



UNIVERSITY OF KABIANGA

ISO 9001:2015 CERTIFIED

RESOURCE MOBILIZATION POLICY

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ISO 9001:2015 CERTIFIED INSTITUTION

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ABBREVIATIONS AND ACRONYMS

AOPs	Annual Operational Plans
DVC (A&F)	Deputy Vice-Chancellor (Administration and Finance)
DVC (P, R &D)	Deputy Vice-Chancellor (Planning, Research and Development)
DVC (A &SA)	Deputy Vice-Chancellor (Academics and Student Affairs)
GSSP	Government Sponsored Students' Programme
FSP	Financial Sustainability Plans
MD	Managing Director
UKES	University of Kabianga Enterprise and Services
UoK	University of Kabianga
PPP	Public Private Partnership
PSSP	Privately Self-Sponsored Programmes
Registrar (A)	Registrar (Administration)
Registrar (A &SA)	Registrar (Academics and Student Affairs)
Registrar (PR&D)	Registrar (Planning, Research and Development)
RMP	Resource Mobilization Policy
VC	Vice-Chancellor

EXECUTIVE SUMMARY

Resource Mobilization Policy is designed to guide the University on Resource Mobilization. This policy has been developed with the aim of ensuring appropriate decisions are made regarding resource mobilization. The emerging trends in education and business sectors, as captured in the constitution of the Republic of Kenya and the Kenya Vision 2030, among other national documents call for joint efforts between Universities, stakeholders, private sector and the general public to mobilize resources. The trend is generating a demand for increased resources that can support various aspects of the core mandate of the University. There is an increasing competition for a smaller pool of funding available and a decrease in institutional funding. The policy therefore gives guidelines on key strategies in resource mobilization that include sustaining student numbers enrolled into programmes (GSSP and PSSP) mounting short courses training, support from Alumni , partnership and linkages with local and external partners, research, extension and consultancies, development of fundable proposals, commercialization of non-core activities, establishment of endowment funds and outsourcing of services. These strategies will support financial sustainability plan (FSP) as anchored in the University Strategic Plan. This policy further gives guidelines on other strategies in resource mobilization that include putting in place good corporate structures, provision of administrative support services, equipment & materials resources, infrastructure, establishment of corporate image and institutionalization of Public Private Partnership (PPP). The PPP scheme will have a financier entering into an agreement with the University, under the provisions of the Kenya PPP Act, 2013 and UoK PPP Policy. This policy therefore seeks to provide guidelines that will ensure the University mobilizes resources to develop new and improve on the existing resources which will support delivery of quality services.

SIGNED.....**DATE**:.....

PROF. W. K. KIPNG'ENO(PH.D, MBS)
VICE-CHANCELLOR

1.0 PREAMBLE

University of Kabianga (UoK) is located in Kericho County, 288 km North West of the Kenyan Capital, Nairobi. It stands on 44 hectares of land and is situated in the famous and scenic tea-growing highlands of the Country. The University was initially established as a Campus of Moi University, and later elevated to a Constituent College. The College was awarded Charter and became a fully fledged University on 1st of March, 2013. The award of Charter presented an opportunity for growth and the establishment of a centre for training, research, extension and innovation. The proximity of the University to the Mau Forest Complex provides exceptional competitive advantage for the University to be a global centre for research on natural resources, land use and sustainable environmental conservation. Since its inception, the University has realized tremendous developments in various aspects such as academic programmes, Infrastructure, Student and staff numbers amongst others.

1.1. VISION, MISSION, CORE VALUES

1.1.1. The Vision of the University

To be a leading University in scientific innovation for the betterment of humanity

1.1.2 The Mission of The University

To create, preserve and transfer knowledge and technology through quality and entrepreneurial education, research, extension, and partnership with government, industry and non-state actors whilst ensuring a sustainable environment.

1.1.3 The Core Values of the University

The core values of the University coined as “METIP” reflects the University Culture and is meant to inspire efficient and effective service delivery across the University. These core values take cognizance of the National values and principles of governance as espoused in Articles 10 and 232 of the Constitution.

They are:

M- Meritocracy

E- Excellence

T- Teamwork

I- Innovation

P- Professionalism

1.2 PHILOSOPHY

The philosophy of the University of Kabianga is to foster intellectual development, excellence, creativity and innovation, academic freedom, equity, integrity, peace and sustainability through relentless search for truth.

1.3 QUALITY POLICY STATEMENT

University of Kabianga is committed to providing high quality training, research and extension services that meet customer requirements and endeavour to exceed their expectations. In pursuit of this commitment, the University shall comply with all applicable requirements and continually improve on its effectiveness by implementing a Quality Management System (QMS) based on ISO 9001:2015 standard. The University top management shall, on annual basis, review this policy and establish quality objectives for continuing suitability.

1.4 OBJECTIVES OF THE UNIVERSITY

- i. To build capacity to support and contribute to the realization of national and economic development;
- ii. To collaborate and create linkages for advancement of knowledge through teaching, scholarly research and scientific investigations;
- iii. To effectively utilize Information and Communication Technologies to promote life-long learning;
- iv. To promote research and consultancies responsive to community and Industry needs; and
- v. To develop Infrastructure that supports innovative ideas for national growth and development for betterment of humanity.
- vi. To strategize in order to address the “Big Four Agenda” and MTP III.

1.5 THE UNIVERSITY ORGANIZATIONAL STRUCTURE

University of Kabianga is a corporate institution established by University Charter 2013 and it has various bodies for its effective management. These include:-

- a) Chancellor
- b) Council
- c) The University Management Board
- d) The Senate
- e) Schools and Departmental Boards

1.5.1 The Chancellor

Chancellor is the titular head of the University of Kabianga.

1.5.2 The Council

The Council is the governing body of the University through which it can act, administer property and funds, and receive monies, plant and equipment materials, gifts and grants for its use. The Council is also responsible for the welfare of staff and students and can enter into association with other universities and institutions within Kenya or otherwise as it may deem necessary and appropriate. The other function of the Council is to appoint staff and conduct disciplinary action against staff and students in consultation with relevant University organs.

1.5.3 The University Management Board

The management Board is responsible for implementing Council and Senate decisions. It is also responsible in providing directives and guidelines to the University subsystems for the enhancement of the efficient running of the University.

1.5.4 The Senate

The Senate is the body responsible for academic matters in the University and the final authority on all such matters.

1.5.5 Schools, Institutes, Directorates, Centres and Departments

The Schools, Institutes, Directorates, Centres and Departmental Boards play a major role in academic and administrative functions of the University. The functions of these Boards are clearly stipulated in the UoK Charter and Statutes and they assist the Deans and Heads of Departments in the Management of their respective Schools and Departments respectively

1.6. FUNCTIONS OF THE UNIVERSITY

- a) To provide University education aimed at producing mature, competent and conscientious graduates with appropriate skills, ability and desire to contribute to the well-being and development of the people of Kenya, East African region and the global community, in accordance with the national philosophy of mutual social responsibility and international conventions.
- b) To provide education for national service, community outreach and development which reflect the national cultural heritage.

- c) To develop and transmit knowledge and skills through research and training at undergraduate and postgraduate.
- d) To preserve, produce, process, transmit and disseminate knowledge and stimulate the intellectual life and cultural development of Kenya.
- e) To conduct examinations for, and to grant degrees, diplomas and other awards of the University
- f) To determine who may teach, what may be taught and how it may be taught in the University.
- g) To play an effective role in the development and expansion of opportunities of Kenyans wishing to continue with their education.
- h) To address emerging issues of national, regional and global importance.

2.0 THE POLICY

2.1. INTRODUCTION

This policy provides guidelines on activities that will ensure the University secure new and additional resources, while at the same time maximizing existing resources.

2.2. POLICY STATEMENT

The University is committed to ensure that resource mobilization strategies are planned and managed in a proactive and effective manner to ensure realization and achievement of financial, human, infrastructural, equipment and material resources in order to support the core mandate of the University.

2.3. PURPOSE

The Resource Mobilization Policy will be useful in providing a base for diversifying and enhancing resource mobilization through partnerships, linkages, and consultancies with local and external partners for the benefit of the University and to increase support for its core mandate.

2.4. SCOPE

This Policy applies to the University of Kabianga and her partners, locally and globally.

2.5. OBJECTIVES

The objectives of the policy are to:

- (i) Mobilize resources by reviewing and implementing financial sustainability strategies;
- (ii) Secure new resource opportunities (financial, human, infrastructural, equipment and material resources);
- (iii) Diversify and effectively manage the existing and new resources;
- (iv) Support financial sustainability and viability of the University.

2.6. PRINCIPLES, VALUES AND PHILOSOPHIES

The effective management of resource mobilization creates goodwill, promotes a positive image of the University and enhances the achievement of corporate goals. Resource mobilization processes shall be guided by principles, values and philosophies which provide a basis for acceptable standards and good practice of resource mobilization. These are:-

2.6.1. Ethics

The University shall ensure that ethics of resource mobilization shall be complied with at all times. Resource mobilization will be guided by commitment to the ethical practices, relevant regulations and applicable laws.

2.6.2. Inclusivity

The University will actively engage a broad category of partners potentially affected by or interested in the University's core mandate by providing them with the opportunities and proposals they need to participate in a meaningful way.

2.6.3. Transparency

The University will clearly identify and explain the role of internal and external stakeholders in the engagement process, objectives and subsequent decision making procedure. There will be open communication with stakeholders regarding the University financial, management, information about programmes and activities.

2.6.4. Accountability

The University will clearly explain its mission, support need, practices guided by sound management, financial principles and its ability to report back to partners regarding the use of funds mobilized in a transparent and accountable manner.

2.6.5. Partners' Mutual Learning and Relationship Development

The University will create a platform for partners' engagement that focuses less on resource mobilization but more on fund raising. Engagement resource mobilization comes as a by-product of relationship and knowledge sharing and not so much as an end in itself.

2.7. LEGAL AND POLICY FRAMEWORK

The policy shall be aligned to the relevant Laws of Kenya and other legal provisions that guide in resource mobilization. In case of a conflict, the Laws of Kenya shall prevail.

3.0 POLICY BODY, DISCUSSIONS AND RECOMMENDATIONS

Resource mobilization is an important process as it will improve existing and diversify resources that will support delivery of quality services in the University. Resource strategy identification, analysis, information sharing with key stakeholders will be used to guide the implementation of the policy. The policy therefore provide strategies in resource mobilization that include Financial Sustainability Plan (FSP), prudent management of financial resources, provision of administrative support services, equipment & material resources, infrastructure, good corporate governance and institutionalization of Public Private Partnership (PPP), as follows:

3.1 RESOURCE MOBILIZATION STRATEGIES

3.1.1 Sustaining Student Numbers Enrolled to the University

The University shall enhance income by increasing the number of students enrolled into programmes(both GSSP and PSSP) by marketing aggressively and enhancing University's visibility.

3.1.2 Mounting of Short-Courses Training

The University shall generate income through short courses as per policy

3.1.3 Support from Alumni

The University shall partner with the Alumni Association to fund raise for identified activities.

3.1.4 Partnership and Linkages with Local and External Partners

The policy on linkages and collaborations shall be implemented by the University to enhance resource mobilization by soliciting for resources from partners within and outside Kenya.

3.1.5 Research, Extension and Consultancies

The Research & Extension Policy and Consultancy Policy shall be implemented to generate resources through the commercialization of research outputs, patents and engagement of staff in consultancy services.

3.1.6 Development of Fundable Proposals

The University will continuously encourage staff to develop grant proposals and respond to calls for funding of such proposals.

3.1.7 Commercialization of Non-Core Activities

The University shall expand resource base by operationalizing University of Kabanga Enterprise & Services Limited (UKES Ltd) and diversifying sources of income by commercializing of non-core activities of the University.

3.1.8 Establishment of Endowment Fund

The policy of the Endowment Fund shall be implemented to enhance resource mobilization by generating funds from individuals and philanthropists.

1.9 Outsourcing of Services

The policy on Outsourcing Policy shall be implemented so as to reduce expenditure by competitively outsourcing services. The University shall ensure that measures are put in place to manage deficits in a FSP which include but not limited to the aforementioned strategies.

3.1.10 Establishment of Good Corporate Governance Structure

The University shall ensure that good corporate governance structure is put in place to enhance transparency and accountability in financial practices by improving systems & structures, implementing financial regulations, policies & procedures and adopting the best international accounting practices.

3.1.11 Administrative Support Services, Equipment & Material Resources and Infrastructure

The University shall ensure that qualified and competent manpower, effective administrative support services, equipment & material resources and infrastructure required to meet the core mandate of the University are available.

This can be achieved by implementing human capital regulations and policies, ensuring excellent facilities are developed, in addition to enhancing partnership and linkages with local and external partners.

3.1.12 Establishment of Good Corporate Image

The University shall improve its corporate and thus maintain good customer relationship, locally and externally.

3.1.13 Institutionalization of Public Private Partnership

The University shall implement Public Private Partnership (PPP) policy through a PPP scheme which will involve a financier entering into an agreement with the University, under the provisions of the Kenya PPP Act, 2013 and UoK PPP Policy

4.0. POLICY IMPLEMENTATION

There shall be a Resource Mobilization Committee (RMC) to implement the policy with terms of reference (TORs), which shall include but not limited to the following:

4.1 TERMS OF REFERENCE

- i. Continuous sensitization of staff on resource mobilization;
- ii. Ensuring that resources are mobilized efficiently, effectively, reliably and timely for the provision of services in the University;
- iii. Enhancing smooth resource mobilization process and;
- iv. Addressing any other matter of relevance.

4.2 RESOURCE MOBILIZATION COMMITTEE

Implementation of this policy shall be vested in the office of the Deputy Vice-Chancellor (Administration and Finance) who will chair Resource Mobilization Committee appointed by the Vice-Chancellor to implement the policy whose membership shall include the following:

- | | | |
|-------|----------------------------|-----------|
| i. | DVC (A&F) | Chairman |
| ii. | DVC (A&SA) | Member |
| iii. | DVC (P,R&D) | Member |
| iv. | Finance Officer | Member |
| v. | Registrar (PR &D) | Member |
| vi. | Registrar (Administration) | Member |
| vii. | Registrar (A &SA) | Member |
| viii. | Dean, S, B & E | Member |
| ix. | Marketing Officer | Secretary |

4.3 ROLE OF THE UNIVERSITY MANAGEMENT BOARD

The roles of the University Management Board are:

- i. Mobilize and propose financial resource allocation for the implementation of the RMP to the Council.
- ii. Recommend for approval the Resource Mobilization Policy to the University Council.
 - o Recommend for Approval of strategic plan, work plans and budgets of the RMP to the Council.
- iii. Recommend for approve financial progress reports to the Council.
- iv. Monitor and evaluate implementation of Resource Mobilization Policy

4.4 ROLE OF THE UNIVERSITY COUNCIL

The role of the University Council is to:

- i. Provide policy guidelines on Resource mobilization
- ii. Approve the Resource Mobilization Policy
- iii. Approve short, medium and long term implementation plans.
- iv. Allocate financial resources for the implementation of the Resource Mobilization Policy

5.0 MONITORING AND EVALUATION

The University shall develop and maintain strategies and mechanisms for monitoring and evaluation of this policy. The University shall undertake regular checks on implementation of the policy and use the information for planning, developing and proposing areas for review.

6.0 EFFECTIVE DATE

This policy shall takes effect from the date it is approved and will be implemented from the date of approval.

7.0 REVIEW

The policy shall be reviewed after every three (3) years and/or when need arises.

ASS/wkk

13th September, 2021

ANNEXES

ANNEXURE 1: IMPLEMENTATION MATRIX OF THE POLICY.

NO	STRATEGY	ACTIVITY	RESPONSIBILITY	PERFORMANCE INDICATORS	REMARKS
1.	Enhance Student numbers Enrolled to the University	Increase the number of students enrolled into programs (both GSSP and PSSP) by:- Increasing the number of academic programmes approved by CUE Conducting aggressive and strategic marketing.	DVC (A&SA)	Student enrolment data Academic Reports	
2.	Enhance income through mounting of Short-Courses Training	-Appoint a short courses coordinator -Conduct needs assessment -Identify niche/ area of focus -Develop curriculum -Market short courses programmes and recruit students -Mount short courses for the recruited students	DVC (A&SA)	Enrolment data for short courses Quarterly Reports	
3.	Support from Alumni	-Partner with the Alumni Association to fund raise for identified activities. -Develop an App to enable Alumni to register. -Continue with registration of Alumni members	DVC (A&SA)	Funds donated by alumni Quarterly reports	
4.	Partnership and Linkages with Local and External Partners	Develop a policy on partnership and linkages Implement a policy on partnership and linkages Establish MoUs between UoK and other partners	DVC (P, R&D)	Policy in place Quarterly reports Funds raised. MoUs Donated. assets/equipment	
5.	Research, Extension and Consultancies	Enhance staff skills and Knowledge in consultancy and research. Equip laboratories with modern equipment and research materials. Host workshops on developing fundable	DVC (P, R&D)	Quarterly reports Funds raised	

		proposals Participate in collaborative researches and consultancies			
6.	Enhance income through development of Fundable Proposals	Create a database of multidisciplinary project teams profiles Train staff on developing fundable proposals and business plans. Develop fundable proposals and prepare Business Plans Market fundable proposals and implement Business Plans	DVC (P,R&D)	Quarterly reports Fundable proposals and business plans Funds raised	
7.	Institutionalization of Public Private Partnership	Implementing Public Private Partnership (PPP) policy.	DVC (PR & D)	Quarterly reports	
8.	Establishment of Endowment Fund	Launch Endowment Fund Raise funds from individuals and philanthropists Implement Endowment Fund Policy Review the Endowment Fund Policy	DVC (A&F)	Quarterly reports Funds raised Reviewed policy	
9.	Outsourcing of Services	To carry out analysis and cost of possible of outsourcing Outsourcing of identified services Advertise for contracts	DVC (A&F)	Quarterly reports	
10.	Commercialization of Non-Core Activities	Operationalize UKES Ltd (University of Kabianga Enterprises & Services Limited). Develop Strategic Plan for UKES Ltd Develop Business Plan Open Bank account (s) Expand resource base in the following areas: Farm Enterprise and Catering/Guest House, and Bookshop	MD UKES	UKES Operationalised - Funds generated through UKES -Articles and Memorandum of Association	

	Establishment of Good Corporate Governance Structure	Putting in place good corporate governance structure to enhance transparency and accountability in financial practices by improving systems & structures, implementing financial regulations, policies & procedures and adopting the best international accounting practices.	DVC (A&F)/FO	Improved systems and structures in place. Policies, regulations and procedures in place. Quarterly reports	
11.	Administrative Support Services, Equipment & Material Resources and Infrastructure	The University shall ensure that qualified and competent manpower, effective administrative support services, equipment & material resources and infrastructure required to meet the core mandate of the University are available.	DVC (A&F)/DVC (PR &D)/ DVC(A&SA)	-Quarterly reports -Policies in place -Infrastructure, equipment and material resources in place	
12.	Establishment of Good Corporate Image	Improving University's corporate image and thus maintain good customer relationship, locally and externally.	Vice-Chancellor	Quarterly reports	

ANNEXURE 2: IMPLEMENTATION PLAN FOR FINANCIAL YEAR 2021/2022

NO	STRATEGY	ACTIVITY	RESPONSIBILITY	TIMELINE	REMARKS
1.	Sustaining Student Numbers Enrolled to the University	Increase the number of students enrolled into programs(both GSSP and PSSP) by :- -Increasing the number of academic programmes approved by CUE -Conducting aggressive and strategic marketing.	DVC (A&SA)	Continuous	
2.	Mounting of Short-Courses Training	Appoint a short courses coordinator -Conduct needs assessment -Identify niche/ area of focus -Develop curriculum -Market short courses programmes and recruit students	DVC (A&SA)	Continuous	
3.	Support from Alumni	-Partner with the Alumni Association to fund raise for identified activities. -Develop an App to enable Alumni to register. -Continue with registration of Alumni members	DVC (A&SA)	Continuous	
4.	Partnership and Linkages with Local and External Partners	Develop a policy on partnership and linkages Implement a policy on partnership and linkages Establish MoUs between UoK and other partners	DVC (P,R&D)	Continuous	
5.	Research, Extension and Consultancies	Enhance staff skills and Knowledge in consultancy and research. Equip laboratories with modern equipment and research materials. Host workshops on developing fundable proposals Participate in collaborative researches and consultancies	DVC (P,R&D)	Continuous	
6.	Institutionalization of Public Private Partnership	implementing Public Private Partnership (PPP) policy through a PPP scheme which will involve a financier entering into an agreement with the University, under the provisions of the Kenya PPP Act, 2013 and UoK PPP Policy	DVC (PR & D)	As per timelines in the PPP Policy	
7.	Development of Fundable Proposals	Create a database of multidisciplinary project teams profiles Train staff on developing fundable proposals and business plans. Develop fundable proposals and prepare Business Plans Market fundable proposals and implement Business Plans	DVC (P,R&D)	Continuous	

8.	Commercialization of Non-Core Activities	Operationalizing University of Kabianga Enterprise & Services Limited (UKES Ltd) and diversifying sources of income by commercializing of non-core activities of the University	MD UKES /DVC (A&F)	Continuous	
9.	Establishment of Endowment Fund	Implementing the Endowment Fund policy to enhance resource mobilization by generating funds from individuals and philanthropists through:	DVC (A&F)	Continuous	
		Internal fundraising Launch of the fund	DVC (A&F)	Q3	
		External fund raising	DVC (A&F)	Q4	
10.	Outsourcing of Services	To carry out analysis and cost of possible of outsourcing Outsourcing of identified services Advertise for contracts	DVC (A&F)	Continuous	
11.	Establishment of Good Corporate Governance Structure	Putting in place good corporate governance structure to enhance transparency and accountability in financial practices by improving systems & structures, implementing financial regulations, policies & procedures and adopting the best international accounting practices.	DVC (A&F)/FO	Continuous	
		Overseeing the implementation of the policy		Continuous	
		Appointing Resource Mobilization Policy implementation Committee		Q1	
		Staff sensitization on resource mobilization		Q2	
		Monitoring and evaluation of the policy		Continuous	
12.	Administrative Support Services, Equipment & Material Resources and Infrastructure	The University shall ensure that qualified and competent manpower, effective administrative support services, equipment & material resources and infrastructure required to meet the core mandate of the University are available. This can be achieved by implementing human capital regulations and policies, ensuring excellent facilities are developed,	DVC (A&F)/DVC (PR &D)	Continuous	
13.	Establishment of Good Corporate Image	Improving University's corporate image and thus maintain good customer relationship, locally and externally.	Vice-Chancellor	Continuous	