



RESOURCE MOBILIZATION POLICY GUIDELINES

DECEMBER 20, 2021

LIST OF ACRONYMS

ACRONYM	MEANING
AIA	Apropriation In Aid
AU	African Union
EAC	East African Community
FY	Financial Year
ICT	Information Communication Technology
KAB	Kabale University
MDA	Ministry, Department and Agency
MTEF	Medium Term Expenditure Framework
NCHE	National Council for Higher Education
ORMC	Operations Resoruce Mobilization Commmittee
PFM Act, 2015	Public Financial Management Act, 2015
SACCO	Savings and Credict Organisation
STEM/I	Science Technology Engineering Mathematics And Innovation
University	Kabale University

CONTENTS

LIST OF ACRONYMS	2
SECTION 1: INTRODUCTION	5
1.1 PURPOSE OF GUIDELINES	5
1.2 STRUCTURE OF THE GUIDELINES AND SCOPE	5
1.3 INTENDED STAKEHOLDERS	5
SECTION TWO: BACKGROUND	6
2.1 BACKGROUND AND PURPOSE OF KABALE UNIVERSITY	6
2.2 UNIVERSITY EXISTING RESOURCES ASSESSMENT AND UTILIZATION	6
2.3 EXTERNAL RESOURCE MOBILIZATION ENVIRONMENTS	7
2.4 RESOURCE MOBILIZATION CONCEPT	7
2.4.1 Human resources refer to;.....	8
2.4.2 Physical Resources refer to;	8
2.4.3 Intangible Resources refer to;.....	8
2.4.4 Financial Resources refer to;	8
2.5 MECHANISMS OF ACQUIRING THE RESOURCES.....	9
2.5.3 External Resource Acquisitions	9
2.5.4 Internal Resource Acquisitions	9
2.6 RESOURCES MOBILIZATION CYCLE.....	9
2.6.1 Strategic Planning	9
2.6.2 Implementation	10
2.6.3 Monitoring and Reviews.....	11
2.7 LINKAGE OF RESOURCES TO UNIVERSITY PROGRAM	11
SECTION THREE: INSTITUTIONAL FRAMEWORK	12
3.1 INTRODUCTION	12
3.2 RESOURCE MOBILIZATION STRATEGY	12
3.3 UNIVERSITY PLANNING HORIZONS.....	13
3.4 UNIVERSITY STRUCTURES AND RESPONSIBILITIES	13
3.4.1 University Council	13
3.4.2 University Management	15
3.4.3 Operations Resource Mobilization Committee (ORMC).....	16
3.4.4 Office of University Bursar	16
3.4.5 Grants Office	17
3.4.6 University Academic and Administrative Functional Structures.....	18
3.4.7 University Internal Audit Unit.....	18
SECTION FOUR: ACHIEVING RESOURCE MOBILIZATION POLICY OBJECTIVES.....	19
4.1 GUIDING PRINCIPLES AND VALUES FOR SUSTAINABLE RESOURCE MOBILIZATION	19

4.2 DESIGNING RESOURCE MOBILIZATION STRATEGIES 20

4.3 NEEDS ASSESSEMENT IN RESOURCES MOBILIZATION 21

4.4 SUPERVISION AND ACCOUNTABILITY OF MOBILIZED RESOURCES 22

4.5 RESOURCE MOBILIZATION ACTIVITIES 22

SECTION FIVE: IMPLEMENTATION OF RESOURCE MOBILIZATION STRATEGIES 24

5.0 INTRODUCTION 24

5.1 PROTECTING EXISTING AND STRENGTHENING UNIVERSITY RESOURCES SUSTAINABLY . 24

5.2 IDENTIFICATION AND DEVELOPING NEW SOURCES OF RESOURCES 24

5.3 ENGAGEMENT OF PRIVATE SECTOR IN PROMOTING SYNERGIES THROUGH PARTNERSHIPS..... 25

5.4 INSTITUTIONAL CAPACITY DEVELOPMENT FOR SUSTAINABLE RESOURCE MOBILIZATION 26

5.5 ENGAGEMENT OF UNIVERSITY ALUMNI, FRIENDS AND WELL-WISHERS..... 26

5.6 ENGAGEMENT OF PHILANTHROPISTS, FUNDING INSTITUTIONS AND COLLABORATIONS . 26

5.7 ENGAGEMENT OF UNIVERSITY ACADEMIC UNITS TO CREATE PRODUCTIVE UNITS 27

6.0 REVIEW OF THE GUIDELINES 27

7.0 DATE OF COMMENCEMENT 27

SECTION 1: INTRODUCTION

1.0 The University Council approved “**Kabale University Resource Mobilization Policy, 2021**” in its 23rd sitting on the 27th of September 2021 and these guidelines were prepared to this effect.

1.1 PURPOSE OF GUIDELINES

1.1.1 These guidelines have been designed to provide structures and responsibilities, procedure and systems that support the implementation of the Kabale University Resource Mobilization Policy, 2021.

1.1.2 It is intended to enhance capacity of University stakeholders in securing resources for Kabale University’s mandate as documented in the Statutory Instrument No. 36 of July 2015, establishment of Kabale University.

1.1.3 The guidelines will help to clarify on;

- a) The general context of resource mobilization from the University set up,
- b) The diverse nature of resources that the University needs in fulfilling her core mandate, clarifying on the linkages of University program to resources,
- c) The strategic framework, specifying practical interventions necessary to achieve policy objectives.
- d) Establishing mutual and yet broad resource mobilization responsibility structures

1.2 STRUCTURE OF THE GUIDELINES AND SCOPE

1.2.1 The guidelines are outlined into five sections for easy access to structural guidance and learning needs. Each section endeavours to cover in depth necessary guidance and it’s herein recommended that the entire sections are read for a holistic understanding of University strategic direction in relation to resource mobilization.

1.2.2 The contents of these guidelines have been developed for the sole use of the University and her stakeholders to compliment on existing structures by focusing specifically on resource mobilization programs. It does not in any way cover all the University structures and functions neither does it replace nor override on other established University frameworks.

1.3 INTENDED STAKEHOLDERS

1.3.1 The various stakeholders affected by these guidelines have been identified in the main policy on resource mobilization. However for purposes of clarity, these guidelines shall be relevant to a variety of individuals, teams, structures and institutions that shall relate with the University in all aspects of resources provisions. They are developed to support implementation of the Resource Mobilization Policy objectives.

SECTION TWO: BACKGROUND

2.1 BACKGROUND AND PURPOSE OF KABALE UNIVERSITY

2.1.1 Kabale University is a Public University established by the Act of Parliament of Uganda under Statutory Instrument No. 36 of 16th July 2015. The University is governed in accordance with The Universities and Other Tertiary Institutions Act, 2001 (as amended).

2.1.2 The Vision of Kabale University is be “*a sustainable vibrant University of academic excellence in the Great Lakes Region and beyond*” while the University’s Mission is to become “*an efficient and effective University that excels in teaching, learning, research, innovation and community engagement particularly in the Great Lakes region*”.

2.1.3 On establishment, Kabale University is charged with the mandate among which includes being the standard of excellence and innovation for societal transformation and at present offers sixty four (69) accredited academic programmes by NCHE.

2.1.4 The University is currently constrained by inadequate funding, rising student enrolment, increasing operational costs, and insufficient physical and virtual infrastructure.

2.2 UNIVERSITY EXISTING RESOURCES ASSESSMENT AND UTILIZATION

2.2.1 The University has a total students’ population of 3,773 coming from Uganda, Rwanda and South Sudan that contributed about Ugx.7 billion as Appropriation In Aid in the FY2021/22 approved budget estimates.

2.2.3 The approved Ugx.40 billion budget estimates for FY2020/2021 includes AIA, 73% (Ugx.29 billion) allocated to wage bill of 361 University staff, 73% being teaching staff. While 21% (Ugx.8.5 billion) is allocated to the University operational budget, the remaining 6% (Ugx.2.5 billion) is allocated to infrastructural development.

2.2.4 From the above, it’s evident that the combined incomes that the University receives is far less than the needed funds to achieve the core mandates of the University.

2.2.5 The current summary University financial resource utilization for FY2020/21 constitute subvention from government of Ugx.33.918 billion (87% is wage) and Ugx7.278 billion from student fees respectively.

2.2.6 Despite owning 50.8 acres of titled land, the University current assessed infrastructural space gap of 9,220Sqm, with projected rise to 455,552Sqm for student population of 42,000 and administration by 2069. The University student enrolment is expected to grow averagely at 22% per annum, approximately 8,000 by 2024/25.

2.3 EXTERNAL RESOURCE MOBILIZATION ENVIRONMENTS

- 2.3.1 The University Strategic Plan provides detailed assessment of the environment however, it points out the following opportunities that the University can exploit;
- 2.3.1.1 Growing need of multi -skilled human resources in the labor market which is intrinsically interlinked to demand for University training and favorable government policy on skilling and Higher Education sector.
- 2.3.1.2 Increasing demand for Higher Education, given the growing population and increasing demand for services, the work force of *public service* is projected to continue to grow in response to needs of the citizens.
- 2.3.1.3 As a public University focusing on STEM/I, this appeals to government priority on Science Education Technology and Innovation
- 2.3.1.4 Government commitment to increasing budgetary allocation to the Higher Education Subsector.
- 2.3.1.5 Suitable University location with peri-urban settings which attracts diversity of student's community from Francophone and Anglophone countries and the East African regional market due to affordable cost of living.
- 2.3.1.6 Potential for increased resource mobilization from the vibrant Alumni, development and research partners through partnerships and collaborations with international and regional organizations
- 2.3.1.7 Global trends promoting Higher Education mandate and availability of pool of researchers and scientists.
- 2.3.1.8 Potential of Lecturer and student exchange programmes with other national and international institutions of higher learning.

2.4 RESOURCE MOBILIZATION CONCEPT

- 2.4.0.0 Resource mobilization in Kabale University context is identification, acquisition, utilization and accountability of the resources in accomplishing University Vision, Mission and goal.
- 2.4.0.1 The process of assembling together the various stakeholders, supporters, media attentions, culture, alliances and partnerships help to strengthen the University's capacity to effectively deliver in her core mandate.
- 2.4.0.2 Resource mobilization is henceforth, a necessary process of obtaining the required resources by the University to enhance her service provision to the identified stakeholders.

2.4.0.3 From the above, it is clear that the University's resources stretch out to include sources categorized into human resources (employees), physical and virtual resources (material), intangible (invisible/social/intellectual) as well as financial resources (funds).

2.4.1 Human resources refer to;

- a) Recruited University Administrative and Academic Staff sourced from national and international labour markets, or can be developed internally.
- b) Secondments of staff through exchange programmes & trainings sourced from Higher Education institutions both nationally and internationally.
- c) Visiting professors, consultants, interns and other staff sourced from Higher Education institutions nationally and internationally.
- d) Surrounding community, Staff through affiliations, collaborations, development and research partners.

2.4.2 Physical Resources refer to;

- a) Physical Infrastructures (land, lecture theater/rooms, workshops, laboratories, offices, recreation and sports facilities, road network and parkways, walkways, security, utilities, cultivated assets and compounds). These can be procured, established including those under PPP arrangements with private sector.
- b) Material Moveable Properties; motor vehicles, office equipment, furniture and fittings, acquired through procurement, donations or insurance.
- c) Virtual infrastructures (ICT equipment), sourced by procurement and donations.
- d) Text Books, Journals and Magazines, acquired by donations and procurements.

2.4.3 Intangible Resources refer to;

- a) Research & Publications from staff and students
- b) Intellectual property arising from staff and students through innovations
- c) Student projects, research and community engagements
- d) University norms, values and practices
- e) Leadership and management styles exhibited by members of University Council & Management.
- f) Copy rights, patents and trademarks, names through legal registrations
- g) Subscriptions to various institutions forming partnerships.

2.4.4 Financial Resources refer to;

- a) National Budget i.e. Government of Uganda funds, public finance, debt relief.

- b) University fees and charges from students and public sector in community, EAC & Great Lakes Regions.
- c) Donor Community, Official Development and Research Partners at local and international levels.
- d) Entrepreneurial and business structures from staff, students and private sector.
- e) Endowment Fund with private equity and fund's managers from donor funds.
- f) Borrowings from development finance and institutional networks.

2.5 MECHANISMS OF ACQUIRING THE RESOURCES

2.5.1 By establishing these guidelines, the University shall broaden the resource channels by exploring alternative sources of resources.

2.5.2 A number of ways shall be determined to acquire resources for the University and shall be principally identified as internal and external.

2.5.3 External Resource Acquisitions

2.5.3.1 All externally sourced resources shall follow the set-out guidelines within the established University frameworks in consideration of efficiency and effectiveness in achieving University Vision and Mission.

2.5.3.2 Resources shall be acquired externally based on identified priorities aligned to University Strategic Plan and on based available capacities of the University.

2.5.3.3 All external resource (development assistance) reporting and monitoring system shall be fully integrated into the existing systems that monitors all University operations.

2.5.4 Internal Resource Acquisitions

2.5.4.1 The University shall encourage and foster internal resource acquisitions through established frameworks.

2.5.4.2 The internal resources acquisitions shall be in the form of identifying, attracting and obtaining legal ownership, nurturing/developing and integrating into University structures.

2.6 RESOURCES MOBILIZATION CYCLE

2.6.1 Strategic Planning

2.6.1.1 The University shall develop a holistic medium-term Strategic Plan identifying appropriate strategic interventions to undertake in achieving University mandate as reflected in the Vision, mission and goal.

2.6.1.2 The University Strategic Plan shall be developed after a comprehensive assessment of University needs to establish available and required resources, ascertain the existing

resources gaps that constrain the University operations and achievement of her strategic objectives.

2.6.1.3 The University further shall conduct external resource environmental analysis to determine the resource mobilization trends, technologies, methodologies and opportunities and guide on best approach to attract potential resource partners.

2.6.1.4 University resource mobilization structures, programs, strategies and plans shall be updated and developed to leverage on University resource requirements before resource partner engagements.

2.6.1.5 The strategies and plans shall detail the interventions necessary to locate, engaged, negotiate, manage the relationships and effectively communicate results.

2.6.1.6 The University shall further develop communications and marketing strategy and plans to support the resource mobilization program by identifying tools and platforms of communication to specified resource partners and all stakeholders.

2.6.2 Implementation

2.6.2.1 While engaging in any University resource mobilization progression, the University shall employ the outlined processes below to register success in all resource mobilization efforts from external sources.

2.6.2.2 Steps that involve identification, engagement, negotiation, management of relationships and communication of results to all relevant stakeholders.

a) Identify

- i) Map resource partner interest and priority
- ii) Identify where there is match with education comparative advantage and track record
- iii) Verify resource partner is an acceptable source

b) Engage

- i) Resource partner engagement through multiple means to build good relations
- ii) Develop advocacy tools like write proposals or concept notes and develop other communication tools e.g brochures, web pages etc
- iii) Deliver presentations to resource partners
- iv) Foster individual contacts and memorandum of understanding.

c) Negotiate

- i) Establish that the resource partner is an acceptable source
- ii) Reach an agreement on joint interest.
- iii) Agree conditions and acceptable rules of partnership including procedures.

iv) Develop and formalize legal agreement.

d) Manage and report

- i) Acknowledge resource partners' contribution
- ii) Ensure efficient & effective operations/management of the resources.
- iii) Regularly report on resource Partner's contribution with honesty.

e) Reporting results

- i) Disseminate information on learned lessons
- ii) Develop advocacy communication and marketing tools (brochure, web pages)
- iii) Advocate for continued support.

2.6.3 Monitoring and Reviews

2.6.3.1 The University resource mobilization programs shall be monitored and reviewed by picking out on achievements, challenges and re-design remedial actions that will refocus the resource mobilization initiatives to maximize results at operational and strategic levels.

2.7 LINKAGE OF RESOURCES TO UNIVERSITY PROGRAM

2.7.1 The University's ability to raise resources starts with attracting a competent and motivated human resource in all University Academic and Administrative Units.

2.7.2 The human resources then will focus on delivering required skills to the teaching and learning, research and community services, and governance and administrative support services.

2.7.3 The acquired resources shall support delivery of national vision and plans effected by aligning all University strategic objectives and operations to running national priorities.

2.7.4 University program as derived from the core mandate, shall include teaching and learning, research and community.

2.7.5 While striving to achieve University Vision, the resources required shall be categorized into physical infrastructures, human, financial and intangible resources.

2.7.6 The support services shall involve identification, acquisition, allocation and execution of the various tasks targeted at achieving University Vision, Mission and goal.

2.7.7 The resources identified in Section 2.4 of this guidelines shall be planned for in accordance to frameworks and University planning horizons set out in the Resource Mobilization Policy

SECTION THREE: INSTITUTIONAL FRAMEWORK

3.1 INTRODUCTION

- 3.1.1 This section of the resource mobilization policy guidelines provides University structures, apportioning responsibilities and procedural guidance towards the University strategic resource planning and budgeting. Therefore, the University shall implement the approved Resource Mobilization Policy, 2021 alongside these guidelines.
- 3.1.2 The University has setup resource mobilization, utilization and accountability structures, processes and procedures to guide on all resource mobilization programs.
- 3.1.3 The University strategic resource planning and budgeting process shall be in line with the University Vision, Mission and goals which are clearly aligned to the national socio-economic priorities.
- 3.1.4 The University shall strengthen her strategic planning, budgeting and financial management systems to ensure maximised resource absorptive capacity and optimal resource utilization for the University programmes.
- 3.1.5 This shall ultimately aim at ensuring effective and efficient resource allocations in attaining University set out strategic objectives. Therefore, these guidelines may activate the need to develop other frameworks relevant for University utilization of available and new resources.

3.2 RESOURCE MOBILIZATION STRATEGY

- 3.2.1 The University shall develop detailed resource mobilization strategy derived from Section 7.0 of the Kabale University Resource Mobilization Policy, 2021.
- 3.2.2 The detailed resource mobilization strategy shall include but not be limited to;
- a) Securing, protecting and strengthening the existing resources by creating stable and sustainable funding environment.
 - b) Identify, harness and develop new sources of resources that serve the University stakeholders effectively.
 - c) Identify and engage the private sector for partnership with the University for purposes of promoting strategic synergies.
 - d) Strengthen established University structures and conduct extensive human resources capacity development for resources mobilization.
 - e) Engage the University alumni, friends and well-wishers in the resource mobilization program of the University.
 - f) Identify and engage philanthropists and collaborations at national and international arenas of higher learning for funding University operations.

- g) Mobilize and engage University Faculties/ Schools/ Institutes to create productive units that promote income generation projects.
- h) Evaluate and recommend project financing instruments as may be required for funding required resources

3.3 UNIVERSITY PLANNING HORIZONS

- 3.3.1 The University planning cycle shall conform to the established pattern as in Section 13 of PFM Act, 2015 (as amended). This sets out the annual budgeting circle and management for all MDAs and is activated by the development of fiscal policy by the government. And also, the Physical Planning Act, 2010 (amended).
- 3.3.2 This further shall be in line with chapter 4 of the Kabale University Finance Management Manual, 2019 which details the planning and budgeting process of the University.
- 3.3.3 The University shall develop a medium term Strategic Plans covering a period of five to ten year on which her normal operations shall be based.
- 3.3.4 The University shall prepare long term plans for periods beyond ten years depending on the nature and resource requirements of the development projects. However, such plans shall be aligned to the approved Strategic Plans and scaled into annual plans for effective implementation.
- 3.3.5 University Management shall develop for approval and implementation a detailed resource mobilization plans, performance targets and key indicators.
- 3.3.6 The University Council shall on annual basis approve and monitor a Resource Mobilization Plan with detailed action plans, performance targets and indicators.

3.4 UNIVERSITY STRUCTURES AND RESPONSIBILITIES

3.4.1 University Council

- 3.4.1.1 The general oversight of University operations is solely delegated by the Universities and Other Tertiary Institutions' Act, 2001 (as amended), Sections 40 & 41 to the University Council who shall regularly be charged with approval and monitoring of all University Resource Mobilization strategies while guaranteeing the achievement of the University Vision and Mission.
- 3.4.1.2 The University Council is responsible for the Management of all property and funding of the University in accordance with Part XI of the Universities and other Tertiary Institutions Act, 2001 (as Amended).
- 3.4.1.3 The University Council shall consider and approve University Strategic Plan on which resource mobilization strategies and operational plans shall be designed in

considerations to national and international stakeholder demands that support University Vision and Mission.

- 3.4.1.4 University Council shall ensure that all resources acquired by the University share delivered, managed, monitored and reported through the established guidelines approved by the University Council.
- 3.4.1.5 The University Council shall establish a Committee to support University Management in the processes necessary to develop and implement resource mobilization programs, strategy and all efforts in obtaining resources for the University in line with established guidelines.
- 3.4.1.6 University Council shall provide an active and routine enhanced financial oversight and accountability system and structures in place to build and secure confidence of all stakeholders.
- 3.4.1.7 The University Council shall cause and lead the University in resource mobilization policy and strategy development and its successful implementation.
- 3.4.1.8 University Council shall establish valuable contacts, networks and garnering interest, support and in-kind contribution and important to the University.
- 3.4.1.9 It shall be the responsibility of every University Council member to mobilize resources for the growth of the University.
- 3.4.1.10 The University Council shall annually review the performance of approved University resource mobilization strategy and plans to ensure effectiveness and alignment to the University Vision and Mission.
- 3.4.1.11 In performance of its oversight function, the University Council shall routinely;
 - a) Evaluate and judge the need of resources in line with goals to be achieved
 - b) Determine the resources required
 - c) Classify the specific nature of resource required
 - d) Evaluate the quality and quantity of resources required
 - e) Identify the risks, problems pertaining to the mobilization of the resource
 - f) Locate the availability of the resource
 - g) Arrange funds for the acquisition of resources
 - h) Plan for inventory management of acquired resources
 - i) Make effective communication of all resources

3.4.2 University Management

3.4.2.1 University Management shall comprise of the established offices under Sections 31 to 37 of Universities and Other Tertiary Institutions Act, 2001 (as amended) and as University Council shall deem fit.

3.4.2.2 Having developed this guideline for University Council approval, shall have established a framework for effective resources management and formal structures that best manage resources within the existing government structures.

3.4.2.2 The responsibilities of University Management therefore shall include;

- a) Causing initiation, facilitate and strengthen policy dialogue, establishing closer internal collaboration, guiding the partners in the University partnership formulation and implementation processes and harmonization of procedures.
- b) Through the Vice Chancellor, shall perform the routine supervision, execution and reporting of the performance of University Resource Mobilization Strategy by offering technical support and compliance with the established standards, procedures and guidelines in delivery of Resource Mobilization Strategy outcomes.
- c) Conducting of holistic evaluation of available and required resources, ascertain the existing resources gaps and prioritize on execution of the right strategic interventions in delivering University services to her stakeholders.
- d) Developing detailed Resource Mobilization Strategy and plans after needs assessment by designing appropriate actions in line with established policy strategies for implementation and reporting the outcomes of the strategies to the University Council.
- e) Causing and leading in effective coordination, implementation and routine reporting of approved resource mobilization programs, strategies and plans including recommendations from University Council and Audits.
- f) Committing to principles of ownership, alignment, harmonization, managing results and mutual accountability as building blocks for growing Kabale University.
- g) Establishing Operational Resource Mobilization Committee (ORMC) to provide technical and advisory support in setting up procedures and processes necessary to initiate, develop, implement, review resources programs and coordinate with respective Units the efforts in obtaining resources.
- h) Supporting the Office of University Bursar to perform Secretariat function to the University resource mobilization programs in coordinating the Academic and Administrative Units' resource mobilization operations.

3.4.3 Operations Resource Mobilization Committee (ORMC)

3.4.3.1 There shall be Operations Resource Mobilization Committee (ORMC), charged with providing technical and advisory services to University Management in Resource Mobilization. The support shall include setting up procedures and processes necessary to initiate, develop, implement, review resources programs and coordinate with respective Units, the efforts in obtaining resources.

3.4.3.2 **The composition of the Committee** membership shall include representations from all the established University functional structures and Grants Office.

3.4.3.2 **The Committee's roles** shall include;

- a) Support the compilation of and recommend to University Management a holistic University needs and resources gaps in line with the University mandate.
- b) Support identification and coordination of resource mobilization programs, strategies and planning designs, and operations of the University with all University Units. This shall include resource mobilization proposal developments to be submitted to University Management and funding agencies.
- c) Support execution of;
 - i) Encouraging the reviews of the exiting frameworks, structures and procedures in upholding the University resource mobilization programs.
 - ii) Ensuring engagements for technical assistance in the development of resources mobilization programs, strategies, plans and proposal executions.
 - iii) Approved resource mobilization strategy, plans and operations of the University.
 - iv) Exhaustive budgets generations while guaranteeing compliance to necessary requirements.

3.4.4 Office of University Bursar

3.5.4.1 Shall be the Secretariat to the Resource Mobilization, University Bursar shall;

- a) Ensure that updated University resource mobilization policy frameworks, strategies, operational plans are developed, approved, implemented and reported as may be required by these guidelines.
- b) Ensure that the annual and medium term resource mobilization work plans and budgets are developed in line with national laws and regulations, approved Strategic Plan, reviewed and recommended by Management for University Council approval.
- c) Coordinate with all University Units through Grants Office to compile a comprehensive University resource mobilization operations and submit to ORMC and Management. And

shall further facilitate, source and administer all University resource acquisitions both internally and externally.

- d) Aid the identification and documentations of resource mobilization programs, strategies and plans development and facilitate a review of financial gaps.
- e) Engage with the Communication and Branding Office to develop a holistic University communications and marketing strategy appropriate for resource mobilization activities.
- f) Report on all resources flows using the established reporting routines and frameworks within the University. This shall include commitments and disbursement schedules that secure the required predictability of external support and its effective integration in to University planning process.

3.4.5 Grants Office

3.4.5.1 The Grants office established under University Bursar shall work along with Grants office at the Research and Publications Directorate to;

- a) Ensure that standard and coherent development and research partners' policies, strategies, procedures for resource mobilization proposal developments are developed, reviewed and updated.
- b) Develop reward and recognition mechanism for successful fundable project proposals
- c) Provide coordination to form and facilitate resource mobilization proposal development teams and supervising the teams to ensure proposals are developed and submitted on time and in compliance with the University policies.
- d) Ensure that resource mobilization proposal development roadmaps are clearly updated indicating operational activities, time frames, responsible persons, deliverables and resources requirements including the budgets are developed, reviewed and reported quarterly to relevant University organs.
- e) Manage the institutional and University Human Resources capacity development in resource mobilization in addition to research and grants leadership.
- f) Guarantee facilitation of identification, gathering of information and documentations required for resource mobilization programs, proposal development and reviewing the University programmatic and financial gaps is achieved.
- g) Confirm submission of complete resource mobilization proposals to partners and University Management through the Secretariat and ORMC.
- h) Ensure donor engagements and partnership building through networking and developing and maintain updated partner registers.

- i) Engage with Communication and Branding Office to develop a University communications and marketing strategy for all development and research partners.
- j) Guarantee easy flow and exchange of resource mobilization related best practices, methodologies, resources and skill sharing amongst University staff.

3.4.6 University Academic and Administrative Functional Structures

2.5.6.1 All Established University Functional Structure Heads shall;

- a) Encourage all staff to participate in resource mobilization operations and capacity developments.
- b) Annually develop operational plans and budgets that include resource mobilizations within the University Strategic Planning frameworks.
- c) Take responsibility to effectively implement the approved plans and documenting the emerging challenges for appropriate mitigations and reporting.
- d) On a quarterly basis, report on the identification of new as well as progress of existing resource mobilization plans, challenges and recommendations to the Secretariat for compilation of all University resource mobilization operations and submission to ORMC.

3.4.7 University Internal Audit Unit

- a) The University Internal Audit Unit shall execute quarterly monitoring and auditing the performance of all University Resource Mobilization Strategies, Plans and operations through routine reporting to the Audit and Risk Management Committee of Council.
- b) Assess, recommend and report to the relevant University organs, the institutional sustainability of the operating governance practices and structures. This shall further detail assessments in-line with national, regional and international higher education focus of;
 - i) How the University delivers her services in response to stakeholder needs including anticipated new areas of need
 - ii) University response to shifting priorities of the identified stakeholders with new responsibilities and still maintain a positive work climate for University staff.
- c) Undertake comprehensive risk management of all the University Resource Mobilization Programs, Strategies and Plans, making appropriate recommendations for corrective and remedial actions.
- d) Support Auditor General in the audit and implementation of the practical recommendations of the University resource mobilization programs and operations as provided for in the Universities and Other Tertiary Institutions Act 2011 (as amended) and the National Audit Act (2008).

SECTION FOUR: ACHIEVING RESOURCE MOBILIZATION POLICY OBJECTIVES

4.0 INTRODUCTION

- 4.0.1 The Kabale University resource mobilization policy and accompanying guidelines establishes the framework on which resource mobilization strategies, programs and plans shall be developed.
- 4.0.2 In developing and implementing resource mobilization policy and guidelines, the University shall have created an enabling environment for all staff to be engaged in resource mobilization programs and plans that support acquisition of new and additional resources as well as protecting the available resources.
- 4.0.3 The University therefore has setup resource mobilization, utilization and accountability structures, processes and procedures to guide on all resource mobilization programs.
- 4.0.4 Annually, the University Management shall prioritize the University needs after conducting a holistic assessment of acquired and required resources, ascertain the existing resources gaps that constrain the University operations.

4.1 GUIDING PRINCIPLES AND VALUES FOR SUSTAINABLE RESOURCE MOBILIZATION

- 4.1.1 While the University has her core values on which all operations are based as set out in Section 9 of the Resource Mobilization Policy, 2021, these underlying guidelines uphold and compliment on those set values by providing further principles and values specific to resources mobilization programs of the University.
- 4.1.2 Kabale University shall pursue a resource mobilization strategy that are consistent to approved University strategic objectives.
- 4.1.3 The strategic interventions shall also comply with the principles laid down in the University Vision, Mission, the overarching goal as set out in the approved Strategic Plan and other processes aimed at making resources more effective as laid down by the guiding laws and regulations.

4.1.4 Focus on the Needs of Kabale University

- 4.1.4.1 University Management shall protect the core established mandate of the University and continue to serve in the specified human resources skills gaps in consideration to national and community requirements.
- 4.1.4.2 The areas of University resources allocations by University Council shall respond to the established core mandate of the University.

4.1.5 Promote efficiency and effectiveness

- 4.1.5.1 The University shall continuously ensure effective and efficient use of available resources in a way that will lead to the sustainable development of the University.

4.1.5.2 University Management shall identify, mobilize, track, monitor and report on all resources received and utilized for the sole purpose of achieving the manate of the University.

4.1.6 Build on and align to synergies at national, regional and international spheres

4.1.6.1 The University shall develop and implement resources mobilization strategies and plans in line with national policies and international engagements that support the Vision of the University.

4.1.6.2 The University shall commit to principles of ownership, alignment, harmonization, managing results and mutual accountability as building blocks for a growing Kabale University.

4.1.7 Strengthen Capacity

4.1.7.1 The University shall support capacity building of all University staff as a continuous objective to strengthen skills needed to generate and monitor resource flows.

4.1.7.2 Any assistance in projects shall contain clear capacity building components that build and strengthen the University and human resource capacities in mobilizing and utilizing resources effectively and change management

4.1.8 Results based resource mobilization programs and implementation

4.1.8.1 The University shall deliver a high-quality service in all her deliverables in a timely, efficient and accountable manner through effective monitoring and evaluation mechanisms in her resource mobilization programs.

4.1.9 Support for Innovations

4.1.9.1 The University shall support, encourage and uphold any new innovations that ensures quality and effective service delivery to all identified stakeholders.

4.2 DESIGNING RESOURCE MOBILIZATION STRATEGIES

4.2.1 While designing and implementing strategic interventions, the intension shall be to achieve the set-out resource mobilization policy objectives in line with University mandate and approved Strategic Plan.

4.2.2 The resource mobilization strategies shall be developed after a comprehensive needs assessment and determining the existing resources gaps.

4.2.3 The developed resource mobilization strategies shall reflect the University resource capacity and cover all the current resource mobilization potential.

4.2.4 The resource mobilization strategies shall further consider national priorities, private sector, general economic developments as well as coherency with international

approaches in Higher Education. The strategies shall also comply with all the relevant national laws, regulations and University existing policies.

4.2.5 In developing resource mobilization strategies, the University shall encourage sustainable and inspirational operations to all key stakeholder.

4.2.6 The strategies and operations shall foster innovations and promotion of creative income generation activities in the established University units.

4.2.7 The University shall take care to attract only verified credible development and research partners in order to protect the University image.

4.3 NEEDS ASSESSEMENT IN RESOURCES MOBILIZATION

4.3.1 The University shall routinely assess University resource mobilization capacities by setting common and standardized approach for development across all Units

4.3.2 Every University staff shall bear the responsibility for mobilization of resources.

4.3.3 The University shall create training and development opportunities for all staff on resource mobilization.

4.3.4 The Grants Offices shall coordinate the identification, facilitation, administration and sharing of best practice, analysis of market trends, donor research and technologies.

4.3.5 The University shall develop a communication and marketing strategy that fosters skills and information sharing mechanisms related to resource mobilization for University Leaders, Management, staff, students and alumni and friends of Kabale University and to all University units.

4.3.6 There shall be easy flow and exchange of resource mobilization related best practices, methodologies, resources and skill share amongst University staff.

4.3.7 In order to enhance funding from Development Partners the guidelines below shall apply:

- i) Management shall develop annual operational plans (with achievable targets) detailing how the University staff shall mobilize resources including attracting development and research partner funding.
- ii) Every University staff member shall be encouraged to participate in resource mobilization.
- iii) The University shall develop a reward and recognition mechanism for all successful fundable project proposals

4.4 SUPERVISION AND ACCOUNTABILITY OF MOBILIZED RESOURCES

- 4.4.1 University Council by approving these guideline is establishing an effective resources management framework to best manage resources within the existing government structures. The University is classified as an agency within the Central Government.
- 4.4.2 All the resources mobilized and under the control of the University is public funds and shall be utilized according to established national laws, regulations and procedures under Public Financial Management Act, 2015 (as amended), Regulations, 2016 and Treasury Instructions, Circulars issued from time to time by the Permanent Secretary and Secretary to Treasury.
- 4.4.3 The University Vice Chancellor shall take executive lead in the initiation, implementation and accountability of University resource mobilization programs.
- 4.4.4 The University Secretary shall take responsibility of Accounting Officer in the administration and accountability of all University resources as established under Section 33 of the Universities and Other Tertiary Institutions Act, 2001 (as amended) and Public Financial Management Act, 2015 (as amended).
- 4.4.5 The reporting structures and responsibilities have been set out in Section Two of these guidelines. All the relevant structures and Officers are compelled to perform their respective functions to avoid breakdown of the established procedures, routines and accountabilities.
- 4.4.6 The University shall develop an updated partner register profiling all partners with matching interests and extent of University engagements.
- 4.4.7 All the resource mobilization reports from established Units shall identify challenges and suggest recommendations for remedial and corrective measures.
- 4.4.8 The resource mobilization program reporting schedules shall be within the established frameworks but in any case, on a quarterly basis.

4.5 RESOURCE MOBILIZATION ACTIVITIES

4.5.2 Resource mobilization governance structure

- 4.5.2.1 The University Council Committee on Resource Mobilization shall oversee the active development and implementation of University Resource Mobilization strategies.
- 4.5.2 Kabale Resource Mobilization Policy, 2021 establishes Operations Resource Mobilization Committee to provide advisory and technical advice on resource mobilization programs in the University.

4.5.3 Negotiations for increased funding from the Government

4.5.3.1 The University Council together with University Management shall engage with and negotiate for increased University funding from the Government of Uganda because the current the funding model does not match the University growth trajectory.

4.5.4 Setting up a budgetary allocations for infrastructure development

4.5.4.1 The budgetary allocations for infrastructure shall be utilized for the intended purpose and in accordance with the PFM Act, 2015 (as amended).

4.5.5 Design of new Academic Programmes

4.5.5.1 The University shall develop new and demand driven academic programmes to reflect government skills needs priorities and to improve on student enrolment.

4.5.6 Fundraisings Drives

4.5.6.1 The University shall develop detailed plan for a fund-raising event to finance identified University project (s) at least once every year and invite participation of Alumni and friends of Kabale University to make their contributions.

4.5.7 Public Private Partnerships

4.5.7.1 The University shall engage both public and private sectors in financing and facilitating efficiency, flexibility and innovativeness in development and maintenance of University infrastructure as well as providing University service in line with the Kabale University Public Private Partnership Policy, 2021.

4.5.8 Establishment of an Endowment Fund

4.5.8.1 The University shall establish an Endowment Fund for either investment assets or a monetary fund with an approved Funds Manager after a feasibility analysis and developed guidelines.

4.5.8.2 The established Endowment Fund shall generate future incomes for infrastructural development, University programs and other services as shall be specified by the University Council.

4.5.9 Establishment and strengthening of Academic Chairs

4.5.9.1 The University shall establish and strengthen Academic Chairs as a model for mobilizing resources for strengthening facilities, teaching and learning, and research, innovations and knowledge transfer.

4.5.10 Borrowing

4.5.10.1 Through the government of Uganda, the University shall seek for guarantee to borrow development funds from appropriate development finance agency in accordance to established legal requirements.

SECTION FIVE: IMPLEMENTATION OF RESOURCE MOBILIZATION STRATEGIES

5.0 INTRODUCTION

5.0.1 In Developing Resource Mobilization Strategy, University Management shall ensure the guidelines provided here are followed;

5.1 PROTECTING EXISTING AND STRENGTHENING UNIVERSITY RESOURCES SUSTAINABLY

5.1.1 University Management shall engage in dialogue with the resource partners including government in coordination and sharing information to provide increased resources support while upholding the leadership and ownership of the process.

5.1.2 University Management shall cause reviews, development and promotion of market driven programs and short courses, focusing on both academic and skills developments.

5.1.3 University Management shall make consultations and recommend to the University Council a review of University fees and charges in line with the unit cost of delivering *teaching and learning* to her key stakeholders.

5.1.4 University Management shall strengthen the process harmonization and mobilization of financial and technical resources through systematic mobilization framework.

5.1.5 University Management shall institute systems and capacity to provide quality information that is responsive and comprehensive based on existing monitoring systems, and providing feedback to policy process for informative actions.

5.1.6 University Management shall institute strategies, structures and actions that shall improve on relations, staff development, care for staff welfare and underlying procedures. The may include staff associations, health schemes, staff benefits and SACCO.

5.2 IDENTIFICATION AND DEVELOPING NEW SOURCES OF RESOURCES

5.2.1 University Council shall build and sustain institutional capacity for resource mobilization and utilization.

5.2.2 University Management shall influence and encourage initiatives among University staff and other stakeholders to mobilize resources from new sources for the University.

5.2.3 University Management shall develop for approval and implementation detailed resource mobilization plans, performance targets and key indicators.

5.2.4 University Management shall explore initiatives to expand, develop online, evening, and Distance Learning programs.

5.2.5 University Management shall develop a holistic marketing strategy to expand on the target market beyond the region and country.

- 5.2.6 University Management shall develop and teach market-oriented short courses for skills development in various fields. The objectives of the short skills development courses shall be to:
- a) Equip learners with practical and soft skills in order to make them employable and entrepreneurial as a tool for poverty reduction,
 - b) Generate extra revenue for the University from trainees' fees payments
- 5.2.7 The allocations of revenues generated from the short skills development courses shall be effected within the existing structures and mechanism set up by Management.
- 5.2.5 University Management shall establish and strengthen Academic Chairs as a model for mobilizing resources for strengthening facilities, teaching and learning, and research, innovations and knowledge transfer.
- 5.2.6 University Management shall establish an Endowment Fund for either investment assets or a monetary fund with an approved Funds Manager after a feasibility analysis and developed guidelines.
- 5.2.7 University Management conduct shall re-organization and restructuring of business operations within the University premises
- 5.2.8 University Management shall consider establishing a Business center, Digitalization center and Printery to offer secretarial, printing services. Other facilities shall include Student Hostels, Hospital, Hotel/restaurant, Incubation center, Guesthouses, Engineering Workshops and garages, Construction Company, Fabrication center, Interior and Exterior Design Service Center, Farm demonstration and extension services, Interpretation, translation and editing center.
- 5.2.9 University Management shall establish a corporate body for coordinated efforts in providing consultancy services to community.

5.3 ENGAGEMENT OF PRIVATE SECTOR IN PROMOTING SYNERGIES THROUGH PARTNERSHIPS

- 5.3.1 University Management shall establish development and research partnerships with private and other institutions for reciprocal benefits that support University mandate of teaching, learning, research and community services.
- 5.3.2 University Council shall develop detailed guidelines for better implementation of the approved Public Private Partnership Policy, 2021.
- 5.3.3 University Council shall establish a charitable organization to support community in identified prevalent needs.

5.4 INSTITUTIONAL CAPACITY DEVELOPMENT FOR SUSTAINABLE RESOURCE MOBILIZATION

- 5.4.1 University Management shall support capacity building of all University staff and members with a continuous objective of strengthening skills needed to generate and monitor the resource flows.
- 5.4.2 University Management shall create training and development opportunities for all staff on resource mobilization.
- 5.4.3 University Management shall establish and facilitate a functional Grants office to coordinate the identification, organize trainings and sharing of best practice, analysis of market trends, donor research and technologies.
- 5.4.4 University Management shall develop a comprehensive communication and marketing strategy to foster information sharing among University stakeholders.

5.5 ENGAGEMENT OF UNIVERSITY ALUMNI, FRIENDS AND WELL-WISHERS

- 5.5.1 University Management shall design specific communication and marketing strategy for the Alumni, friends and well-wishers for information sharing and resource mobilization engagements.
- 5.5.2 University Management shall work closely with Convocation to build a strong alumni, friends and well-wishers networks, database to encourage their participation in resource mobilization events of the University.
- 5.5.3 University Management shall organize annual resource mobilization conventions for Alumni, friends and well-wishers for their involvement in generation of resources for University development.

5.6 ENGAGEMENT OF PHILANTHROPISTS, FUNDING INSTITUTIONS AND COLLABORATIONS

- 5.6.1 University Management shall identify and establish valuable contacts, networks and garnering interest, support and in-kind contribution important to the University.
- 5.6.2 University Management shall reinforce resource mobilization proposal developments through research grants and consultancy services by establishing a strong proposal writing team.
- 5.6.3 All external resources received to support research and related activities by a University staff shall contribute to the University administrative overheads from the research budgets funded by a donor as in Research and Publications Policy, 2019.

5.7 ENGAGEMENT OF UNIVERSITY ACADEMIC UNITS TO CREATE PRODUCTIVE UNITS

5.7.1 University Management shall encourage the Academia for inclusive involvement in resources generation to finance the University operations. This shall be developed from the specialized practical, skilled and productive members of staff and graduates from respective Academic Units.

5.7.2 All Income Generating Units established at any of the University structures, shall be University investment and therefore, are University assets handled through the relevant public regulations. The University shall make the necessary capital contributions and meet the operational costs through a revolving fund mechanism to sustain these units.

5.7.3 The University Management shall develop a mechanism within the existing processes and structures to manage these investments responsibly including rewarding the idea generations to encourage innovation.

6.0 REVIEW OF THE GUIDELINES

6.1 The guidelines may be reviewed when deemed necessary.

7.0 DATE OF COMMENCEMENT

7.1 These guidelines shall come into force on the date of approval by the Kabale University Council.

Management Prayer;

The Committee receives, discusses and forwards to University Council for consideration, Draft ***Kable University Resource Mobilization Policy Guidelines, 2021.***