qualified staff in critical areas. 3. Develop workforce planning and deployment systems. 4. Strengthen succession planning and career development. 5. Promote gender-responsive and inclusive staffing practices.

Strengthen monitoring, evaluation and performance management	Improve institutional accountability systems	1. Develop M&E policy and institutional framework. 2. Conduct regular monitoring and evaluation activities. 3. Produce annual strategic plan implementation reports. 4. Conduct mid-term and end-term evaluations. 5. Automate institutional performance reporting systems.
Strengthen governance and compliance systems	Improve institutional accountability and transparency	1. Conduct internal and external audits. 2. Strengthen risk management and compliance systems. 3. Review and update institutional policies. 4. Train staff on governance and accountability systems. 5. Strengthen quality assurance and reporting mechanisms.

Strategic Objective 5: Enhance the Institutional Capacity of the University to Effectively Deliver Her Mandate

Strengthen infrastructure and institutional sustainability	Expand physical infrastructure	1. Construct teaching, research and administrative facilities. 2. Expand student accommodation and welfare infrastructure. 3. Develop sports, recreation and conference facilities. 4. Improve roads, water and electricity infrastructure. 5. Strengthen maintenance and estates management systems.
Promote digital transformation and smart systems	Strengthen ICT governance and automation	1. Develop and implement digital transformation strategy. 2. Expand ERP, LMS and smart campus systems. 3. Digitize administrative and academic processes. 4. Improve cybersecurity and data management systems. 5. Strengthen ICT governance and support systems.
Strengthen financial sustainability and resource mobilization	Expand alternative financing mechanisms	1. Establish and operationalize the University Investment Company. 2. Develop and operationalize the Endowment Fund. 3. Strengthen public-private partnerships (PPPs). 4. Expand consultancy and short professional programmes. 5. Strengthen internally generated revenue initiatives.

Strengthen internationalization and partnerships	Promote global institutional visibility	1. Expand international academic collaborations and exchange programmes. 2. Participate in regional and international networks. 3. Promote staff and student mobility programmes. 4. Strengthen international research and innovation partnerships. 5. Enhance university branding and visibility.
Promote gender, equity and environmental sustainability	Mainstream cross-cutting issues	1. Upgrade disability-friendly infrastructure. 2. Strengthen gender mainstreaming programmes. 3. Conduct HIV/AIDS and mental health awareness campaigns. 4. Promote climate change mitigation and environmental sustainability programmes. 5. Establish environmental and social sustainability initiatives.

Cost Implementation Matrix for Strategic Objective 1:

Strategic Intervention	Vote Activities	Budget 2025/26 (UGX Bn)	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Responsible Unit
Expand equitable access to higher education	Recruit staff, expand teaching capacity, admit more students, strengthen outreach	23.753	24.940	26.187	27.497	28.872	Academic Registrar / HR
Accelerate acquisition of urgently needed skills	Develop competency-based curricula and interdisciplinary programmes in scarce skill areas	0.200	0.200	0.200	0.200	0.200	Academic Registrar / Faculties
Increase access to quality higher education and STEM/STEI programmes	Introduce and operationalise new faculties in STEM and professional disciplines	1.000	1.000	1.000	1.000	1.000	University Management
Expand equitable access to higher education and skills development	Operationalise regional campuses and outreach centres	0.200	0.200	0.200	0.200	0.200	University Management
Review curricula to competence-based systems	Review and align programmes with labour market and national priorities	0.100	0.100	0.100	0.100	0.100	QA Directorate / Senate
Integrate ICT in higher education delivery	Develop digital learning policy, upgrade LMS, train staff and students	0.140	0.140	0.140	0.140	0.140	ICT Directorate
Promote employer-led higher education skilling and training	Establish industry partnerships, internship systems and work-integrated learning	0.300	0.350	0.400	0.450	0.500	Academic Registrar / Partnerships Directorate
Strengthen STEM/STEI participation	Support student-led innovation and science-based projects	0.250	0.300	0.350	0.400	0.450	Directorate of Research and Innovation
Improve higher education infrastructure and quality assurance	Expand teaching infrastructure, laboratories, libraries and ICT systems	3.000	4.000	5.000	6.000	7.000	Estates Department / ICT Directorate
Strengthen student support services	Expand mentorship, counselling, leadership, sports and internship support	0.200	0.200	0.200	0.200	0.200	Dean of Students
Strengthen library services	Upgrade physical and digital library systems and repositories	0.200	0.200	0.200	0.200	0.200	University Librarian
Promote strategic STEM/STEI alliances	Establish partnerships between industry, scientists and training institutions	0.150	0.200	0.250	0.300	0.350	University Management

Cost Implementation Matrix for Strategic Objective 2

Strategic Intervention	Vote Activities	Budget 2025/26 (UGX Bn)	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Funding Source	Responsible Unit
Strengthen institutional research systems	Conduct research training, revise thesis guidelines and provide database access	0.200	0.200	0.200	0.200	0.200	Government / Development Partners	Directorate of Research & Innovation
Increase funded research projects	Support proposal development, grant mobilization and project coordination	2.000	2.000	2.000	2.000	2.000	Government / Grants	Directorate of Research & Innovation
Strengthen graduate training systems	Train supervisors and graduate coordinators	0.200	0.200	0.200	0.200	0.200	Government	Directorate of Graduate Training
Operationalize research governance and ethics systems	Establish REC office, SOPs, ethics systems and accreditation processes	0.200	0.200	0.200	0.200	0.200	Government	Directorate of Research
Expand strategic research partnerships	Develop MoUs, collaboration frameworks and international research networks	0.200	0.200	0.200	0.200	0.200	Government / Partners	Vice Chancellor / DRI
Increase publication output	Facilitate writing workshops, mentorship and publication support	0.060	0.060	0.060	0.060	0.060	Government	Faculties / DRI
Strengthen research governance	Develop and review research and innovation policies and guidelines	0.080	0.080	0.080	0.080	0.080	Government	Senate / Council
Establish centres of excellence	Develop specialized research centres and laboratories	0.400	0.400	0.400	0.400	0.400	Government / Development Partners	University Management
Commercialize university innovations	Support incubation, IP management and technology transfer	0.200	0.200	0.200	0.200	0.200	Government / Private Sector	Innovation & Technology Transfer Unit
Promote STEM/STEI innovation systems	Support student-led innovative science and technology projects	0.150	0.200	0.250	0.300	0.350	Government / Grants	Directorate of Research & Innovation
Strengthen research infrastructure	Construct and equip laboratories, innovation hubs and digital research systems	2.500	3.000	4.000	5.000	6.000	Government / Development Partners	Estates Department / DRI
Expand innovation ecosystems	Establish university-industry innovation and commercialization platforms	0.300	0.350	0.400	0.450	0.500	Government / Private Sector	Innovation & Technology Transfer Unit

Strategic Projects Supporting Strategic Objective 2:

Project	Estimated Cost (UGX Billion)	Strategic Contribution
Construct Research Laboratory and Pathogenic Bank	10	Strengthens biomedical and scientific research
Establish Modern ICT and Innovation Hub	5	Supports digital research and innovation
Construct Incubation and Technology Transfer Centre	22	Promotes commercialization and entrepreneurship
Construct Faculty of Science Infrastructure	30	Expands scientific teaching and research
Construct Faculty of Engineering and Built Environment	65	Supports STEM innovation and industrialization
Construct Graduate Training School	26.5	Enhances postgraduate research and supervision
Develop Clinical Teaching Facility	12	Supports health research and translational medicine

Strategic objective 3: Promote Community Transformation and Industrial Development

Cost Implementation Matrix for Strategic Objective 3:

Strategic Intervention	Vote Activities	Budget 2025/26 (UGX Bn)	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Funding Source	Responsible Unit
Develop and implement Community Engagement Policy	Draft policy, stakeholder consultations, dissemination and implementation	0.200	0.200	0.200	0.200	0.200	Government	Directorate of Community Engagement
Implement community engagement projects	Support outreach, extension services and local development initiatives	0.200	0.200	0.200	0.200	0.200	Government / Development Partners	Faculties / Community Directorate
Strengthen university-industry collaboration	Develop MoUs, joint programmes, industry forums and internships	0.200	0.200	0.200	0.200	0.200	Government / Private Sector	Partnerships Office
Enhance community participation	Conduct extension activities, public dialogues and outreach mobilization	0.200	0.200	0.200	0.200	0.200	Government	Community Engagement Directorate

Strategic Intervention	Vote Activities	Budget 2025/26 (UGX Bn)	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Funding Source	Responsible Unit
Strengthen Business Incubation Centre	Provide mentorship, entrepreneurship training and incubation support	0.200	0.200	0.200	0.200	0.200	Government / Development Partners	Business Incubation Centre
Promote entrepreneurship and innovation systems	Support SME incubation, innovation training and local enterprise development	0.250	0.300	0.350	0.400	0.450	Government / Private Sector	Business Incubation Centre
Operationalize Leadership and Governance Institute	Recruit staff, establish governance systems and launch programmes	0.200	0.200	0.200	0.200	0.200	Government	University Management
Operationalize Institute of Culture and Languages	Develop structure, staffing and programme implementation	0.200	0.200	0.200	0.200	0.200	Government	University Management
Integrate service-learning into academic programmes	Curriculum review, placement systems and programme monitoring	0.200	0.200	0.200	0.200	0.200	Government	Academic Registrar / QA
Establish strategic community-industry alliances	Facilitate innovation platforms and collaborative engagement forums	0.150	0.200	0.250	0.300	0.350	Government / Partners	Partnerships Office
Operationalize University Investment Company	Develop governance framework and business operations	0.200	0.200	0.200	0.200	0.200	Internally Generated Funds	University Council / Finance Directorate
Operationalize Endowment Fund	Develop fundraising systems and alumni/donor engagement	1.600	1.600	1.600	1.600	1.600	Government / Donors / Alumni	University Council / Advancement Office

Strategic Projects Supporting Strategic Objective 3

Project	Estimated Cost (UGX Billion)	Strategic Contribution
Construct Institute of Leadership and Governance	28	Supports leadership, governance and public sector transformation
Construct Institute of Culture and Languages	22	Promotes cultural preservation and social cohesion
Construct Incubation and Technology Transfer Centre	22	Strengthens entrepreneurship and innovation commercialization
Construct Faculty of Agriculture	45	Supports agro-industrialization and rural transformation
Construct Faculty of Tourism and Hospitality Management	32.4	Supports tourism-led local economic development
Construct Faculty of Social Sciences	14.5	Enhances policy research and social transformation
Construct Students' Centre	50	Supports student leadership and community engagement
Operationalize CUPF and BIC	Included under strategic interventions	Supports SMEs, agro-processing and local entrepreneurship

Cost Implementation Matrix for Strategic Objective 4

Strategic Intervention	Vote Activities	Budget 2025/26 (UGX Bn)	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Funding Source	Responsible Unit
Strengthen performance management systems	Develop appraisal tools, train staff and automate appraisal systems	0.200	0.200	0.200	0.200	0.200	Government	Directorate of Human Resources
Increase staffing levels	Recruit academic and administrative staff and support onboarding	0.200	0.200	0.200	0.200	0.200	Government	Directorate of Human Resources

Strategic Intervention	Vote Activities	Budget 2025/26 (UGX Bn)	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Funding Source	Responsible Unit
Develop leadership and talent management programmes	Conduct leadership training, mentorship and succession planning	0.200	0.200	0.200	0.200	0.200	Government / Development Partners	Human Resources Directorate
Improve employee satisfaction and retention	Conduct staff surveys, wellness programmes and engagement forums	0.200	0.200	0.200	0.200	0.200	Government	Human Resources Directorate
Operationalize reward and recognition schemes	Develop staff incentive frameworks and recognition programmes	0.200	0.200	0.200	0.200	0.200	Government	University Council / HR
Strengthen internal communication and staff engagement	Develop communication platforms, feedback systems and staff dialogues	0.200	0.200	0.200	0.200	0.200	Government	University Secretary / HR
Institutionalize workforce planning systems	Conduct staffing analysis, deployment reviews and workforce audits	0.150	0.150	0.150	0.150	0.150	Government	Directorate of Human Resources
Enhance staff digital and professional skills	Conduct ICT, competence-based curriculum and digital service delivery training	0.200	0.250	0.300	0.350	0.400	Government / Development Partners	HR Directorate / ICT Directorate
Strengthen institutional accountability systems	Support institutional reporting, monitoring and compliance mechanisms	0.100	0.100	0.100	0.100	0.100	Government	University Secretary
Promote staff wellness and institutional cohesion	Implement mentorship, wellness and staff engagement initiatives	0.150	0.150	0.150	0.150	0.150	Government	Human Resources Directorate

Strategic Projects Supporting Strategic Objective 4:

Project	Estimated Cost (UGX Billion)	Strategic Contribution
Construction of Students' Centre	50	Supports leadership, mentorship and institutional engagement
Construction of Sports Facility	26	Promotes staff and student wellness and institutional cohesion
Rehabilitation and Maintenance of University Buildings	5	Improves working and learning environment
Main Library Construction	25	Supports academic productivity and staff development
Establish Modern ICT Hub	5	Enhances staff digital skills and communication systems
Graduate Training School	26.5	Strengthens staff academic advancement and supervision capacity

Costed Implementation Matrix

Strategic Intervention	Vote Activities	Budget 2025/26 (UGX Bn)	Budget 2026/27 (UGX Bn)	Budget 2027/28 (UGX Bn)	Budget 2028/29 (UGX Bn)	Budget 2029/30 (UGX Bn)	Total (UGX Bn)	Funding Source	Responsible Unit
Improve financial sustainability	Implement resource mobilization strategy, strengthen IGF initiatives and consultancy services	0.200	0.200	0.200	0.200	0.200	1.000	Government, IGF, grants	Finance Directorate
Strengthen governance and administrative systems	Develop/review policies, strengthen compliance and governance structures	2.600	2.600	2.600	2.600	2.600	13.000	Government of Uganda	University Secretary / Council
Implement digital transformation strategy	Deploy ERP systems, smart campus tools, digital records and automation	1.000	1.000	1.000	1.000	1.000	5.000	Government, ICT grants, partners	ICT Directorate

Strategic Intervention	Vote Activities	Budget 2025/26 (UGX Bn)	Budget 2026/27 (UGX Bn)	Budget 2027/28 (UGX Bn)	Budget 2028/29 (UGX Bn)	Budget 2029/30 (UGX Bn)	Total (UGX Bn)	Funding Source	Responsible Unit
Complete strategic infrastructure projects	Support strategic infrastructure implementation and supervision	2.794	2.794	2.794	2.794	2.793	13.969	Government development budget	Estates & Works Directorate
Strengthen internationalization	Facilitate exchanges, partnerships, joint programmes and international collaboration	0.200	0.200	0.200	0.200	0.200	1.000	Development partners, grants	International Relations Office
Strengthen Muni University Investment Company	Develop governance structures and business investment portfolio	0.200	0.200	0.200	0.200	0.200	1.000	University investments, PPPs	University Council / Finance Directorate
Operationalize Endowment Fund	Establish fundraising structures, alumni and donor mobilization systems	1.600	1.600	1.600	1.600	1.600	8.000	Donors, alumni, grants	Advancement Office / Council
Strengthen institutional monitoring and evaluation	Conduct institutional reviews, planning, reporting and performance tracking	0.100	0.100	0.100	0.100	0.100	0.500	Government and institutional budget	Planning Directorate

Summary Budget for Strategic Objective 5

Financial Year	Total Budget (UGX Bn)
2025/26	8.694
2026/27	8.694
2027/28	8.694
2028/29	8.694
2029/30	8.693
Grand Total	**43.469**

Major Strategic Projects Supporting Strategic Objective 5

The following strategic infrastructure and institutional development projects directly contribute to strengthening institutional capacity and service delivery within the University:

Project	Estimated Cost (UGX Billion)	Strategic Contribution
Multi-purpose Lecture Facility	25	Expands teaching and learning space and improves instructional delivery
Main Library Construction	25	Strengthens academic support, research, and digital learning infrastructure
Students' Hostels	45	Improves student welfare, accommodation, retention, and access
Teaching Hospital	80	Supports medical education, research, internship training, and health service delivery
Faculty of Engineering and Built Environment	65	Expands STEM education, industrialization, and applied research
Faculty of Agriculture	45	Supports agro-industrialization, food security, and agricultural innovation
Faculty of Education	35	Strengthens teacher education and pedagogical research
Faculty of Science	30	Enhances science teaching, laboratories, and research capacity
ICT Innovation Hub	5	Supports digital transformation, innovation, incubation, and smart campus systems
Graduate Training School	26.5	Strengthens postgraduate training, supervision, and research productivity
Rehabilitation and Maintenance of Buildings	5	Preserves institutional infrastructure and operational efficiency
Conference and Administrative Facilities	Included under strategic infrastructure	Supports governance, administration, meetings, and institutional coordination

Narrative Summary for Strategic Objective 5

Strategic Objective 5 seeks to strengthen the institutional systems and operational capacity of the University to enable effective delivery of its mandate. The objective prioritizes governance reforms, digital transformation, infrastructure development, financial sustainability, internationalization, institutional investments, and performance management systems.

The University intends to progressively strengthen internally generated revenue, establish sustainable financing mechanisms through the Endowment Fund and Investment Company, expand digital systems and smart campus technologies, and implement major infrastructure projects that support teaching, learning, research, innovation, and student welfare.

Implementation of this Strategic Objective will require an estimated recurrent operational investment of approximately UGX 43.469 billion over the Strategic Plan period, excluding major capital infrastructure investments estimated at over UGX 756 billion for long-term institutional expansion and transformation.

FINANCING FRAMEWORK AND STRATEGY FOR THE STRATEGIC PLAN (2025/26–2029/30)

4

4.1 Overview of MTEF Budget Projections (2025/26-2029/30)

Muni University's financial capacity by evaluating trends in revenue (as projected in the MTEF), comparing these with the projected funding gaps over the strategic plan period (2025/2026 - 2029/2030), and drawing conclusions about the university's financial sustainability and its ability to implement the strategic plan.

4.2 Strategic Plan Cost Summary

4.2.1 Strategic Interventions and Cost Matrix (UGX Billion)

Table 16: Strategic Interventions and Cost Matrix

Strategic Objective	Strategic Intervention Area	Budget (UGX Billion)
1. Expand inclusive access & enhance relevance and quality of academic programmes		
1.1 Increased student enrollment		131.249
1.2 Diversify and expand academic programmes		1
1.3 Establish and operationalize five (5) new Faculties		5
1.4 Establish and operationalize at least three (3) new campuses		1
1.5 Strengthened curriculum review process		0.5
1.6 Integrate digital learning infrastructure		0.7
1.7 Enhanced student access to responsive, inclusive, and coordinated support services		1
1.8 Developed efficient and effective access to library services		1
Subtotal – Objective 1		**141.449**
2. Strengthen research & innovation capacity		
2.1 Build staff and student research capacity		1
2.3 Grow funded research projects from the current 12 projects to 25		10
2.4 Built capacity of 70% of the Staff to develop and manage graduate programmes		1
2.5 Establish and operationalize the Muni University Research Ethics Committee		1
2.6 Develop and maintain at least hundred (100) local and international strategic research partnerships		1
2.7 Build capacity of staff and graduate students to conduct research and publish alteast three (3) articles per every faculty member per year		0.3
2.8 Develop and review at least five (5) policies and guidelines to support research, innovation and publications		0.4
2.9 Establish and operationalise at least two (2) centres of excellence in priority areas as may be determined by management		2
2.10 Develop and commercialise at least five (5) university-generated innovations or technologies by 2030		1

Strategic Objective	Strategic Intervention Area	Budget (UGX Billion)
Subtotal – Objective 2		**17.7**
3. Promote community transformation & industrial development		
3.1 Develop and implement a Community Engagement Policy to guide partnerships and outreach		1
3.2 Implement at least ten (10) community engagement projects addressing key local development challenges		1
3.3 Strengthened university-industry collaboration frameworks with at least 10 formalized partnerships		1
3.4 Enhanced participation of local communities in university extension and outreach activities		1
3.5 Strengthened business and incubation center to support local entrepreneurs		1
3.5 Establish and operationalize Muni University Institute of Leadership and Governance		1
3.6 Establish and Operationalise the institute of Culture and Languages		1
3.7 Integrate service-learning components in at least 60% of academic programmes		1
3.8 Establish and operationalize Muni University Investment company		1
3.9 Establish and operationalize Muni University Endowment fund		8
Subtotal – Objective 3		**17.0**
4. Nurture effective talent management		
4.1 Implementation of a comprehensive performance management system covering all staff categories		1
4.2-Increase the current staffing level from 24.4% to 50% in the next five years		1
4.3 Developed and operationalized leadership and talent development programme benefiting at least 70% of staff		1
4.4 Improved employee satisfaction and retention, as evidenced from biannual staff surveys reports		1
4.5 Developed and operationalize reward schemes to promote excellence and innovation in teaching, research, and community engagement and service		1
4.6- Strengthened internal communication and staff engagement practices		1
Subtotal – Objective 4		**6**
5. Strengthen institutional capacity		
5.1 Improved financial sustainability through increased internally generated revenue rate of 30% per annum for the next 5 years		1
5.2 Strengthened governance and administrative systems through regular development and review 35 policies and develop 10 new policies		13
5.3 Development and implementation of a digital transformation strategy to streamline academic and administrative functions		5
5.4 Initiate Complete key infrastructure projects (e.g., lecture halls, laboratories, students halls of residence, Library, and Conference facilities		13.969
Subtotal – Objective 5		**215.118**
Sub Total (Recurrent)		

4.2.2 Capital Development Projects (UGX 756.4 Billion)

Table 17: Capital Development Projects

Project	Budget (UGX Billion)
Construction and furnishing of Agricultural Lecture and Workshop Building	UGX 30 Billion
Construct and furnish a Teaching Hospital	UGX 80 Billion
Construct and furnish a Multi-purpose Lecture Facility	UGX. 12 billion
Construct and furnish a 300-bed Teaching Hospital	UGX. 55 Billion
Establish a Modern ICT Hub	UGX 25 Billion
Construction of students centre	UGX 28 Billion
Clinical Teaching Facility at ARRH	UGX 5 Billion
Construction of student Hostels (Male & Female)	UGX 5 Billion
Construct and furnish a multi-purpose lecture facility	50 Billion
Construct a 300-bed teachning hospital	26 Billion
Construct a Research lab & Pathogenic bank	45 billion
Construct incubation and Technology transfer centre	10 billion
Construct faculty of Law	22 billion
Construct Faculty of Social science	14.5 Billion
Construct Faculty of Tourism & Hospitality management	32.4 billion
Construct Faculty of Science	30 billion
Construct Faculty of Education	35 billion
Faculty of Medicine	45 billion
Construction of Faculty of Engineering & Built Spaces	28 billion
Construct Institute of Leadership & Governance	22 billion
Construct Institute of Culture & Languages	26.5 billion
Construct Graduate Training School	65 billion
Construct and furnish a Multi-purpose Lecture Facility	25 billion
Construct faculty of Law in Koboko	40 billion
Rehabilitation and Maintenance of University Buildings	UGX 30 Billion
Establish a Modern ICT Hub	UGX 80 Billion
Construction of the students' centre	UGX. 12 billion
Construction of a sports facility	UGX. 55 Billion
Construction of student Hostels (Male & Female)	UGX 25 Billion
Construct a Research lab & Pathogenic bank	UGX 28 Billion
Construct an incubation and Technology transfer centre	UGX 5 Billion
Construct Faculty of Social Science	UGX 5 Billion
Construct Faculty of Tourism & Hospitality management	50 Billion
Construct Faculty of Science	26 Billion
Construct Faculty of Education	45 billion
Construct Faculty of Agriculture	10 billion
Construct Institute of Leadership & Governance	22 billion
Construct Institute of Culture & Languages	14.5 Billion
Construct Graduate Training School	32.4 billion
Sub Total (Capital)	**756.4**

GRAND TOTAL (Recurrent + Capital) UGX 971.518 Billion

4.3 Funding Framework (Funding Sources And Estimated Contributions)

Table 18: Funding Framework (Funding sources and estimated contributions)

Source	Nature	Estimated Amount (UGX Billion)	Remarks
Government of Uganda (GoU)	On-budget (MTEF)	111.0	Covers ~70% of capital development, salaries, and academic programs
Development Partners & Donors	Off-budget	55.0	Focus on infrastructure, innovation, digital, and STEM
Research Grants & Collaborations	Off-budget	28.0	Competitive research funding (NRF, EU, RUFORUM)
Internally Generated Funds (IGFs)	On-budget	22.5	Tuition, short courses, consultancy, incubation
Public–Private Partnerships (PPPs)	Off-budget	16.0	Infrastructure, business hubs, ICT projects
Endowment & Alumni Contributions	Off-budget	8.0	Scholarships, CSR, donor giving
Other (Community & Local Government)	Off-budget	10.0	Agro and civic-based facility support
Infrastructure Development Partners	Off-Budget	756.4	To be solisted from development partners to support rolling out of academic programs to support economic transformation
Total		**971.518**	**Funding mix supports full implementation**

Key Notes:

a) The Government of Uganda (GoU) is expected to remain the primary financier of Muni University, particularly for salaries, infrastructure, and academic expansion.

b) Capital Development Projects, valued at UGX 756.4 billion, will be primarily financed through GoU allocations, development partner grants, and public–private partnerships (PPPs).

c) Significant funding is also forecast from development partners and research grants, especially aligned with the University's strategic emphasis on innovation, STEM, and digital transformation.

d) Internally Generated Revenue (IGR) and PPPs are projected to grow as Muni University strengthens business incubation, consultancy services, and market-oriented programs.

e) The increase in IGR, research grants, and endowment contributions reflects Muni University's proactive commitment to financial sustainability and funding diversification.

f) Alumni and endowment funding remain nascent, and projections are therefore made conservatively, with potential for expansion in the medium to long term.

g) To fully realize the financial targets, a concerted effort will be required to mobilize additional donor support, forge strategic industry partnerships, and expand the University's revenue-generating capacity through innovation and outreach.

4.4 Costing Assumptions and Service Delivery Standards

1. Costing is based on standard unit costs and government service delivery benchmarks (e.g., infrastructure cost per m^2, cost per graduate, cost per research output).
2. Capital project costs reflect market prices as of FY 2024/25 with an inflation factor of 5% annually.

3. Estimates use MoFPED MTEF ceilings and university financial performance trends (2019–2024).
4. Priority costing simulations are linked to key performance indicators:
    a) UGX 0.5M per student for e-learning support
    b) UGX 1.5M per short course developed and delivered
    c) UGX 50M per research grant proposal support
    d) UGX 200M per lab upgrade (science/engineering)
    e) UGX 300M per BIC or CUPF upgrade

4.5 Financial Capacity Assessment: MTEF Budget Projections (UGX Billion)

Table 19: Financial Capacity Assessment

Category	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage Recurrent	23.753	24.940	26.187	27.497	28.872	131.249
Non-Wage Recurrent	11.867	13.884	15.966	19.160	22.992	83.869
GoU Development	3.759	4.323	4.755	5.706	6.847	25.390
GoU Total	39.378	43.147	46.909	52.362	58.710	**240.506**
Donor Grants	194.3036	194.3036	194.3036	194.3036	194.3036	971.3036
Total incl. Grants	**233.6826**	**237.4506**	**241.2116**	**246.666**	**253.0146**	**1,212.0254**

Over the five-year period from 2025/2026 to 2029/2030, Muni University's financial outlook shows a generally positive trend. The total funding from the Government of Uganda (GoU), including donor contributions, is projected to grow from UGX 233.68 billion in 2025/26 to UGX 253 billion by 2029/30. This represents an average annual growth rate of about 8.5%, signaling increased financial support over time and a strong indication of commitment from government and partners toward the university's development.

4.6 Funding Gap Analysis (2025/2026–2029/2030)

Despite this upward trend, the University is expected to face a significant funding shortfall. Over the five-year strategic plan period, the total projected budget required to fully implement the plan stands at UGX 1.212 Trillion. However, there is a cumulative funding gap of UGX 971.3036 billion - meaning that approximately 80.15% of the required funding is not yet secured. This shortfall presents a considerable risk to the full implementation of the strategic plan unless additional resources are mobilized.

Table 20: Funding Gap Analysis (2025/26-2029/30)

Category	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage Recurrent	0.98	2.1	4.2	6.3	6.9	20.48
Non-Wage Recurrent	4.224	6.280	8.47	10.531	12.184	41.689
GoU Development	194.3036	194.3036	194.3036	194.3036	194.3036	971.3036
Total Gap	**199.5076**	**202.6836**	**207**	**211.1346**	**213.3876**	**1,033.687**

A closer look at the funding gaps reveals that the largest financial pressures lie in the non-wage recurrent and development expenditure areas. For non-wage recurrent activities-such as operational costs and program implementation - the funding gap is UGX 41.689 billion, which represents about half of the total projected need in this area. The situation is even more concerning for development expenditure, where the funding gap (UGX 971.3036 billion) actually exceeds the currently allocated amount (UGX 25.390 billion). This means that without supplementary funding, the University may struggle to implement key infrastructure and capital investment projects.

Donor funding remains stable at UGX 194.3036 billion per year, totaling UGX 971 billion over the five-year period. While this demonstrates a degree of external support, it also highlights a limited reliance on donor funding. This presents an opportunity for the University to pursue more partnerships and resource mobilization initiatives to strengthen its financial base.

4.7 Overall assessment of financial Capacity status

Muni University's financial position has several strengths that support the implementation of its strategic plan. These include: a) A steadily growing allocation from the Government of Uganda, showing continued national support; b) Well-defined projections for both wage and non-wage funding needs, ensuring clarity in financial planning; and Low dependence on arrears and external borrowing, reflecting prudent financial management.

However, some challenges must be addressed to ensure the full execution of the strategic plan: a) The funding gap of 45% is substantial and poses a serious risk if not filled through additional funding sources, b) Development expenditures are significantly underfunded, which may delay or limit infrastructure development and other capital investments and, c) There is limited diversity in the University's funding portfolio, with relatively low contributions from donors and external partners.

Muni University's financial capacity for implementing its 2025/2027- 2029/2030 Strategic Plan shows a positive growth outlook in budget allocations but is constrained by a significant funding gap. Without bridging this gap, full implementation may not be feasible. However, with strategic resource mobilization and prioritization, the University can still realize a substantial part of its strategic goals.

4.8 Resource Gaps and Mobilisation Strategies

Though funding projections align with the UGX 1.212 Trillion plan, **potential gaps** may arise due to:

a) Delayed government releases
b) Donor withdrawal or reprioritization
c) Underperformance in IGF targets

4.8.1 Strategies to address Resource Gaps

Table 21: Strategies to address resource gaps

Gap Area	Mitigation Strategy
Shortfall in GoU funding	Engage with Parliament and MoFPED via sector hearings and NDP-IV alignment
Underperformance in IGFs	Introduce market-driven short courses, boost admissions, rent facilities
Decline in donor grants	Strengthen proposal development, engage donor coordination forums
Low PPP uptake	Incentivize partnerships, offer land/use rights, fast-track MoUs
Weak alumni giving	Activate alumni chapters, digitize giving, launch targeted campaigns
Inflation and price volatility	Build in annual buffer of 5–10% in major capital project costing

4.8.2 Expenditure Strategy

1. Ensure transparency via regular audits and financial reviews.
2. Prioritize value-for-money and performance-based budgeting.
3. Establish a financial tracking and reporting system linked to KPIs.
4. Align expenditures with strategic priorities and monitor return on investment (ROI).
5. Regular audits and quarterly reviews to ensure transparency and accountability.

4.9 Implementation & Monitoring Framework

Table 22: Implementation & Monitoring Framework

Level	Responsibility
University Council	Oversight, donor relations
Vice Chancellor	Strategic leadership, high-level partnerships
Directorate of Planning	Financial tracking, donor reporting
Resource Mobilisation Committee	Stakeholder engagement, proposal development
Deans/Directors	Programme execution and delivery

4.10 Key Recommendations:

1. Adopt cost-control and outcome-based budgeting
2. Develop and implement a comprehensive strategy to attract more external funding from development partners, private sector, and philanthropic institutions.
3. Explore avenues for expanding internally generated funds (IGFs), e.g., through tuition, short courses, consultancy services, and commercial ventures.
4. Reprioritize strategic plan activities based on available funding; implement in phases focusing on high-impact, low-cost initiatives first.
5. Strengthen lobbying and advocacy with relevant ministries (Education, Finance) and Parliament for increased allocation.
6. Institute cost-saving measures and performance-based budgeting to ensure optimal use of the available resources.

This Resource Mobilisation framework positions Muni University to sustainably finance her Strategic Plan using a diversified funding mix. It addresses national planning guidelines, integrates MTEF estimates, and links costs to deliverables and performance indicators. Successful implementation requires proactive engagement with stakeholders and disciplined financial management.

INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE STRATEGIC PLAN

5

5.1 Introduction

To ensure the effective execution of the 2025/26–2029/30 Strategic Plan, Muni University will adopt a coordinated, multi-tiered implementation arrangement. This structure will facilitate inter- and intra-sectoral collaboration, promote efficiency in resource use, and strengthen accountability at all levels of the institution.

5.2 Coordination framework

The following organs will be central to the coordination of the Strategic Plan:

5.2.1 Coordination structures and responsibilities

Table 23: Coordination structures and responsibilities

Structure	Roles and Responsibilities
University Council	Approves the Strategic Plan, oversees policy, governance, and resource mobilization at the highest level.
Senate	Oversees academic programmes and quality assurance in line with strategic objectives.
Top Management Committee (TMC)	Provides overall strategic oversight, guides cross-departmental synergies, and reviews progress quarterly.
Directorate of Planning and Development (DPD)	Primary coordinating body for implementation, M&E, resource mobilization tracking, and reporting.
Strategic Plan Implementation Committee (SPIC)	A cross-functional team chaired by the VC/Deputy VC to coordinate execution of specific interventions across departments.
Faculties, Directorates & Departments	Responsible for implementing specific strategic actions, tracking outputs, and reporting to DPD.
Resource Mobilisation and Grants Unit	Coordinates donor engagement, proposal writing, and tracking of external funding.
Students' Guild and Staff Associations	Serve as key stakeholders in feedback, accountability, and shared responsibility for implementation success.

5.2.2 Sectoral interfaces and coordination Mechanisms

Muni University will coordinate implementation across the following sectors:

Table 24: Mechanism for coordination

Sectoral Interface	Mechanism for Coordination
Education and Research	Joint academic-industry advisory boards, tracer studies, curriculum reviews
ICT Sector	Partnerships for Smart Campus tools and digital innovation hubs
Agriculture and Industry	Through MULGI, CUPF, and BIC supporting community transformation
Local Government and Civil Society	Joint service delivery initiatives and outreach programmes

5.2.3 Implementation reforms:

a) Results-Based Management (RBM) will be adopted.

b) A digital Strategic Plan Monitoring Dashboard will be developed and maintained.

c) Institutional Key Performance Indicators (KPIs) will be aligned with departmental work plans.

d) Annual Strategic Plan performance reviews will inform budget priorities.

5.3 Sustainability Arrangements

To maintain momentum throughout and beyond the five-year plan, Muni University will pursue sustainability across three dimensions: institutional, programmatic, and financial.

5.3.1 Institutional Sustainability

Table 25: Institutional Sustainability

Measure	Description
Capacity Building	Strengthen staff capabilities through continuous professional development (CPD), mentoring, and knowledge management.
Governance Reforms	Regular policy reviews, strengthening of council/committee structures, and promotion of inclusive decision-making.
ICT Integration	Institutionalize digital systems for learning, records management, and administration (Smart Campus).

5.3.2 Program Sustainability

Table 26: Program Sustainability

Measure	Description
Demand-Driven Programmes	Continuous alignment of academic offerings to labour market needs and national development goals.
Curriculum Innovation	Introduce interdisciplinary, competency-based, and STEM-focused programmes to stay relevant and adaptable.
Quality Assurance Systems	Institutionalize programme reviews, student and employer feedback, and external evaluations.

5.3.3 Financial Sustainability

Table 27: Financial Sustainability

Strategy	Key Elements
Diversification of Revenue	Expand IGFs through short courses, consultancy services, and facility rentals.
Endowment Fund and Alumni Giving	Establish an alumni fund and corporate philanthropy campaigns to finance scholarships and capital projects.
Partnerships and Grants	Scale up grant writing capacity and build consortia for multi-institutional funding.
Cost Control Measures	Introduce e-procurement, energy efficiency, and internal audit reforms to optimize spending.

5.3.4 Risks and Mitigation Measures

Table 28: Risks and Mitigation Measures

Risk Area	Potential Risk	Mitigation Strategy
Institutional	Staff attrition, policy inconsistency	Develop retention schemes and succession planning
Financial	Budget shortfalls	Activate PPPs and off-budget financing strategies
Programmatic	Low uptake of new programmes	Conduct market research and enhance marketing strategies

5.4 Monitoring and Reporting

Progress will be tracked through:

a) Quarterly performance reports by implementing units

b) Annual Strategic Plan Reviews led by DPD

c) Mid-Term Review (MTR) in FY 2027/28

d) Final evaluation report in FY 2029/30 to inform the next planning cycle

The implementation arrangements described provide a robust and inclusive structure that ensures accountability, effective coordination, and sustainability of Muni University's Strategic Plan. With appropriate reforms, dedicated leadership, and efficient resource utilization, the University is well positioned to achieve its strategic goals and contribute significantly to national development.

COMMUNICATION AND FEEDBACK STRATEGY/ARRANGEMENTS

6

6.1 Introduction

A well-structured, transparent, and inclusive communication and feedback system is crucial for the successful implementation of Muni University's Strategic Plan. The proposed strategy will ensure that all stakeholders are informed, engaged, and empowered to contribute meaningfully to the realisation of the University's strategic objectives over the next five years.

6.2 Objectives of the Strategy

a) Ensure that all stakeholders are informed, engaged, and aligned with the Strategic Plan.
b) Facilitate transparency, accountability, and data-driven decision-making.
c) Create effective two-way communication channels for timely feedback, learning, and adaptation.
d) Promote ownership, participation, and continuous improvement across the University.

6.3 Target Stakeholders and Audiences

Table 29: Target Stakeholders and Audiences

Category	Examples
Internal	Council, Management, Senate, Faculty, Staff, Students, Unions
External	Government (MoES, MoFPED, NCHE), Development Partners, Community, Alumni, Industry, Media

6.4 Key Communication and feedback strategies

6.4.1 Internal Communication Mechanisms

Table 30: Internal Communication Mechanisms

Strategy	Description	Frequency	Responsibility
Monthly Implementation Briefs	Summaries of departmental progress, challenges, and KPIs	Monthly	DPD, SPIC
Strategic Plan Bulletin (Digital + Print)	A quarterly newsletter highlighting milestones and key stories	Quarterly	Directorate of Planning & Development
Departmental Town Halls	Interactive sessions for updates, feedback and problem-solving	Quarterly	Heads of Units
Performance Dashboard	Real-time online dashboard tracking KPI progress	Continuous	DPD, ICT Unit
Intranet Updates	Upload policy changes, reports, minutes, events	Continuous	ICT Unit
Email Alerts & Memos	Targeted updates on key events, reforms, or outcomes	As needed	VC's Office, Registrar

6.4.2 External Communication Channels

Table 31: External Communication Channels

Channel	Purpose	Audience	Medium
Strategic Plan Summary Document	Share vision, goals and strategies in simple language	All stakeholders	Print & PDF
Annual Stakeholders Forum	Share progress, seek feedback, strengthen partnerships	Government, community, alumni, partners	Physical + Online
University Website (Strategic Plan Section)	Central hub for updates, reports, resources, data	All stakeholders	Web
Community Radio Talk Shows	Discuss progress and solicit views from the public	Local communities	Radio
Social Media Campaigns	Disseminate updates, events, and visuals	Youth, students, public	Facebook, X, LinkedIn
Press Releases & Media Briefings	Update the press on key achievements and reforms	Media, public	Print/TV/Online

6.4 Feedback and learning loops

Table 32: Feedback and learning loops

Mechanism	Purpose	Tools Used	Responsibility
Online Feedback Portal	Enable real-time submission of ideas, issues, and praise	Web form, chatbot, email	ICT Unit, DPD
Annual Strategic Plan Review Workshops	Stakeholder reflection on implementation and updates	Surveys, breakout groups, SWOT	DPD
Student & Staff Satisfaction Surveys	Gather feedback on services and interventions	Online survey tools (e.g., Google Forms)	QA Unit, DPD
Suggestion Boxes & Digital Polls	Anonymous input from staff/ students/community	Boxes at key locations, Telegram polls	QA Unit
External Evaluations & Tracer Studies	Assess long-term impact and inform plan revision	Independent evaluators	QA Unit, DPD

6.5 Key Messages to be Communicated

a) The Strategic Plan's vision, goals, and relevance to national and community development.

b) The role of each stakeholder in achieving the Plan's outcomes.

c) The progress made and areas needing improvement.

d) The value of collective effort, innovation, and accountability.

6.6 Tools and Innovations

Table 33: Tools and Innovations

Tool/Platform	Functionality
Strategic Plan Implementation App (Mobile/ Web)	Track KPIs, share reports, submit feedback
Digital Suggestion Wall (e.g. Padlet/Mural)	Crowdsourced ideas from staff and students
Chatbot on University Website	Answer FAQs on strategic priorities and timelines
Infographics & Short Videos	Communicate complex data simply to all audiences
QR Code Links on Posters/Notices	Direct users to online dashboards, policies, etc.

6.7 Monitoring and Evaluation of Communication Strategy

Table 34: Monitoring and Evaluation of Communication Strategy

Metric	Indicator	Target
Reach	% of staff/students aware of plan objectives	≥ 90%
Engagement	# of feedback entries received annually	≥ 200
Responsiveness	% of feedback acted on within 3 months	≥ 80%
Satisfaction	Stakeholder satisfaction score (annual survey)	≥ 85%

6.8 Budget and Resource Considerations

The implementation of this strategy will be supported by:

a) ICT infrastructure upgrades

b) A dedicated Communications Officer under the DPD

c) Partnerships with local radio and press

d) Internships for communication/media students

An estimated annual budget of UGX 80–120 million is projected for communication activities (print, digital, radio, staff time, events).

RISK ANALYSIS AND MANAGEMENT

7

7.1 Introduction

Effective implementation of the Muni University Strategic Plan requires proactive identification, assessment, and management of potential risks. The following table outlines the major risks grouped by categories, their potential impact, likelihood, and corresponding mitigation strategies.

7.2 Risk analysis and mitigation

Table 35: Risk Analysis and Mitigation

Category	Risk	Potential Impact	Likelihood	Priority Level	Key Mitigation Measures
Financial and Resource	Inadequate government budget releases	Slow implementation, limited service delivery	High	Critical	▯ Strengthen advocacy with MoFPED & Parliament ▯ Align plan with MTEF ▯ Cost efficiency prioritization
Financial and Resource	Failure to mobilize external funds	Funding shortfalls, halted projects	High	Critical	▯ Establish RM & Grants Unit ▯ Develop bankable proposals ▯ Engage in grant consortia
Operational and Capacity	Inadequate staffing (academic & administrative)	Reduced efficiency, limited programme expansion	High	Critical	▯ Implement targeted recruitment ▯ Offer incentives & career growth ▯ Use adjuncts
Academic & QA	Delays in curriculum approval & accreditation	Delayed rollout, loss of enrolment	High	Critical	▯ Early NCHE engagement ▯ Align timelines with calendar ▯ Curriculum development team
Strategic & Governance	Inadequate coordination between departments	Fragmented implementation, duplication	High	Critical	▯ SOPs & role clarity ▯ Cross-department planning ▯ Performance-based reviews

a) Five risks stand out with both high likelihood and high impact.

b) These span across governance, finance, operations, and academics, indicating a cross-functional vulnerability.

c) Immediate establishment or strengthening of institutional mechanisms (e.g., a Grants Unit, M&E and coordination frameworks, and curriculum teams) is essential.

7.3 Risk Monitoring and Response Framework

Table 36: Risk Monitoring and Response Framework

Tool	Purpose
Risk Register	Maintain a centralized, regularly updated list of risks with assigned owners
Quarterly Risk Review Meetings	Assess new risks and review mitigation effectiveness
Early Warning Indicators (EWIs)	Track leading indicators for key risk areas (e.g., budget shortfalls, enrolment dips)
Contingency Budgeting	Allocate up to 5% of annual budget for responding to emergent risks

7.4 Other Recommendations

1) Risk ownership should be embedded at all levels, i.e., each department must identify and manage its operational risks.

2) Risk mitigation progress will be part of performance appraisal for Heads of Departments and strategic plan leads.

3) Staff will undergo basic training in enterprise risk management and contingency planning.

4) Use evidence from M&E and risk data to revise strategies annually.

MONITORING AND EVALUATION

8

8.1 Monitoring and Evaluation Arrangements

Muni University will establish robust Monitoring and Evaluation (M&E) arrangements to track progress, assess performance, and inform evidence-based decision-making throughout the implementation of the Strategic Plan (SP). The M&E system will ensure timely collection, analysis, and reporting of data on key performance indicators (KPIs), resource utilization, and achievement of outputs and outcomes.

8.2 Key Components:

Muni University has established a robust institutional framework to guide the effective monitoring and evaluation (M&E) of its Strategic Plan implementation. Central to this framework is the M&E Unit, which operates under the Directorate of Planning and Development. This Unit is tasked with coordinating all M&E activities across the University, ensuring coherence, standardization, and alignment with institutional goals. It will work collaboratively with faculties, departments, directorates, and centers to systematically track performance indicators, assess progress, and inform decision-making.

To promote inclusivity and shared ownership of the M&E process, the University will constitute a Strategic Plan Implementation and M&E Committee. This multi-stakeholder body will include representatives from academic and administrative units, the student body, and selected external stakeholders. The Committee will provide oversight, ensure transparency, and facilitate dialogue on implementation progress and performance across all areas of the University.

In addition, Muni University's M&E system will be fully aligned with national frameworks, specifically the National Integrated Monitoring and Evaluation System (NIMES) and the Programme-Based Budgeting System (PBS) managed by the Ministry of Finance, Planning and Economic Development (MoFPED). This alignment will enhance consistency in reporting, facilitate compliance with government requirements, and position the University to contribute effectively to national development goals.

To support real-time data tracking and enhance evidence-based decision-making, the University will maintain a Strategic Plan Dashboard integrated into the existing Management Information System (MIS). This digital platform will allow continuous monitoring of key performance indicators (KPIs), provide visual insights into progress, and enable timely interventions where necessary.

8.3 Progress Reporting

Timely reporting will be a central pillar of M&E at Muni University. The following reports will be prepared:

Table 37: Progress Reporting

Type of Report	Frequency	Prepared by	Submitted to
Quarterly Progress Reports	Quarterly	Departmental M&E Focal Persons	Directorate of Planning and M&E Committee
Annual Performance Report	Annually	Directorate of Planning	University Council, MoES, MoFPED
Programme/Project Reports	Per project cycle	Project/Programme Heads	Planning Unit & Donors (if applicable)

Key Reporting Tools:

a) Activity monitoring templates
b) Budget performance templates
c) KPI tracking sheets
d) Outcome narrative reports

8.4 Unversity Performance Annual Review

Muni University, as a government entity under the Ministry of Education and Sports (MoES), will conduct Annual Performance Reviews (APRs) in accordance with the planning and accountability frameworks of the Government of Uganda (GoU). These reviews serve as a key mechanism for evaluating institutional progress, strengthening transparency, and ensuring alignment with national development priorities.

The primary objectives of the annual performance review process are to assess progress made toward the achievement of Strategic Plan targets, identify implementation challenges along with possible solutions, provide evidence-based input into the Medium-Term Expenditure Framework (MTEF) and budgeting processes, and foster dialogue by engaging both internal and external stakeholders in a joint reflection on the University's performance.

The review process will be participatory and data-driven. It begins with all departments, faculties, and units conducting self-assessments of their performance against agreed-upon targets and indicators. These self-assessments are then compiled and analyzed by the Directorate of Planning and Development, which produces a consolidated Annual Performance Review report.

The findings of the report are then presented and discussed during an Annual Stakeholder Review Meeting, which brings together representatives from the University's internal community as well as external partners, including government agencies and development partners. Following this engagement, the results of the performance review are formally shared with the Ministry of Education and Sports (MoES), the Ministry of Finance, Planning and Economic Development (MoFPED), the National Planning Authority (NPA), and relevant development partners to inform national planning, policy, and resource allocation decisions.

8.5 Mid-Term Review

A comprehensive Mid-Term Evaluation (MTE) of Muni University's Strategic Plan will be undertaken in the Financial Year 2027/28 to assess the relevance, efficiency, effectiveness, and sustainability of implemented interventions. This critical assessment will serve as a milestone in the strategic planning cycle, offering insights into the University's progress and enabling timely course corrections.

The evaluation will focus on several key aspects: measuring the extent to which the University is advancing toward its strategic outcomes, assessing the functionality of institutional arrangements and ongoing reforms, validating existing performance targets, and identifying any emerging priorities or gaps that require attention.

To ensure objectivity and credibility, the evaluation will be conducted by independent external evaluators, while the internal Monitoring and Evaluation (M&E) Unit will provide coordination and logistical support. A mixed-methods approach will be employed, combining the analysis of quantitative Key Performance Indicators (KPIs) with qualitative feedback gathered through stakeholder consultations. These consultations will engage a broad range of stakeholders including students, academic and administrative staff, community representatives, employers, and development partners.

The outputs of the Mid-Term Evaluation will include a detailed MTE Report, potential revisions to the Strategic Plan Implementation Matrix based on findings, and proposed enhancements to the M&E system to improve data collection.

8.6 End-of-Term Evaluation

A comprehensive End-of-Term Evaluation (ETE) will be conducted in the Financial Year 2029/30 to assess the overall impact and sustainability of Muni University's Strategic Plan. This evaluation will serve as a capstone to the implementation period, providing a thorough analysis of the long-term effects of the University's interventions on institutional performance and community development.

The primary purpose of the ETE is to document success stories, lessons learned, and challenges encountered throughout the Strategic Plan period. It will evaluate the extent to which the planned objectives and outcomes have been achieved, the transformative changes realized within the University and its surrounding communities, and the sustainability of key interventions. Additionally, the ETE will ensure accountability to internal and external stakeholders and generate evidence to inform the design and priorities of the subsequent strategic plan.

The evaluation will be led by an external team of independent experts, commissioned by the University Council to ensure impartiality and rigor. The methodology will include impact evaluation techniques for selected strategic interventions, employing baseline and endline comparisons, tracer studies of graduates and programs, and comprehensive beneficiary surveys. This robust approach will allow for a data-driven assessment of the Strategic Plan's effectiveness and provide actionable insights for future planning and institutional growth.

8.7 Monitoring and Evaluation Results Framework

The **M&E Results Framework** provides a logical structure for monitoring inputs, activities, outputs, outcomes, and impacts over the plan period. The Monitoring and Evaluation Plan will serve as a vital tool for tracking the implementation, outcomes, and impact of Muni University's Strategic Plan. By linking performance to decision-making, learning, and accountability, the University will ensure that it remains on track to achieve its mission of excellence in education, research, and community transformation.

Table 38: Summarised Monitoring and Evaluation Framework

Strategic Objective	Outcome	Output	Activities	Indicator	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
Expand inclusive access and enhance quality	Expanded equitable access to relevant and quality higher education	Academic programmes expanded and quality assured	Review curricula; develop CBE curricula; engage industry; seek NCHE accreditation	No. of accredited programmes	34	45	56	67	78	90
Expand inclusive access and enhance quality	Same	Teaching and learning facilities expanded and equipped	Construct lecture facilities; equip laboratories; procure furniture and ICT; rehabilitate facilities	No. of teaching/ learning facilities expanded/ equipped	2	4	6	8	10	12
Strengthen research and innovation	Enhanced research and innovation capacity	Research infrastructure strengthened	Construct laboratories; procure research equipment; establish research hubs	Functional research laboratories/ innovation hubs	1	2	3	4	5	6
Promote community transformation	Strengthened university-community-industry linkages	Partnerships strengthened	Develop MoUs; industry engagement; joint research and training	Active partnerships	15	25	35	50	65	80
Talent management	Improved staff performance and productivity	Performance management strengthened	Performance agreements; appraisal; feedback; capacity development	% staff appraised annually	20%	40%	60%	75%	90%	100%
Institutional capacity	Improved governance, infrastructure and digital systems	Planning and M&E strengthened	Monitoring visits; annual reviews; M&E reports; evaluations	No. of project M&E reports	14	28	32	40	48	60

8.8 Key Results

Vote Implementation Action Plan (Results Framework and Detailed Cost Implementation Matrix) Muni University

8.8.1 Programme and Strategic Alignment Matrix

Table 39: Key Strategic Plan Results

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
Program Name: Human Capital Development Programme									
Programme Goal: A healthy, knowledgeable, skilled, ethical, and productive population									
To position the University as a leading institution in Science, Technology, Innovation, and Community Transformation for regional and international development	Gross enrolment ratio in undergraduate programmes at Muni University	1,406	3000	3,500	4,500	6,000	7,000	University Annual Report	Academic Registra
	Gross enrolment ratio in graduate programmes at Muni University	400	500	650	800	1,000	1,200	University Annual Report	Academic Registra
	Percentage of accredited programs aligned with national development priorities	65%	70%	75%	80%	90%	95%	University Annual Report	DVC-A&A
	Percentage of graduates from STEM-aligned programs	45%	50%	55%	60%	65%	70%	University Annual Report	DVC-A&A
	University ranking at the continental level	Not ranked among top 500 African universities	Top 500	Top 450	Top 400	Top 350	Top 300	University Annual Report	Vice Chancellor
	Percentage of innovations and start-ups supported through university incubation hubs	5%	10%	20%	35%	50%	65%	University Annual Report	DGTRI

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
Programme Objective 2: To produce a knowledgeable, skilled and ethical labour force (with emphasis on science and technology; STEI/STEM in education and TVET)									
Strategic Objective 1: To expand inclusive access and enhance the relevance and quality of academic and other training programmes									
Vote outcome 1.1 / PIAP Intermediate Outcome 2.1.1: Expanded equitable access to relevant, quality, labour-market-responsive higher education and training	Proportion of academic staff establishment filled	38.1%	44.10%	50.10%	56.10%	62.10%	70%	University annual reports	Director of Human Resources
	Proportion of graduate research published in recognised journals	15%	17%	22%	30%	35%	45%	DRIP research reports/AR Reports	Director of DRIP
	Muni University's position in Africa	7	6	5	4	3	1	Times Higher Education/ Webmetrics	Director of QA
	Global ranking of Muni University	929	800	700	600	500	401	Times Higher Education/ Webmetrics	Director QA and DRIP
PAIP Intermediate outcome 2.1.1: Increased access to quality higher education and training with strong emphasis on STEM/ STEI and TVET Programmes	Percentage increase in student enrolment in STEM/STEI programs annually	10%	20%	30%	40%	50%	60%	Admissions and enrolment reports	Academic Registrar
	Percentage of female - male students enrolled in STEM/STEI Programs annually	30:70	32:68	35:65	40:60				Academic Registrar
	Number of students enrolled	2,066	2,686	3,492	4,539	5,901	7,600	Academic Registrar records	Academic Registrar
	Number of accredited academic programmes	34	45	56	67	78	90	NCHE accreditation records	Academic Registrar / QA Directorate

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
	Percentage of programmes reviewed and competence-based	5%	20%	40%	60%	80%	100%	Curriculum review reports	QA Directorate
	Number of programmes reviewed with industry participation	5	10	20	30	40	50	Senate and curriculum review reports	Academic Registrar
	Number of new faculties operationalised	0	1	2	3	4	5	Council/Senate records	Vice Chancellor / Academic Registrar
	Number of new campuses operationalised	0	1	1	2	2	3	University reports	University Management
	Percentage of programmes delivered through blended/online modes	10%	20%	35%	50%	65%	80%	ICT/LMS reports	ICT Directorate
	Number of teaching and learning facilities expanded/equipped	2	4	6	8	10	12	Estates and infrastructure reports	Estates Department
	Number of student-led innovation projects supported	5	10	20	30	40	50	Research and innovation reports	Directorate of Research and Innovation
	Functional student support services strengthened	0	1	1	1	1	1	Dean of Students reports	Dean of Students
	Improved access to physical and digital library resources	40%	10%	10%	10%	20%	10%	Library reports	University Librarian
	Number of partnerships with industry and employers established	3	6	10	15	20	25	MoUs and partnership reports	Directorate of Partnerships
	Number of STEM/ STEI-focused alliances established	0	2	4	6	8	10	Partnership and collaboration reports	University Management

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
Strategic Objective 2: Strengthen Institutional and Human Capacity for Impactful Research and Innovation									
Outcome 2.1: Enhanced institutional research, innovation, commercialization, and knowledge generation capacity for national and regional transformation	% increase in peer-reviewed publications in high-impact or indexed journals	5%	10%	15%	20%	30%	40%	University Annual Reports, Publication Databases, Research Reports	DGTRI
	% innovations commercialized or adopted by industry, government, or communities	0%	5%	10%	15%	25%	40%	Innovation and Technology Transfer Reports, University Annual Reports	DGTRI
	% of staff trained in grant acquisition and management	0	30%	45%	60%	75%	90%	Training reports	Directorate of Research and Innovation
	Number of funded research projects	12	15	18	21	23	25	Research project reports	Directorate of Research and Innovation
	% of staff trained in graduate supervision and programme management	0	20%	35%	50%	60%	70%	Graduate School reports	Directorate of Graduate Training
	Number of research and innovation policies/ guidelines developed or reviewed	0	1	2	3	4	5	Policy records	University Council / Senate
	Functional University Research Ethics Committee established	0	1	1	1	1	1	Senate / REC reports	Directorate of Research
	Number of local and international research partnerships	28	20	40	60	80	100	Signed MoUs and partnership reports	Vice Chancellor / DRI
	Average number of publications per faculty member annually	101	1	1.5	2	2.5	3	Publication databases	Faculties / Directorate of Research

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
	Number of centres of excellence operationalized	0	0	1	1	2	2	University reports	Vice Chancellor
	Number of innovations/ technologies commercialized	0	1	2	3	4	5	Innovation commercialization reports	Innovation and Technology Transfer Unit
	Number of student-led innovative science-based projects supported	5	10	15	20	25	30	Innovation and research reports	Directorate of Research and Innovation
	Number of functional research laboratories and innovation hubs established	1	2	3	4	5	6	Infrastructure reports	Estates Department / DRI
	Number of innovation and commercialization partnerships established	0	5	10	15	20	25	Partnership and commercialization reports	Innovation & Technology Transfer Unit
	% of staff trained in grant acquisition and management	Low	30%	45%	60%	75%	90%	Training reports	Directorate of Research and Innovation
	Number of funded research projects	12	15	18	21	23	25	Research project reports	Directorate of Research and Innovation
	Percentage of staff trained in graduate supervision and programme management	10%	20%	35%	50%	60%	70%	Graduate School reports	Directorate of Graduate Training
	Number of research and innovation policies/ guidelines developed or reviewed	0	1	2	3	4	5	Policy records	University Council / Senate
	Functional University Research Ethics Committee established	1	1	1	1	1	1	Senate / REC reports	Directorate of Research

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
Strategic Objective 3: Promote Community Transformation and Industrial Development									
Strategic Intervention 3: Promote industry-driven and Employer led TVET and Higher Education skilling and training									
Outcome 3.1: Strengthened university-community-industry linkages for socio-economic transformation, innovation, entrepreneurship and inclusive local development	Number of active university-community-industry partnerships and collaborations	15	25	35	50	65	80	MoUs, Partnership Reports, Annual Reports	DVC-F&A / DGTRI
PIAP Intermediate outcome: 9:1.1: Increased university-community-industry collaboration and local economic participation	Percentage increase in community outreach and extension programmes implemented	10%	20%	35%	50%	65%	80%	Outreach Reports, Annual Reports	Directorate of Community Engagement
	Functional Community Engagement Policy approved and implemented	0	1	1	1	1	1	Council/Senate records	Directorate of Community Engagement
	Number of community engagement projects implemented	1	2	4	6	8	10	Project reports	Faculties / Community Engagement Directorate
	Number of formalized university-industry partnerships	1	2	4	6	8	10	Signed MoUs	Vice Chancellor / Partnerships Office

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
	Number of community members participating in outreach programmes annually	100	500	1,000	1,500	2,000	2,500	Outreach reports	Community Engagement Directorate
	Functional incubation programmes and supported enterprises	0	1	1	1	1	5	BIC reports	Business Incubation Centre
	Number of start-ups and community enterprises supported through incubation	0	5	10	15	20	25	Incubation and enterprise reports	Business Incubation Centre
	Functional Leadership and Governance Institute established	0	1	1	1	1	5	University reports	University Management
	Functional Institute established	0	1	1	1	1	1	Senate reports	University Management
	Percentage of academic programmes with service-learning components	5%	15%	25%	40%	50%	60%	Curriculum review reports	Academic Registrar / QA
	Number of partnerships between communities, industry and academic units	Few	3	6	10	15	20	Partnership reports	Partnerships Office
	Number of entrepreneurship and innovation training initiatives conducted annually	Few	5	10	15	20	25	Training reports	Business Incubation Centre

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
Strategic Objective 4: Cultivate and Nurture a High-Performing Institutional Culture for Effective Talent Management									
Outcome 4.1: Enhanced institutional performance, staff productivity, motivation, leadership and talent management systems for effective university service delivery	Annual growth rate in internally generated revenue	4%	10%	14%	22%	26%	30%	Finance and Univesity Annual Reports	University Bursar
	Staff satisfaction index with institutional management systems	5	6	7	8	9	10	Quality Assurance and University Annual Reports	Director Quality Assurance
	Number of infrastructure projects completed on time and within budget	4	8	12	18	20	22	Estates and University Annual Reports	Chief Engineer
	An M&E policy and institutional framework developed	0	1	0	0	0	0	Planning and University Annual Reports	Manager Planning
	Annual report on the status of implementation of the strategic plan in place	1	1	1	1	1	1	Planning and University Annual Reports	Manager Planning
	Number of monitoring visits conducted	13	26	28	30	32	36	Planning and University Annual Reports	Manager Planning
	Joint annual review conducted	0	1	1	1	1	1	Planning and University Annual Reports	Manager Planning
	Number of project monitoring and evaluation reports produced	14	28	32	40	48	60	Planning and University Annual Reports	Manager Planning
	Midterm evaluation report	1	0	0	1	0	0	Planning and University Annual Reports	Manager Planning
	End-term evaluation report	1	0	0	0	0	1	Planning and University Annual Reports	Manager Planning

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
PIAP Intermediate outcome: 9:1.1: Improved institutional governance, infrastructure, digital systems, and financial sustainability	Percentage of staff appraised annually using the new performance management system	20%	40%	60%	75%	90%	100%	HR appraisal reports	Directorate of Human Resources
	Percentage staffing establishment filled	24.4%	30%	35%	40%	45%	50%	HR establishment records	Directorate of Human Resources
	Percentage of staff benefiting from leadership and talent development programmes	10%	20%	35%	50%	60%	70%	Training reports	Human Resources Directorate
	Percentage employee satisfaction rate from staff surveys	10%	50%	60%	70%	80%	90%	Staff survey reports	Human Resources Directorate
	Functional staff reward and recognition framework implemented	1	1	1	1	1	1	HR and Council reports	Human Resources Directorate
	Number of institutional staff engagement and communication platforms operationalized	1	2	4	6	8	10	Internal communication reports	University Secretary / HR
	Functional workforce planning and staff deployment system operationalized	1	1	1	1	1	5	HR reports	Directorate of Human Resources
	Percentage of staff trained in digital systems and competence-based service delivery	Low	20%	35%	50%	65%	80%	ICT and HR training reports	HR Directorate / ICT Directorate
	Percentage compliance with institutional reporting and accountability systems	20%	60%	70%	80%	90%	100%	Audit and performance reports	University Secretary

Result	Indicator	Baseline 2023/24	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Target 2029/30	Data Source	Responsible Person
	Number of staff wellness, mentorship and engagement programmes implemented annually	1	3	5	7	9	12	HR and welfare reports	Human Resources Directorate
Strategic Objective 5: : Enhance the Institutional Capacity of the University to Effectively Deliver Her Mandate									
Outcome 5.1: Improved institutional governance, infrastructure, digital systems, and financial sustainability systems for effective university service delivery	Percentage annual increase in internally generated revenue (IGR)	10%	30%	30%	30%	30%	30%	Financial reports	Finance Directorate
	Number of policies developed/reviewed	3	9	18	27	36	45	Council/Senate records	University Secretary
	Functional digital transformation systems operationalized	1	1	1	1	1	5	ICT reports	ICT Directorate
	Percentage completion of priority infrastructure projects	1	20%	40%	60%	80%	100%	Engineering and Estates reports	Estates and Works Directorate
	Number of international collaborations/exchange programmes	1	5	10	15	20	25	MoUs and partnership reports	International Relations Office
	Functional investment company operationalized	1	1	1	1	1	1	Investment Company reports	University Council / Finance Directorate
	Amount mobilized through Endowment Fund (UGX Billion)	1	1	2	4	6	8	Endowment Fund reports	Advancement Office / Council
	Annual institutional performance reviews conducted	0	1	1	1	1	5	Performance reports	Planning Directorate
	Percentage annual increase in internally generated revenue (IGR)	10%	30%	30%	30%	30%	30%	Financial reports	Finance Directorate
	Number of policies developed/reviewed	3	9	18	27	36	45	Council/Senate records	University Secretary

8.9 Specific Targets and Faculty-Level Allocations

The specific targets presented in this section have been developed to operationalise the objectives and targets set out in the **Muni University Strategic Plan for the period 2025/2026–2029/2030**. They translate the University's institutional-level strategic targets into measurable annual targets for key performance areas, including staff recruitment, research publications and grants, ICT equipment, patient management, student enrolment and graduation, academic programme development and accreditation/re-accreditation, and staff capacity development. The allocations have been structured in line with the University's broad functional and academic areas, while giving particular emphasis to the strategic priorities of expanding access and academic programmes, strengthening STEM, health and agriculture-related training, promoting research and innovation, enhancing ICT-enabled teaching and learning, and strengthening institutional capacity. This approach provides a practical basis for assigning responsibility, tracking annual performance and assessing the University's progress towards its strategic targets by FY 2029/2030.

8.9.1 Human Resource targets

Muni University set the minimum net staffing target at approximately 325 additional staff, taking the University from approximately 310 staff to approximately 635 staff, equivalent to 50% of the estimated approved establishment.

However, because staff attrition will continue to occur, the Human Resource Department should undertake replacement recruitment in addition to the net-growth target. This distinction is important in a Government PIM/Strategic Plan.

Table 40: Staff Recruitment Targets (60% of 310)

Faculty/Department	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Faculty of Techno-science	6	6	7	7	7	33
Faculty of Education	5	5	5	5	6	26
Faculty of Science	3	3	3	4	5	18
Faculty of Health Sciences	6	7	6	7	7	33
Agriculture & Environment	2	2	2	2	4	12
Faculty of Management Sciences	7	8	8	7	6	36
Support Services/Other Departments	6	7	7	6	5	31
Total	**35**	**38**	**38**	**38**	**40**	**189**

Strategic Plan baseline: approximately 24.4% of the approved establishment filled.

Strategic Plan end target: 50% of the establishment filled by 2029/30.

8.9.2 Research Publications Targets

The Strategic Plan emphasises increased research productivity and targets at least three publications per faculty member per year, together with growth in high-impact publications.

Using the previous performance of **68 publications** as the operational baseline, the proposed allocation is:

Table 41: Research Publication targets

Faculty/Department	2025/26	2026/27	2027/28	2028/29	2029/30	5-Year Total
Faculty of Techno-science	12	14	15	17	18	**76**
Faculty of Education	10	11	12	13	14	**60**
Faculty of Science	10	12	13	14	15	**64**
Faculty of Health Sciences	14	16	18	19	21	**88**
Agriculture & Environment	8	9	10	11	12	**50**
Faculty of Management Sciences	8	10	11	12	13	**54**
Support Services/Other Departments	3	3	4	4	5	**19**
Total Publications	**65**	**75**	**83**	**90**	**98**	**411**

Baseline: 68 publications/year.

Proposed 2029/30 target: 98 publications/year.

8.9.3 ICT Equipment Purchased/Deployed

The Strategic Plan identifies ICT and e-learning infrastructure as a strategic priority and targets increased use of digital tools.

A proposed institutional allocation is:

Table 42: ICT Equipment Purchased/Deployed

Faculty/Department	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Faculty of Techno-science	25	30	35	35	40	**165**
Faculty of Education	15	20	25	25	30	**115**
Faculty of Science	20	25	30	30	35	**140**
Faculty of Health Sciences	25	30	35	35	40	**165**
Agriculture & Environment	15	20	20	20	25	**100**
Faculty of Management Sciences	20	25	30	30	35	**140**
Support Services/Other Departments	30	50	45	45	45	**215**
Total ICT Equipment	150	200	220	220	250	**1,040**

Baseline: To be established through an ICT equipment/asset inventory.

Proposed target: 1,040 ICT devices/equipment items purchased or deployed over five years.

8.9.4 Patients Managed

Table 43: Patients Managed

Faculty/Department/Service Area	2025/26	2026/27	2027/28	2028/29	2029/30
Faculty of Health Sciences	Baseline	+10%	+15%	+20%	+25%
University Health Services/Clinic	Baseline	+10%	+15%	+20%	+25%
Clinical Training/Teaching Facilities	Baseline	+10%	+15%	+20%	+25%
Institutional Target	Baseline established	+10%	+15%	+20%	+25%

Recommended indicator: *Percentage increase in patients managed annually.*

8.9.5 Students Graduating

For graduates, the most appropriate allocation has been done per academic faculty, with the annual institutional total increasing as enrolment and programme capacity expand.

Table 44: Students Graduating

Faculty/Department	2025/26	2026/27	2027/28	2028/29	2029/30	5-Year Total
Faculty of Techno-science	70	80	95	105	120	470
Faculty of Education	100	115	135	150	170	670
Faculty of Science	50	60	70	80	90	350
Faculty of Health Sciences	85	95	110	120	135	545
Agriculture & Environment	45	50	60	70	80	305
Faculty of Management Sciences	100	120	145	165	185	715
Total Graduates	**450**	**520**	**615**	**690**	**780**	**3,055**

Baseline: 481 graduates in FY2025/26 actual performance.

8.9.6 Student Enrolment Targets

The Strategic Plan's enrolment trajectory ultimately targets **7,180 students by 2029/30**. The Plan's earlier baseline is 2,066 students.

Table 45: Student Enrolment Targets

Faculty/Department	2025/26	2026/27	2027/28	2028/29	2029/30
Faculty of Techno-science	163	265	384	450	500
Faculty of Education	1,396	1,420	1450	1500	2000
Faculty of Science	394	444	494	544	780
Faculty of Health Sciences	361	381	390	400	500
Agriculture & Environment	268	380	500	560	1000
Faculty of Management Sciences	408	606	718	820	1700
Short-course programs		100	300	500	700
Total Enrolment	**2,990**	**3,596**	**3,936**	**4,774**	**7,180**

Strategic Plan baseline: 2,066 students.
Latest planning baseline: approximately 2,990 students.
Strategic Plan 2029/30 target: 7,180 students.

8.9.7 Academic Programmes Developed

The Strategic Plan has a baseline of **5 new academic programmes** and a target of **15**. Because programmes are developed by faculties, the proposed allocation is:

Table 46: Academic Programmes Developed

Faculty/Department	2025/26	2026/27	2027/28	2028/29	2029/30	Total New Programmes
Faculty of Techno-science	1	1	1	1	1	5
Faculty of Education	1	0	1	0	1	3
Faculty of Science	0	1	0	1	0	2
Faculty of Health Sciences	1	0	1	0	1	3
Agriculture & Environment	0	1	0	0	0	1
Faculty of Management Sciences	0	1	0	0	0	1
Total	**3**	**4**	**3**	**2**	**3**	**15**

Baseline: **5**
2029/30 cumulative target: 15 new academic programmes

8.9.8 Academic Programmes Accredited/Re-accredited

The Strategic Plan targets growth in accredited programmes and identifies 34 accredited programmes as the baseline, with a target of 90 by 2029/30.

Table 47: Academic Programmes Accredited/Re-accredited

Faculty/Department	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
Faculty of Techno-science	8	10	12	14	16	18
Faculty of Education	6	8	10	12	14	16
Faculty of Science	5	7	9	11	13	14
Faculty of Health Sciences	6	8	10	12	14	16
Agriculture & Environment	3	4	5	6	7	8
Faculty of Management Sciences	6	8	10	12	14	18
Total	**34**	**45**	**56**	**67**	**78**	**90**

This preserves the Strategic Plan's institutional trajectory:
34 → 45 → 56 → 67 → 78 → 90.

8.9.9 Research Grants/Funded Research Projects

The Strategic Plan gives a baseline of **12 funded research projects** and annual targets of **15, 18, 21, 23 and 25**.

The proposed faculty allocation is:

Table 48: Research Grants/Funded Research Projects

Faculty/Department	2025/26	2026/27	2027/28	2028/29	2029/30	Total Projects
Faculty of Techno-science	3	3	4	4	4	18
Faculty of Education	2	2	2	2	2	10
Faculty of Science	3	3	4	4	5	19
Faculty of Health Sciences	4	5	5	6	6	26
Agriculture & Environment	2	2	3	3	3	13
Faculty of Management Sciences	1	2	2	2	2	9
Total Funded Projects	**15**	**17**	**20**	**21**	**22**	**95**

Strategic Plan institutional targets: 15 → 18 → 21 → 23 → 25.

8.9.10 Staff Development/Capacity Building

The Strategic Plan gives a baseline of **25% of staff trained annually**, with an end-period target of **85%**. It also separately targets leadership/talent development from **10% to 70%**, digital/CBE training from **Low to 80%**, and graduate-supervision training from **10% to 70%**.

For the principal institutional capacity-building indicator:

Table 49: Staff Development/Capacity Building

Faculty/Department	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
Faculty of Techno-science	25%	35%	45%	60%	70%	85%
Faculty of Education	25%	35%	45%	60%	70%	85%

Faculty/Department	Baseline	2025/26	2026/27	2027/28	2028/29	2029/30
Faculty of Science	25%	35%	45%	60%	70%	85%
Faculty of Health Sciences	25%	35%	45%	60%	70%	85%
Agriculture & Environment	25%	35%	45%	60%	70%	85%
Faculty of Management Sciences	25%	35%	45%	60%	70%	85%
Support Services/Other Departments	25%	35%	45%	60%	70%	85%
Institutional Target	25%	35%	45%	60%	70%	85%

NB: The targets have been derived from the Muni University Results Framework, and these tables shall be treated as supporting faculty-level implementation tables, while the official Strategic Plan matrix retains the institutional indicators and targets approved in the Strategic Plan.

9 PROJECT PROFILES

Muni University Strategic Plan 2025/2026-2029/2030 contains 32 project entries, including several repeated projects with different budget figures. I have retained the project concepts as provided and developed brief, investment-ready project profiles suitable for inclusion in a project pipeline, Strategic Plan, PIP/PIM document, or funding proposal.

Table 50: Project Profile briefs

No.	Project	Budget (UGX Bn)	Brief Project Profile
1	Construction and Furnishing of Agricultural Lecture and Workshop Building	30	The project will provide modern lecture rooms, workshops, laboratories, demonstration and practical training spaces for agricultural education, training, research and innovation. It will enhance competency-based training and support practical skills development in agriculture and related disciplines.
2	Construction and Furnishing of a Teaching Hospital	80	The project will establish a modern teaching hospital to support clinical education, internship, postgraduate training, research and provision of specialised health services. It will strengthen Muni University's capacity to train health professionals through integrated academic and clinical learning.
3	Construction and Furnishing of a Multi-purpose Lecture Facility	12	The project will provide flexible and technology-enabled lecture and learning spaces capable of accommodating large student populations. The facility will reduce pressure on existing lecture rooms and support competency-based and blended teaching and learning.
4	Construction and Furnishing of a 300-bed Teaching Hospital	55	The project will establish a 300-bed teaching hospital with appropriate clinical, diagnostic, teaching and support facilities. It will provide a practical training environment for medical and health sciences students while strengthening clinical research and healthcare delivery.
5	Establishment of a Modern ICT Hub	25	The project will establish a modern ICT hub comprising high-capacity computing, networking, data storage, digital learning, innovation and related ICT infrastructure. It will support digital transformation, e-learning, research, administration, innovation and technology-enabled service delivery.
6	Construction of Students' Centre	28	The project will provide a central facility for student services, leadership, counselling, welfare, recreation, clubs and associations. It will improve the student experience and provide an appropriate environment for co-curricular activities and student engagement.
7	Clinical Teaching Facility at ARRH	5	The project will establish and equip a clinical teaching facility at ARRH to support clinical instruction, practical training, internships and health-related research. It will strengthen collaboration between Muni University and the referral hospital and increase access to clinical training opportunities.

No.	Project	Budget (UGX Bn)	Brief Project Profile
8	Construction of Student Hostels – Male and Female	5	The project will provide purpose-built accommodation for male and female students. It will improve access to safe and affordable student housing, enhance welfare and contribute to a conducive learning environment.
9	Construction and Furnishing of a Multi-purpose Lecture Facility	50	The project will develop a large, modern and flexible teaching facility equipped with appropriate instructional technologies, furniture and support spaces. It will accommodate growing enrolment and support lectures, seminars, examinations, conferences and other academic activities.
10	Construction of a 300-bed Teaching Hospital	26	The project will establish a 300-bed teaching and clinical training facility to support medical and health sciences education, clinical research and service delivery. The facility will increase the University's capacity for practical and competency-based health professional training.
11	Construction of a Research Laboratory and Pathogen Bank	45	The project will establish specialised research laboratories and a pathogen bank for biomedical, health, agricultural and related scientific research. It will strengthen research infrastructure, biosafety capacity, postgraduate training, innovation and collaborative research.
12	Construction of Incubation and Technology Transfer Centre	10	The project will establish facilities for research commercialisation, business incubation, technology development, intellectual property management and technology transfer. It will strengthen university–industry linkages and support entrepreneurship and innovation.
13	Construction of Faculty of Law	22	The project will provide dedicated teaching, moot court, library, research, administrative and student-support facilities for legal education. It will support expansion of legal studies and strengthen professional and competency-based training.
14	Construction of Faculty of Social Science	14.5	The project will provide modern teaching, research, staff and student facilities for social science programmes. It will increase teaching capacity and support research addressing social, economic and development challenges in the region.
15	Construction of Faculty of Tourism and Hospitality Management	32.4	The project will establish specialised academic and practical training facilities for tourism and hospitality management, including teaching spaces and relevant practical facilities. It will support skills development and contribute to tourism-sector human capital development.
16	Construction of Faculty of Science	30	The project will provide modern teaching laboratories, lecture rooms, research spaces and staff facilities for science programmes. It will strengthen practical and laboratory-based training, research and innovation in science and technology.
17	Construction of Faculty of Education	35	The project will provide modern academic and professional training facilities for teacher education and related programmes. It will support competency-based teacher preparation, educational research, digital learning and increased enrolment.

No.	Project	Budget (UGX Bn)	Brief Project Profile
18	Faculty of Medicine	45	The project will establish dedicated facilities for medical education, clinical sciences, research and postgraduate training. It will strengthen the University's capacity to produce competent medical professionals and expand health-related research and innovation.
19	Construction of Faculty of Engineering and Built Spaces	28	The project will provide specialised lecture rooms, laboratories, workshops, studios and other facilities for engineering and built-environment programmes. It will strengthen practical, technology-oriented training and support innovation and industry collaboration.
20	Construction of Institute of Leadership and Governance	22	The project will establish facilities for teaching, research and executive development in leadership, governance, public administration and related fields. It will support capacity development for public, private and community-sector leaders.
21	Construction of Institute of Culture and Languages	26.5	The project will provide facilities for teaching, research and preservation of languages, culture, heritage and indigenous knowledge. It will promote cultural scholarship, community engagement and preservation of the region's cultural heritage.
22	Construction of Graduate Training School	65	The project will establish a dedicated graduate training facility comprising classrooms, seminar rooms, research spaces, postgraduate offices and student-support facilities. It will expand postgraduate education, research capacity, innovation and production of highly skilled human capital.
23	Construction and Furnishing of a Multi-purpose Lecture Facility	25	The project will provide additional modern, flexible and technology-enabled learning spaces to address increasing demand for lecture and examination facilities. It will improve the learning environment and support large-group teaching.
24	Construction of Faculty of Law in Koboko	40	The project will establish a satellite faculty of law in Koboko to expand access to legal education in the region. It will provide teaching, library, moot court, research and administrative facilities and promote regional access to higher education.
25	Rehabilitation and Maintenance of University Buildings	30	The project will rehabilitate and maintain existing University buildings and associated facilities to restore functionality, improve safety and extend asset life. It will address deferred maintenance and create a conducive environment for teaching, learning, research and administration.
26	Establishment of a Modern ICT Hub	80	The project will develop a comprehensive ICT and digital innovation hub with advanced computing, networking, data, digital learning, cybersecurity and innovation infrastructure. It will serve as a core platform for institutional digital transformation, research and innovation.
27	Construction of the Students' Centre	12	The project will establish a dedicated student centre providing welfare, counselling, student leadership, clubs, associations, recreation and related support services. It will strengthen student engagement and improve the overall university experience.

No.	Project	Budget (UGX Bn)	Brief Project Profile
28	Construction of a Sports Facility	55	The project will establish modern sports and recreation facilities to support physical fitness, student wellness, competitive sports and co-curricular development. It will also provide facilities for university sports events and community engagement.
29	Construction of Student Hostels – Male and Female	25	The project will provide additional purpose-built student accommodation for both male and female students. It will address accommodation shortages, improve student welfare and support a safe and conducive learning environment.
30	Construction of a Research Laboratory and Pathogen Bank	28	The project will provide specialised research laboratories and pathogen-storage facilities to support biomedical, agricultural, environmental and health research. It will strengthen research infrastructure, postgraduate training, biosafety and collaborative research.
31	Construction of an Incubation and Technology Transfer Centre	5	The project will establish facilities for incubation of innovations, entrepreneurship development, technology transfer, intellectual property support and commercialisation of university research outputs.
32	Construction of Faculty of Social Science	5	The project will provide additional teaching, research and student facilities for social science programmes, increasing the University's capacity to accommodate growing enrolment and strengthen social and development research.
33	Construction of Faculty of Tourism and Hospitality Management	50	The project will provide specialised academic and practical training infrastructure for tourism and hospitality programmes. It will strengthen professional skills development, applied research and industry linkages.
34	Construction of Faculty of Science	26	The project will establish modern science teaching and research infrastructure, including laboratories, lecture spaces and support facilities. It will improve practical training and research capacity in science disciplines.
35	Construction of Faculty of Education	45	The project will provide expanded facilities for teacher education, educational research and professional development. It will support growth in enrolment and strengthen competency-based teacher training.
36	Construction of Faculty of Agriculture	10	The project will provide specialised teaching, laboratory, workshop and research facilities for agriculture programmes. It will strengthen practical agricultural training, innovation, field-based research and engagement with farmers and agribusiness.
37	Construction of Institute of Leadership and Governance	22	The project will establish modern facilities for leadership, governance, public administration and related training and research. It will contribute to development of competent leaders and improved governance capacity.
38	Construction of Institute of Culture and Languages	14.5	The project will provide dedicated facilities for cultural and language studies, research, documentation and preservation of indigenous knowledge and heritage.
39	Construction of Graduate Training School	32.4	The project will establish dedicated postgraduate teaching, research and student-support facilities. It will expand graduate education and strengthen postgraduate research and innovation capacity.

APPENDICES

10

1. Appendix A: Cost Implementation Matrix

Strategic Objective 1: Expand Inclusive Access & Enhance Relevance and Quality of Academic Programmes

Table 51: Strategic Objective 1: Expand Inclusive Access & Enhance Relevance and Quality of Academic Programmes

Strategic Intervention Area	Actions/Activities	Expected Outcomes	KPIs	Targets & Milestones	Responsible Units	Timeline	Resources Needed	Estimated Budget (UGX)
1.1 Diversify and expand academic programmes	- Develop competency-based curricula - Establish new faculties (e.g., STEM) - Introduce interdisciplinary programmes	Increased relevance and diversity of academic offerings	- # of new curricula developed - # of new faculties/ departments - Increase in enrollment	- 10 new curricula by 2027 - 2 new faculties by 2028 - 20% enrollment increase by 2030	DVC Academic Affairs Deans of Faculties Senate	2025–2029	Curriculum experts Faculty recruitment Infrastructure	UGX 18 Billion
1.2 Integrate digital technologies in learning	- Develop digital learning policy - Upgrade digital infrastructure - Train staff and students - Deliver blended/ hybrid/online courses	Enhanced flexibility, digital skills, and access	- % of programmes using blended delivery - LMS usage rates - # of staff/ students trained	- 80% of courses blended by 2029 - 90% LMS use by 2028 - 500 staff/ students trained annually	ICT Directorate Academic Registrar Training & Devt Office	2025–2029	LMS platform Training tools ICT infrastructure	UGX 10 Billion
1.3 Align programmes with labor market needs	- Conduct tracer studies - Review and align curricula - Create industry-academia advisory boards	Graduate employability and market relevance	- Graduate employment rate - # of industry-aligned programmes - Employer satisfaction score	- Employment rate ≥70% by 2029 - 10 industry-aligned programmes by 2027 - ≥80% satisfaction rate	QA Directorate Faculties Industry Liaison Office	2025–2029	Tracer study consultants Advisory boards Labour market analysis	UGX 2 Billion

Strategic Intervention Area	Actions/Activities	Expected Outcomes	KPIs	Targets & Milestones	Responsible Units	Timeline	Resources Needed	Estimated Budget (UGX)
1.4 Enhance pedagogy & assessment in STEI/STEM	- Develop pedagogy policy - Train staff in active learning - Introduce innovative assessment tools	Improved quality of teaching & student performance	- # of trained staff - Student satisfaction rates - STEM performance outcomes	- 200 staff trained by 2028 - Satisfaction rate ≥85% - STEM pass rate up 15%	Teaching & Learning Centre Deans of STEM Faculties	2025–2028	Training programs Assessment tools Monitoring frameworks	UGX 3 Billion
1.5 Strengthen student support systems	- Expand mentorship, counseling - Enhance clubs, sports, and leadership training - Facilitate internships & mobility	Improved wellbeing, retention, and career readiness	- Student retention rate - # of mentorship/ internship opportunities - Graduate satisfaction index	- Retention ≥85% by 2028 - 300 internships/ year by 2026 - Satisfaction index ≥80%	Dean of Students Career Office Sports Directorate	2025–2029	Counseling services Internship partners Sports & leadership facilities	UGX 5 Billion
1.6 Strengthen library support services	-Expand and upgrade physical and digital library resources (books, journals, databases). -Strengthen user-friendly digital library management system and online access portal. -Enhance staff and user capacity in digital literacy and research support through regular training -Upgrade an institutional repository to archive and provide access to university research outputs	Enhanced flexibility, digital skills, and access	# of new physical and digital resources acquired % of core library services digitized and accessible online # of training sessions conducted and attendance rates # of research documents uploaded to the institutional repository	1 existing Institutional Repository	Librarian	2025–2029	Digital resources Training personnel	UGX 5 Billion

Strategic Objective 2: Strengthen Research & Innovation Capacity

Table 52: Strategic Objective 2: Strengthen Research & Innovation Capacity

Strategic Intervention Area	Actions/Activities	Expected Outcomes	KPIs	Targets & Milestones	Responsible Units	Timeline	Resources Needed	Estimated Budget (UGX)
2.1 Build staff and student research capacity	- Update research/ thesis guidelines - Offer research training - Provide access to databases	Quality research output and skills	- # of research trainings - Research usage stats - # of proposals submitted	- 20 trainings/year - 50% increase in DB usage - 30 proposals/year by 2028	Directorate of Research Library Faculties	2025–2029	Training materials Subscriptions Workshops	UGX 3 Billion
2.2 Improve research infrastructure & governance	- Develop research agenda - Establish Research Ethics Committee (REC) - Set up labs and research centers	Ethical, high-quality, and governed research	- # of SOPs in place - # of functional labs - REC proposals reviewed	- Research agenda by 2026 - 3 new labs by 2027 - 100 REC proposals reviewed/year	Directorate of Research REC Estates & Facilities	2025–2028	Lab equipment Committee resources Infrastructure	UGX 7 Billion
2.3 Mobilize research funding & partnerships	- Establish MoUs with partners - Promote grant applications - Support staff/student research	Stronger research funding and collaboration	- External funding amount - # of funded projects - Innovation outputs	- UGX 10B in grants by 2029 - 50 funded projects - 10 patents/ publications/year	Research Office Partnerships Unit Academic Staff	2025–2029	Partnership development Grant writing support Innovation hubs	UGX 4 Billion

Strategic Objective 3: Promote Community Transformation & Industrial Development

Table 53: Strategic Objective 3: Promote Community Transformation & Industrial Development

Strategic Intervention Area	Actions/Activities	Expected Outcomes	KPIs	Targets & Milestones	Responsible Units	Timeline	Resources Needed	Estimated Budget (UGX)
3.1 Operationalize MULGI	- Finalize structure - Recruit staff - Deliver governance training	Strengthened leadership & public sector capacity	- # of governance programmes - # of trainees annually	- MULGI fully operational by 2026 - 500 trainees/year	MULGI Directorate HR Training Unit	2025–2027	Training facilities Trainers Admin staff	UGX 4.506 Billion
3.2 Enhance Business Incubation Centre (BIC)	- Provide training & mentorship - Upgrade BIC infrastructure - Link startups to markets	Improved entrepreneurship & job creation	- # of startups supported - Startup survival rate - BIC utilization rate	- 100 startups by 2029 - 60% survival rate - 80% usage	BIC Directorate Business Faculty External Partners	2025–2029	Mentors Facilities Seed funding	UGX 6 Billion
3.3 Operationalize CUPF	- Support agro-processing - Provide shared facilities - Connect to markets	Enhanced agro-based value addition	- # of producers served - Volume/value of goods - Income growth of users	- 500 producers/year - 40% increase in income - 20 processing units operational	CUPF Unit Local Government Agri-Business Faculty	2026–2029	Processing equipment Storage Logistics	UGX 5 Billion
3.4 Strengthen UCIL	- Develop engagement framework - Formalize MoUs - Coordinate joint initiatives	Strong academia–industry–community collaboration	- # of MoUs - Joint project outcomes - Community feedback	- 30 MoUs by 2027 - 10 projects/year - Feedback ≥80% positive	UCIL Directorate Community Outreach Faculties	2025–2029	Engagement tools Project funds Coordination team	UGX 2 Billion

Strategic Objective 4: Nurture Effective Talent Management

Table 54: Strategic Objective 4: Nurture Effective Talent Management

Strategic Intervention Area	Actions/Activities	Expected Outcomes	KPIs	Targets & Milestones	Responsible Units	Timeline	Resources Needed	Estimated Budget (UGX)
4.1 Strengthen rewards & recognition	- Review benefits policy - Implement incentive systems - Run recognition programmes	Increased staff motivation and retention	- # of staff rewarded - Satisfaction scores	- Annual awards by 2026 - Satisfaction ≥85%	HR Directorate VC's Office Finance	2025–2029	Reward packages Policy consultants	UGX 1 Billion
4.2 Promote inclusive work environment	- Develop DEI guidelines - Conduct staff surveys	Equity and inclusivity in staffing	- DEI policy in use - Diversity & inclusion metrics	- Policy by 2026 - ≥90% compliance by 2028	HR Gender & Inclusion Unit	2025–2027	Policy support Survey tools	UGX 0.5 Billion
4.3 Enhance training & development	- Conduct TNAs - Implement CPD plans	Staff competencies aligned with needs	- % staff trained - # of CPD sessions/year	- 80% staff trained yearly - 50 CPDs/year	HRD Faculties Training Office	2025–2029	Training plans Facilitators	UGX 3 Billion
4.4 Strengthen performance management	- Train on appraisals - Implement feedback systems	Higher accountability and alignment	- Appraisal rate - Staff meeting targets	- 100% appraisal rate - ≥85% target attainment	HRM QA Directorate Managers	2025–2028	Appraisal tools Training sessions	UGX 1 Billion
4.5 Institutionalize exit & knowledge transfer	- Conduct exit interviews - Launch alumni platform	Retained institutional memory	- # of knowledge briefs - Alumni activity level	- Alumni system by 2026 - 2 briefs per exiting staff	HR Alumni Office ICT	2025–2027	Exit tools Platform development	UGX 0.8 Billion

Strategic Objective 5: Strengthen Institutional Capacity

Table 55: Strategic Objective 5: Strengthen Institutional Capacity

Strategic Intervention Area	Actions/Activities	Expected Outcomes	KPIs	Targets & Milestones	Responsible Units	Timeline	Resources Needed	Estimated Budget (UGX)
5.1 Build Triple Helix partnerships	- Sign MoUs - Host annual summits/ dialogues	Innovation through collaboration	- # of partnerships - Participation rate	- 20 MoUs by 2026 - 3 summits/year	Partnerships Unit Top Mgmt Faculties	2025–2029	Event logistics Partnership office	UGX 1.5 Billion
5.2 Diversify financial resources	- Implement resource strategy - Launch short courses/endowment	Sustainable and diversified funding	- Internal revenue growth - # of short courses	- 30% increase in revenue - 50 short courses by 2029	Finance Business Dev't Faculties	2025–2029	Resource plans Marketing	UGX 2.5 Billion
5.3 Improve infrastructure	- Complete buildings - Review Master Plan - Upgrade Erepi Campus	Quality learning & research space	- % of infrastructure completed - Master Plan rate	- 100% of key projects by 2029 - Master Plan by 2026	Estates VC's Office Planning	2025–2029	Construction funds Consultants	UGX 25 Billion
5.4 Accelerate digital transformation	- Launch ICT Hub - Deploy Smart Campus tools	Tech-enabled teaching & operations	- Hub operational - Digital adoption rate	- Hub by 2026 - 80% digital tool usage	ICT Directorate Innovation Centre	2025–2027	ICT equipment Software Trainers	UGX 5 Billion
5.5 Enhance governance and compliance	- Conduct audits - Review policies - Train Council	Effective governance & accountability	- # of audits - Policy reviews - Council evaluations	- Annual audits - 50 policies reviewed - Biannual evaluations	Internal Audit Council Legal Office	2025–2029	Audit tools Training costs	UGX 1.5 Billion
5.6 Institutionalize performance management	- Maintain KPI dashboard - Monitor strategy	Strategic alignment and tracking	- % KPIs tracked - Review completion rate	- 100% tracking by 2026 - 2 reviews/year	QA Directorate Planning Unit	2025–2029	Dashboard software Reporting tools	UGX 0.8 Billion

Appendix B: RESULTS FRAMEWORK MATRIX FOR MUNI UNIVERSITY STRATEGIC PLAN (2025/26 – 2029/30)

Strategic Objective 1: Expand Inclusive Access & Enhance Relevance and Quality of Academic Programmes

Table 56: Strategic Objective 1: Expand Inclusive Access & Enhance Relevance and Quality of Academic Programmes

Intervention Area	Key Performance Indicators (KPIs)	Baseline (2024/25)	Targets (2029/30)	Means of Verification	Responsible Unit
Diversify and expand academic programmes	Number of new academic programmes developed	5	15	Senate/NCHE Approvals	Academic Registrar, DVC AA
	Number of new faculties established	2	4	University Records	University Secretary
Integrate digital technologies in learning	% of programmes using blended delivery	20%	75%	LMS Reports	ICT Directorate
	Number of staff/students trained in e-learning	300	1,200	Training Attendance Reports	ICT, HR, Academic Affairs
Align programmes with labor market needs	Graduate employment rate (%)	35%	70%	Tracer Studies	QA Unit, Academic Registrar
Enhance pedagogy & assessment in STEM	Number of STEM staff trained in modern pedagogy	10	60	Training Reports	Academic Affairs, HR
Strengthen student support systems	Student retention rate (%)	68%	85%	MIS, Academic Records	Dean of Students, QA

Strategic Objective 2: Strengthen Research and Innovation Capacity

Table 57: Strategic Objective 2: Strengthen Research and Innovation Capacity

Intervention Area	Key Performance Indicators (KPIs)	Baseline (2024/25)	Targets (2029/30)	Means of Verification	Responsible Unit
Build staff and student research capacity	Number of research training sessions	5/year	15/year	Training Reports	Research Directorate
Improve research infrastructure & governance	Number of functional labs/research centers	2	6	Physical Inspection	Estates, Research Directorate
Mobilize research funding & partnerships	External research funding secured (UGX Billion)	UGX 1.2B	UGX 6B	Grant Agreements, Financial Reports	Research Office, Grants Office
	Number of research MoUs signed	3	15	MoUs	Legal Office, Research Directorate

Strategic Objective 3: Promote Community Transformation & Industrial Development

Table 58: Strategic Objective 3: Promote Community Transformation & Industrial Development

Intervention Area	Key Performance Indicators (KPIs)	Baseline (2024/25)	Targets (2029/30)	Means of Verification	Responsible Unit
Operationalize MULGI	Number of governance programmes delivered	2	10	MULGI Records	MULGI Directorate
Enhance Business Incubation Centre (BIC)	Number of startups supported	8	40	BIC Reports	BIC Coordinator
	Startup survival rate after 2 years (%)	20%	65%	Follow-up Surveys	BIC, Research Directorate
Operationalize CUPF	Number of agro-processors supported	15	60	CUPF Reports	CUPF Manager
Strengthen UCIL	Number of active MoUs with industry/community	5	25	MoUs, Reports	UCIL Directorate

Strategic Objective 4: Nurture Effective Talent Management

Table 59: Strategic Objective 4: Nurture Effective Talent Management

Intervention Area	Key Performance Indicators (KPIs)	Baseline (2024/25)	Targets (2029/30)	Means of Verification	Responsible Unit
Strengthen rewards and recognition	Number of staff rewarded annually	10	60	HR Records	HR Directorate
Promote inclusive work environment	Diversity & Inclusion policy operational	No	Yes	Policy Documents	HR, Council
Enhance training and development	% of staff trained annually	25%	85%	HR Training Reports	HR Directorate
Strengthen performance management	Staff appraisal completion rate (%)	60%	100%	Appraisal Records	HR, QA Office
Institutionalize exit and knowledge transfer	Alumni platform activity level (posts/year)	50	300	Alumni Reports	Alumni Relations Unit

Strategic Objective 5: Strengthen Institutional Capacity

Table 60: Strategic Objective 5: Strengthen Institutional Capacity

Intervention Area	Key Performance Indicators (KPIs)	Baseline (2024/25)	Targets (2029/30)	Means of Verification	Responsible Unit
Build Triple Helix partnerships	Number of partnerships signed (Gov't, Industry, Academia)	6	25	MoUs	Legal Office, VC's Office
Diversify financial resources	Internal revenue from IGFs (UGX Billion)	1.8B	5.5B	Finance Reports	Finance Directorate
Improve infrastructure	% of strategic infrastructure completed	25%	80%	Project Reports	Estates Department
Accelerate digital transformation	ICT tools adoption rate (%)	30%	85%	ICT Usage Reports	ICT Directorate
Enhance governance and compliance	Number of policies reviewed or developed	3	15	Council Minutes	Secretariat, QA Unit
Institutionalize performance management	% of KPIs tracked and reported	50%	100%	KPI Dashboard	Planning Unit, QA Office

N.B: The full M&E Results Framework will include annual targets, data sources, risks, and mitigation strategies to support real-time progress monitoring



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