



P. O. BOX 1, KYAMBOGO – KAMPALA, UGANDA

POLICY ON RESOURCE MOBILISATION AND INVESTMENT

Approved by the University Council on 16th March 2018

Amended on 28th September, 2022

CITATION

This policy shall be cited as **“Policy on Resource Mobilisation and Investment.”**

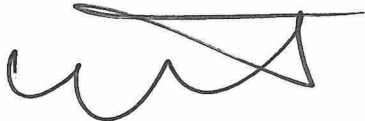
MESSAGE FROM THE UNIVERSITY COUNCIL CHAIRPERSON

Kyambogo University has continued to grow as it strives to become a centre of academic and professional excellence. The resources enable the University Council to fulfil its mandate and also empower the University to achieve its Mission and Vision.

The University requires the financial resources to take the lead in innovative teaching and research in the current competitive environment. The Resource Mobilisation and Investment Policy will facilitate the generation of funds which will enable Kyambogo University to live up to its Vision, Mission and Core Values.

The University Council has approved Policies to guide the implementation of the university activities in accordance with the Universities and Other Tertiary Institutions Act 2001 (as amended). The Resource Mobilisation and Investment Policy will guide the University Council, Management, staff, students, alumni and other stakeholders on resource mobilisation and investment for the University.

I am, therefore, indebted to the University Council, Management, staff and students for their input in developing this, Policy. I encourage all stakeholders to participate in mobilising resources for Kyambogo University.



Dr. Nakabugo Mary Goretti
CHAIRPERSON, KYAMBOGO UNIVERSITY COUNCIL

FOREWORD BY THE VICE CHANCELLOR

Kyambogo University is a Public University created with the main aim of promoting and advancing knowledge and the development of skills in Science, Technology, and Education, as well as other fields, with regard to quality, equity, progress, and the transformation of society.

The University has a student population of 33,000 on campus and over 42,000 off campus in Affiliated Institutions which requires adequate infrastructure in terms of lecture rooms, laboratories, accommodation, recreation/sports facilities and office space for staff. To have this infrastructure that matches students' requirements, resource generation must be among the priority areas for the University.

Kyambogo University has developed the Policy on Resource Mobilisation and Investment with a view to mobilising funds through internally generated schemes, Government, funding from development partners and through Public Private Partnerships, among others. This will enhance the University's financial capacity in a bid to achieve its Vision and Mission. In addition, the policy will guide the manner in which the mobilised resources will be invested.

I expect and look forward to your cooperation and support in implementing this policy.



Prof. Dr. Katunguka Rwakishaya Eli (PhD)
VICE CHANCELLOR

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LIST OF ACRONYMS

GOU	Government of Uganda
KYU	Kyambogo University
PPP	Public Private Partnership
MOU	Memorandum of Understanding
M & E	Monitoring and Evaluation
NDP III	National Development Programme III

KEY TERMS

Asset: Anything tangible or intangible that is owned and controlled by the University to produce economic value.

The Council: The term 'Council' refers to the Kyambogo University Council.

Holding Company: A company incorporated under the laws of Uganda as a vehicle for doing business on behalf of the University.

Investment: The act of putting money, effort, time, etc. into something to make a profit or get an advantage.

Long-term investments: An account on the asset side of a company's balance sheet that represents the investments that a company intends to hold for more than a year. They may include stocks, bonds and real estate.

Medium-term investments: assets holding period or investment horizon that is intermediate in nature. The exact period of time considered medium term depends on the investor's personal preferences, as well as the asset class under consideration.

Public Private Partnership: Refers to a medium to long-term contractual arrangement between the public and private sectors to finance, construct/renovate, manage and/or maintain a public infrastructure or the provision of a public service.

Resource mobilisation refers to the collection of resources to produce results according to needs and the given system of governance.

Return on Investment (RoI): A performance measure used to evaluate the efficiency of an investment or to compare the efficiency of several different investments. RoI measures the amount of return on an investment relative to the investment's cost.

Risk: A probability or threat of damage, injury, liability, loss, or any other negative occurrence that is caused by external or internal vulnerabilities, and that may be avoided through pre-emptive action.

Short-term investments: Any investments that a company has made that will expire within one year.

The University: Kyambogo University is referred to as the University.

1.0 PREAMBLE.

Kyambogo University is a public university established with a mandate to provide University education in the fields of science, technology, and education, as well as other relevant fields, for the transformation of society. To achieve its mandate and have a competitive advantage, the University requires adequate financial resources for research and innovation. On this premise, the University revenue should be enhanced through resource mobilisation and investments with emphasis on maximising return while minimising risks.

In line with the above, Public–Private Partnerships (PPPs) in higher education offer potential for overcoming some of the critical challenges and for developing the University. Given the government’s limited budget allocation to the University, promoting PPPs is critical to expand access to higher education, improve higher education programs in responding to the country’s needs, and improve the effectiveness of management and administration.

This Policy therefore provides guidelines, procedures and processes to regulate resource mobilisation and the investment of the University’s financial resources in short, medium and long-term.

This policy is guided by the University's Vision, Mission, Motto, and Core Values, as well as its Strategic Plan (2020/21-2024/25), which is aligned with NDP III. These are:

1.1 Vision

“To be a Centre of Academic and Professional Excellence”

1.2 Mission

“To advance and promote knowledge and development of skills in Science, technology, education and such other fields having regard to quality, equity, progress and transformation of society.”

1.3 Motto

“Knowledge and Skills for Service”

1.4 Core Values: The core values of Kyambogo University are:

- i) **Quality:** Ensuring high quality of output and service delivery.
- ii) **Equity:** Ensuring equal opportunity for all in all its programmes.
- iii) **Integrity:** Promotion of a high sense of moral and ethical standards in all its dealings with stakeholders and the public.
- iv) **Professionalism:** Professionalism is to be observed in all dealings and execution of the University’s mandate.
- v) **Inclusiveness:** Enhancing inclusiveness in all University activities.

2.0 LEGAL FRAMEWORK

This policy shall comply with the laws of the Republic of Uganda and all Regulations governing Kyambogo University. The following laws and Regulations, in particular, have been considered.

- i) The Constitution of the Republic of Uganda 1995 as amended,
- ii) The Public-Private Partnership Act, 2015,
- iii) The Public Finance Management Act, 2015,
- iv) The Universities and Other Tertiary Institutions Act 2001 as amended,
- v) The Public Procurement and Disposal of Public Assets Act, 2003, as amended,
- vi) Investment Code Act,
- vii) The Public Procurement and Disposal of Public Assets Regulations, 2014 as amended,
- viii) Treasury Accounting Instructions, and

- ix) Kyambogo University Financial Management Manual, 2014 as amended.
- x) The Kyambogo University Council Charter 2016

3.0 POLICY STATEMENT

The University shall mobilise resources and undertake investments to carry out its core functions and meet other obligations in line with its strategic objectives, national, regional and global priorities.

4.0 PURPOSE

The purpose of the Policy is to provide guidance on resource mobilisation and investment for Kyambogo University and make the University more self-sustaining.

5.0 GUIDING PRINCIPLES

The following principles shall guide decisions under this policy:

Principle 1: Transparency and Accountability: Commitment to openness and responsibility.

Principle 2: Integrity and Professionalism: The University shall embrace the highest standard of ethical behaviour, honesty, exemplary moral character, competence, legitimacy, objectivity and confidentiality.

Principle 3: Innovativeness: Embracing creativity and the generation of new ideas that promote efficient and effective resource mobilisation and investment.

Principle 4: Return on Investment: The minimum return on investment shall be at least 10% and shall be reviewed periodically, taking into account the existing business, social, institutional, and economic environment.

Principle 5: Value for Money: Mobilisation and Investment activities shall be undertaken with a view of improving the quality

of service efficiently and effectively and at an appropriate cost.

Principle 6: Inclusiveness and Participation: Involvement of stakeholders to enhance ownership and tap into new opportunities.

Principle 7: Flexibility: The University shall adapt to new, emerging, and changing situations, requirements, and priorities while harnessing opportunities.

Principle 8: Fairness and Equity: The University shall uphold **fairness** and promote **equity** in all its dealings.

Principle 9: Business Approach: The University shall adopt and embrace values such as proactiveness, competitiveness, effectiveness, efficiency, return on investment, and the generation/provision of innovative education products of economic value.

Principle 10: Pluralism: The University shall accommodate diversity to transformative innovation by a wide range of talents and groups.

6.0 SCOPE

This policy applies to the following:

- i) Private Sector
- ii) Development Partners and Agencies
- iii) Public Sector
- iv) Kyambogo University staff and students
- v) Kyambogo University Alumni, Friends and Well-wishers

7.0 POLICY FOCUS AREAS

The policy will focus on the following areas:

7.1 Resource Mobilisation

The University shall adopt non-traditional methods to generate funds and other resources thereby facilitating the achievement of its goals.

7.2 **Investments**

The University shall invest in activities aimed at widening its financial base and increasing the asset base as approved by Council from time to time.

8.0 THE OVERALL OBJECTIVE OF THIS POLICY

8.1 The overall objective of this policy is to widen and enhance the revenue base of the University in a bid to make the University a self-sustaining institution.

8.1 The specific objectives of the policy are:

- a) To enhance traditional sources of revenue
- b) To identify and implement non-traditional sources of revenue.
- c) To undertake strategic investments that yield a positive return on investment.

9.0 IMPLEMENTATION STRATEGIES FOR RESOURCE MOBILISATION AND INVESTMENT

SN	OBJECTIVE	STRATEGIES
1.	To enhance traditional sources of revenue.	Augment the conventional sources of revenue by: a) Reviewing, developing and enhancing demand-driven programmes and short courses. b) Streamlining the management of income-generating assets. c) Expanding and developing online and distance learning programmes. d) Building capacity to mobilise research grants. e) Establishing new Campuses/Constituent Colleges/ Learning Centres.

SN	OBJECTIVE	STRATEGIES
		f) Tasking Departments/ Faculties/ Institutes/Directorates and Schools to develop income-generating sources of revenue.
2.	To identify and implement non-traditional sources of revenue.	<p>Identify and explore new sources of revenue, including but not limited to:</p> <ul style="list-style-type: none"> a) Building a strong alumni network. b) Establishing endowment fund and endowed Chairs. c) Design innovative programmes and Projects that can attract funding from the Government and Donors. d) Attracting international students and staff. e) Set up a holding company as a vehicle for doing business on behalf of the University.
3.	To undertake strategic investments that yield positive return on investment.	<ul style="list-style-type: none"> a) Develop a detailed PPP framework for the University. b) Conduct feasibility studies for potential PPP Projects. c) Attract investors in line with the University Master plan, Strategic Plan and the PPP Plan. d) Undertake liquidity-related investments, which include treasury bills, fixed deposit accounts, bonds, buying shares and any other short-term investments that may arise.

10.0 GOVERNANCE AND MANAGEMENT OF THE POLICY

The implementation of this policy shall be guided by the Resource Mobilisation and Investment Guidelines as developed by the Technical Committee and approved by the Council.

Implementation of this policy will involve the following established structures and organs of the University.

10.1 The University Council

The University Council is the supreme organ of the University responsible for the overall administration of the University by the Universities and Other Tertiary Institutions Act 2001 as amended. The responsibility of the University Council concerning resource mobilisation and investment shall be to:

- a) Formulate Policies, Guidelines, Rules and Regulations to regulate resource mobilisation and investment.
- b) Approve funds for its implementation

10.2 Resource Mobilisation, Development and Investment Committee of Council

This is a Committee of Council as provided for under the University Council Charter, responsible for guiding/advising, and recommending to Council matters of resource mobilisation and investments.

10.3 Top Management

Top Management shall:

- i) Receive and consider proposals and reports from the Resource Mobilisation and Investment Management Committees and make recommendations to the Resource

Mobilisation, Development and Investment Committee of Council.

- ii) Monitor and ensure compliance with the policy.
- iii) Provide Terms of Reference to the Technical Committees.

10.4 **Management Committees**

There shall be two Management Committees:

- a) **Resource Mobilisation Committee.** This Committee shall be responsible for mobilising resources in accordance with the strategies identified under this policy. The secretariat of this Committee shall be the Office of the University Bursar.
- b) **Investment Committee.** This Committee shall be responsible for determining the areas of investment in accordance with the Strategic Plan and Master Plan. The secretariat of this Committee shall be the Directorate of Planning and Development.

10.4.1 The Vice Chancellor shall constitute the Committees and will comprise members from within and outside the University Structure who have expertise and experience in resource mobilization and investment.

10.4.2 The Management Committees shall be responsible to Management on matters relating to resource mobilisation and investment.

10.4.3 Where the need arises, the Management Committees may co-opt other persons to help in the execution of their mandates.

10.4.4 The functions of the Management Committees

1. Resource Mobilisation Committee

The functions of the Resource Mobilisation Committee shall be to:

- a) Identify and source potential partners for funding the University projects.

- b) Keep track of changing trends in resource mobilisation, projects and partnerships.
- c) Advocate and lobby for increased funding to Programmes and project activities of the University.
- d) Coordinate resource mobilisation activities in the University.
- e) Advise Management on all aspects of resource mobilisation.
- f) Prepare quarterly performance reports to Management on resource mobilisation activities of the University.

2. Investment Committee

The functions of the Investment Committee shall be to:

- a) Implement investment decisions by the Strategic Plan.
- b) Prioritise feasible investments to be undertaken in line with the Strategic plan and Master Plan.
- c) Provide oversight and stewardship of the University's investments.
- d) Assess the University's investment risk and put in place a risk management plan.
- e) Prepare quarterly performance reports to Management on investment activities of the University.
- f) Advise Management on investment decisions and strategies.

11.0 RESOURCE MOBILISATION AND INVESTMENT UNIT(S)

There shall be Resource Mobilisation and Investment Unit(s) under the coordination of the Office of the Deputy Vice Chancellor (Finance and Administration).

12.0 INTERPRETATION

The University Secretary shall have the power to give interpretation or guidance on any matter, paragraph, clause or terminology in this policy.

13.0 MONITORING AND EVALUATION

There shall be a Monitoring and Evaluation (M&E) framework to monitor the implementation of the University resource mobilisation and investment activities. The Office of the Directorate of Planning and Development shall be

responsible for developing and implementing the M&E framework for this policy. The M & E report shall be submitted to the Resource Mobilisation and Investment Technical Committee.

14.0 POLICY REVIEW

This Policy will be reviewed after every five (5) years from the date of approval by the University Council. Management or any other stakeholder shall initiate the review of the Policy.

15.0 COMMENCEMENT DATE

The commencement date shall be the date of approval by the University Council.

IMPLEMENTATION GUIDELINES FOR THE RESOURCE MOBILISATION AND INVESTMENT POLICY.

1. INTRODUCTION

1.1 Citation

These Guidelines may be cited as “Kyambogo University Guidelines on Resource Mobilisation and Investment, 2022”.

1.2 Formulation of the Guidelines

These Guidelines were formulated by Council in accordance with the provisions of the Universities and Other Tertiary Institutions Act 2001 (as amended), and the Policy on Resource Mobilisation and Investment.

1.3 Commencement of the Guidelines

These Guidelines shall come into force upon approval of the amended Policy on Resource Mobilisation and Investment, 2017, by the University Council.

1.4 Application of the Guidelines

These guidelines shall apply to the following:

- (i) Private sector
- (ii) Partners and other Agencies with whom the University has MoUs
- (iii) Public sector
- (iv) Staff and Students
- (v) Alumni, Friends and Well-wishers

1.5 The Guidelines and responsibility Centres

The table below presents the details of guidelines and Responsibility Centres.

SN	OBJECTIVE	STRATEGIES	Implementation Guidelines	Responsible Office /organ
1.	To enhance traditional sources of revenue.	Reviewing, developing and enhancing demand-driven programmes and short courses.	All Programmes and short courses implemented should aim to improve the resources of the University.	Senate
		Streamlining the management of income-generating assets	<ol style="list-style-type: none"> 1. Develop a framework to regulate management of income-generating assets. 2. Put in place controls to reduce leakages from revenue sources. 3. Review the rates for hire of assets and facilities and ensure they are followed. 4. Maintain the assets in good condition. 	University Secretary.
		Expanding and developing online and distance learning programmes	<ol style="list-style-type: none"> 1. Develop online and distance programmes. 2. Review the existing programmes. 	1. Deputy Vice Chancellor (Academic Affairs)

SN	OBJECTIVE	STRATEGIES	Implementation Guidelines	Responsible Office/organ
			<ol style="list-style-type: none"> 3. Market the programmes. 4. Provide an enabling and inclusive ICT Infrastructure to support online programmes. 	<ol style="list-style-type: none"> 2. Director Information Communication Technology Systems
		Building capacity to mobilise research grants	<ol style="list-style-type: none"> 1. Organise trainings, workshops and conferences on research. 2. Subscribe to research hubs. 3. Identify/ profile development partners 4. Write proposals for research grants/projects. 5. Attend National and International conferences to create networks with 	Deputy Vice Chancellor (Research and Engagement)

SN	OBJECTIVE	STRATEGIES	Implementation Guidelines	Responsible Office/organ
			potential partners	
		Establishing new Campuses/Constituent Colleges/ Learning Centres	<ol style="list-style-type: none"> 1. Conduct feasibility studies. 2. Market/advertise the programmes tenable in learning centres. 3. Support Learning Centres. 	Vice Chancellor
		Tasking Departments/ Faculties/ Institutes/Directorates and Schools to develop income-generating sources of revenue.	<ol style="list-style-type: none"> 1. Set targets for each Unit and managers on resource mobilisation and investment. 2. Build the capacity of staff on resource mobilisation and investment. 3. Require Faculty/School and Department reports on performance revenue. 	<ol style="list-style-type: none"> 1. Deans/Directors of Faculties, Schools and Institutes 2. Heads of Departments 3. Programme Coordinators

SN	OBJECTIVE	STRATEGIES	Implementation Guidelines	Responsible Office/organ
2.	To identify and implement non-traditional revenue sources.	Building a strong Alumni network	<ol style="list-style-type: none"> 1. Develop and update a database of alumni. 2. Revamp the alumni leadership 3. Engage alumni in the resource mobilisation drive. 	Vice Chancellor (University Advancement and Alumni Relations Unit)
		Establishing an Endowment Fund and Endowed Chairs	Empower the mobilisation of both non-endowment and endowment funds through Staff, Students or other legitimate sources for investment in less risky ventures.	Vice Chancellor (University Advancement and Alumni Relations Unit)
		Design innovative programmes and projects that can attract funding from the government and donors.	<ol style="list-style-type: none"> 1. Conduct feasibility studies for viable projects. 2. Engage Government and development partners. 	Director of Planning and Development.
		Attracting International Students and Staff.	<ol style="list-style-type: none"> 1. Strengthen the International Relations Office. 	Deputy Vice Chancellor, Research and Engagements. (International

SN	OBJECTIVE	STRATEGIES	Implementation Guidelines	Responsible Office/organ
			<ul style="list-style-type: none"> 2. Enhance the web presence. 3. Market programmes and activities internationally. 4. Design programmes that are attractive to international students. 	Relations Officer).
		Set up a Holding Company as a vehicle for doing business on behalf of the University.	<ul style="list-style-type: none"> 1. Establish a policy framework for managing the Holding Company 2. Incorporate the Holding Company. 3. Establish a structure for the operations of the Holding Company. 4. Equip the Office to enable take-off. 	University Secretary
3.	To undertake strategic investments that yield positive	Develop a detailed PPP framework for the University.	Comply with the PPP framework.	Director of Planning and Development.

SN	OBJECTIVE	STRATEGIES	Implementation Guidelines	Responsible Office/organ
	return on investment.			
		Conduct feasibility studies for potential PPP Projects.	A feasibility study shall guide all PPP projects.	Director of Planning and Development.
		Attract investors in line with the University's Master Plan, Strategic Plan, and the PPP Plan.	<ol style="list-style-type: none"> 1. Identify the projects to be undertaken under the PPP Model. 2. Develop concepts for the identified projects. 3. Holding Conferences for investors and disseminating information regarding potential projects. 	<ol style="list-style-type: none"> 1. Vice Chancellor 2. Director Planning and Development.
		Undertake liquidity-related investments, which include treasury bills, fixed deposit accounts, bonds, buying shares, and any other short-term investments that may arise.	<ol style="list-style-type: none"> 1. Identify and assess the viable investments with a good return on investment. 2. Invest the funds in the identified investment. 	<ol style="list-style-type: none"> 1. University Secretary. 2. Holding Company