



RESOURCE MOBILIZATION POLICY,

2021

APPROVED ON:

27th SEPTEMBER 2021

TABLE OF CONTENT

LIST OF ACRONYMNS.....	2
DEFINITION OF KEY TERMINOLOGIES.....	3
PREAMBLE.....	4
1.0 INTRODUCTION.....	5
2.0 POLICY STATEMENT	6
3.0 CITATION.....	6
4.0 SCOPE AND APPLICATION	6
5.0 POLICY PURPOSE.....	6
6.0 POLICY OBJECTIVES.....	6
7.0 RESOURCE MOBILIZATION STRATEGY DEVELOPMENT.....	7
8.0 LEGAL AND REGULATORY FRAMEWORKS.....	7
9.0 GUIDING PRINCIPLES.....	8
10.0 POLICY FOCUS	9
11.0 PUBLIC PRIVATE PARTNERSHIP ENGAGEMENTS	9
12.0 INSTITUTIONAL ARRANGEMENT	10
12.1 University Council.....	10
12.2 University Management.....	10
12.3 University Internal Audit Unit.....	11
13.0 POLICY REVIEW	11
14.0 EFFECTIVE DATE OF THE POLICY	11
15.0 PRAYER/ REQUEST TO UNIVERSITY COUNCIL.....	11

LIST OF ACRONYMNS

AIA	Appropriation in Aid
AO	Accounting Officer
AR	Academic Registrar
DVC	Deputy Vice Chancellor
KAB	Kabale University
MoFPED	Ministry of Finance, Planning and Economic Development
ORMC	Operational Resource Mobilization Committee
NCHE	National Council for Higher Education
PFMA	Public Finance Management Act 2015
PDU	Procurement and Disposal Unit
PPP	Public-Private Partnership Policy
RMC	Resource Mobilization Committee
UB	University Bursar
UOTIA	Universities and Other tertiary Institutions Act 2001 (as amended)
%	Percent
FY	Financial Year
SW	South Western
SQM	Square Meters
US	University Secretary
VC	Vice Chancellor

DEFINITION OF KEY TERMINOLOGIES

Accounting Officer: The term “Accounting Officer” means the University Secretary as specified in Section 33(3b) of the UOTIA, 2001 (as amended) or any other officer appointed in accordance with section 3 of PFMA, 2015 (as amended).

Academic Department: Means the teaching department which functionally reports to a Faculty or a School or Institute.

Administrative Department: Unless otherwise defined, Administrative Department means a non-teaching Department of the University which includes the Departments directly headed by the Vice Chancellor, the University Secretary, University Bursar, Dean of Students, the University Library, the Academic Registrar and any other non-teaching Department or office created and/or elevated by the University Council to the same or higher level as the aforementioned Departments.

Appropriation in Aid: This shall be a category of resources generated by the University from within its own sources. It shall include student fees and all revenues generated from its other customers and/or development partners.

Fees: The term “fees” as used in the policy means all student fees which shall include tuition fees, functional fees and other charges which shall be specified in the student admission letters.

Policy: The term “Policy”, unless otherwise specified, means this Resource Mobilization Policy.

Resource Mobilization: refers to all activities involved in securing new and additional resources for Kabale University. It also involves making better use of, and maximizing, existing resources.

Students Guild: Means the entire student body of Kabale University.

University: Unless otherwise specified, the term University means Kabale University.

University Council: The term “University Council” means the Kabale University Council.

University Management: The term “University Management” wherever used in this Manual, otherwise specified means the Kabale University Management Committee.

PREAMBLE

WHEREAS Kabale University is a Public University established under the Universities and Other Tertiary Institutions Act, 2001 (as amended) by Statutory Instrument No. 36 of July, 2015, with the Vision be *“to become a sustainable vibrant University of academic excellence in the Great Lakes Region and beyond”*.

And a mission to be *“an efficient and effective University that excels in teaching, learning, research, innovation and community engagement”*.

AND WHEREAS Kabale University is grappling with inadequate government funding of her activities, the rising student enrolment numbers with its associated costs, and insufficient physical and virtual infrastructure;

WHEREAS Under Part XI of the Universities and other Tertiary Institutions Act, 2001 as Amended) the Kabale University Council is mandated with the management of Property and Funding of the Public University;

AND WHEREAS Kabale University Council is aware of the current challenges of inadequate funding, lack of infrastructure and some existing obsolete facilities, and is also aware that to reverse this state of affairs, there is need to mobilise resources to enhance the University’s resource base;

WHEREAS this calls for a policy framework that will guide the resource mobilization initiatives and strategies;

NOW WHEREFORE this Policy is hereby enacted and shall become effective on the date approved by the Kabale University Council.

1.0 INTRODUCTION

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). The University is located in Kabale District in the greater Kigezi sub-region, South West of the Republic of Uganda bordering Rwanda.

The University Vision *“to become a sustainable vibrant University of academic excellence in the Great Lakes Region and beyond”*.

And the Mission *“to become an efficient and effective University that excels in teaching, learning, research, innovation and community engagement particularly in the Great Lakes region”*.

Currently, Kabale University is constrained by inadequate funding for her operations, rising student enrolment with, increasing operational costs, and insufficient physical and virtual infrastructure. The University has a total student 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.

The approved Ugx.40 billion budget estimates for FY2020/2021 which include AIA, 73% (Ugx.29 billion) is allocated to the wage bill of 388 University 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. 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.

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

In order to reduce the identified constraints, there is need to mobilise resources to enhance the University's service delivery capacity and this calls for a policy that will guide the resource mobilization initiatives and strategies.

2.0 POLICY STATEMENT

The policy establishes institutional framework, structures and strategies intended to protect the existing, and acquiring new and additional resources for the attainment of University mission and vision as set out in the approved University Strategic Plan.

The Resource Mobilization Policy sets out an enabling environment that supports resource mobilization efforts through appreciation, identification, and design of appropriate structures and strategies aimed at attracting suitable resources required for University successful operations and growth.

3.0 CITATION

The Policy shall be cited as “*Kabale University Resource Mobilization Policy, 2021*”

4.0 SCOPE AND APPLICATION

This Resource Mobilization Policy shall apply;

- a) To all aspects and forms of resource mobilization for Kabale University.
- b) To University Council Members, Staff, Alumni and Students of the University, Partners, Friends and Well-wishers to the University.
- c) Where this Policy contradicts the National Laws, the latter shall prevail.

5.0 POLICY PURPOSE

To institute a well-coordinated and structured framework for the University resource mobilization strategy. This is meant to accurately guide all stakeholders on a holistic assessment of the available resources. These resources need protection and acquiring more, having identified prevailing resource gaps that constrain achievement of the University Vision.

6.0 POLICY OBJECTIVES

- a) Establish institutional framework, structures and standards that support and enhance the implementation of University resource mobilization strategy.
- b) Provide the guiding principles, procedures, systems and values that uphold a sustainable resource mobilisation approach.
- c) Design resource mobilization strategy after conducting a holistic overview of existing and required resources, ascertaining the resource gaps that constrain the University operations and growth.
- d) Strengthen and protect available resources to ensure sustainability flow
- e) Build institutional capacity for resource mobilization and utilization.
- f) Ensure supervision and proper accountability of the mobilised resources.

7.0 RESOURCE MOBILIZATION STRATEGY DEVELOPMENT

Through a participatory approach, University management shall develop an appropriate and extensive Resource mobilization Strategy that will encompass 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.

8.0 LEGAL AND REGULATORY FRAMEWORKS

8.1 The University while implementing the Resource Mobilization Policy, shall ensure legal compliance with the following laws, regulations and policies governing Kabale University;

- a) The 1995 Constitution of the Republic of Uganda (as amended),
- b) The Universities and Other Tertiary Institutions Act 2001 (as amended),
- c) Public Finance Management Act 2015 (as amended),
- d) The Public Private Partnership Act 2015,
- e) PPDA Act, 2003, (as amended) and Regulations
- f) Investment Code Act, 1991
- g) Industrial Property Act, 2014
- h) Land Act, 1998, Cap 227
- i) The Physical Planning Act, 2010
- j) Income Tax Act, 1997, Cap 340
- k) The Employment Act, 2006, Regulations and Guidelines

8.2 Other identified national and University regulations and policies to include;

- a) Uganda Vision, 2040
- b) National Development Plan III, FY2020/21 to FY2024/25

- c) The Public Finance Management Guidelines 2016
- d) The Public-Private Partnership Policy 2010
- e) Higher Education Policies, Reforms and Strategic Plans as communicated from time to time
- f) National Intellectual Property Policy, 2019,
- g) Business Registration Laws,
- h) Trademark Acts and regulations,
- i) Domestic Tax Laws and fiscal policies
- j) The Kabale University Financial Manual 2019,
- k) The Kabale University Audit Manual, 2019
- l) The University Master Plan, 2019 to 2069
- m) The Approved University Strategic Plans
- n) Kabale University Public-Private Partnership Policy, 2021

9.0 GUIDING PRINCIPLES

- a) **Excellence:** Excellence commits us to challenge ourselves to utilize our God-given gifts intellectual, social, physical, spiritual and ethical.
- b) **Integrity:** The University is committed to ethical and responsible behaviour in our own actions and to developing the same commitment in our students, thus fostering individuals who will have the skills, knowledge, and ability to engage positively with a diverse and changing world.
- c) **Diversity:** The University dedicated to attracting and supporting a diverse student, faculty and staff population and enhanced multicultural learning opportunities.
- d) **Learning Environment:** The University is driven by a continuous need for being a learning organization where our students and staff cherish lifelong learning.
- e) **Academic freedom:** The University believes that students and faculties should engage in professional development and scholarly endeavours that promote the creation and application of knowledge in all disciplines.
- f) **Collegiality:** The University believes in processes of shared decision making based on productive synergistic interactions among our students, faculty, and staff, and disciplines in the pursuit of institutional goals.
- g) **Community:** The University values and respects as the greatest asset the people who make up our community.

10.0 POLICY FOCUS

While developing the Resource Management Strategy, focus shall be emphasized on the nature and types of resources the University desires categorized into;

a) Financial Resources

- i. Government subvention and grant
- ii. University Students fees – from Academic programmes, University Alumni, friends and well wishers
- iii. Commercial operations in University properties and faculties
- iv. Grants from international and local development agencies, local governments and community
- v. Special development loans through Government of Uganda

b) Human Resource

- i. Recruited University Administrative and Academic Staff
- ii. Secondments of staff through exchange programmes & trainings
- iii. Visiting professors, consultants, interns and other staff
- iv. Surrounding community, Staff through affiliations, collaborations and development partners

c) Physical Resources

- i. Physical infrastructures (buildings, facilities, roads, Utility assets), ICT equipment, Motor vehicles, etc
- ii. Event sponsorships, event venues, office space
- iii. Design and print facilities, communication and airtime facilities (media, radio, tv)
- iv. Titled land and related resources, Specialized equipment and materials
- v. Library resources

d) Intangible Resources

- i. Culture, Published Research works, innovations
- ii. Intellectual Property, Brand name, Copy rights, patents
- iii. Communications and publicity
- iv. Training and advisory services (social, financial, medical, technical)

11.0 PUBLIC PRIVATE PARTNERSHIP ENGAGEMENTS

The Public Private Partnership Policy shall be in harmony with Resource Mobilization Policy.

12.0 INSTITUTIONAL ARRANGEMENT

The Resource Mobilization Policy allocates roles and responsibilities in accordance to the approved University governance structures. The roles are broadly classified into oversight, execution and monitoring to be detailed in the proceeding resource mobilization strategy.

12.1 University Council

- a) 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.
- b) 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)
- c) It shall be the responsibility of every University Council member to mobilise resources for the growth of the University.

12.2 University Management

- a) University Management 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.
- b) Management shall develop detailed plan 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.
- c) University Management shall set up an Operations Resource Mobilization Committee (ORMC) to provide technical and advisory support in Resource Mobilization.
- d) Members of University Management shall influence and encouraged initiatives to mobilize resources for the University.
- e) Office of University Bursar shall perform Secretariat function to the University resource mobilization activities, coordinating the Academic and Administrative units.

12.3 University Internal Audit Unit

The University Internal Audit Unit shall aid monitoring and auditing the performance of University Resource Mobilization Strategy through routine reporting to the University Council through the Audit and Risk Management Committee of Council.

13.0 POLICY REVIEW

The policy may be reviewed after every three years.

14.0 EFFECTIVE DATE OF THE POLICY

The policy shall come into force on the date of approval by Kabale University Council

