



NATIONAL COUNCIL FOR HIGHER EDUCATION

**2017/2018 – 2019/2020
Strategic Plan**

August 2017

ACKNOWLEDGEMENTS

I am pleased to present the NCHE Strategic Plan 2017/18 – 2019/20 which is aligned with the National Development Plan 2 (NDP 2). This strategic plan builds on the excellent performance for the last five year planning cycle 2012 -2017 and outlines the thematic areas for focus of the three-year planning period 2017 -2020

The 2017 – 2020 Strategic Plan explicitly states the desires and aspirations of the National Council for Higher Education (NCHE) within the mandate of NCHE as enshrined in the Universities and Other Tertiary Institutions Act (UOTIA 2001) as amended

We are cognisant that the status of NCHE as the regulator of Higher Education in Uganda infers a big responsibility in promoting, sustaining and ensuring quality higher education and impact in national human resource development. This responsibility is embraced in this strategic plan which is a key indicator of NCHE's accountability and commitment to respond to stakeholder needs and better service delivery.

It has been noted from the performance reviews of the Strategic Plan that NCHE did not implement all the set strategic interventions and their indicators due to inadequate funding. However, most targets set for the five-year planning period were achieved. Notable among them are:

- i) Improved standards of Higher Education Institutions that are able to provide relevant quality education indicated by the issuance of Charters to three Private Universities;
- ii) The completion of the new NCHE home at Plot M834, Kigobe Road, Kyambogo which provides a conducive working environment and was responsible for much of the finance expenditure;
- iii) Staff recruitment raising the number from 30 to 40 staff members;
- iv) Commencement of the IMS development process;
- v) Defending many cases against NCHE in court.

The Strategic Plan 2017/18 – 2019/2020 is a product of a consultative and participatory process of all stakeholders in Higher Education and is hence a commitment of NCHE to ensuring quality of Higher Education. NCHE will build on the lessons from the last planning cycle to: broaden the funding base; strengthen HEI compliance through relevant amendment of the Act; use ICT to improve services; ensure accountability to clients, and other mandatory areas.

We acknowledge the contribution of our partners who generously contributed to the fulfilment of the previous Plan such as African Development Bank through the HEST project; and all our stakeholders who contributed to the formulation of this document. We thank the Ministry of Education and Sports for its continued support and guidance. NCHE is highly indebted to her Development Partners for their support, and to Assoc. Prof. Gerald Karyeija and his team of consultants on the Strategic Plan. Special thanks and tribute go to the Government of Uganda, NCHE Council and staff.

Prof. J. Opuda-Asibo, BVM (Mak), MPH, PhD (University of Minnesota, USA)
Executive Director

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	ii
ABBREVIATIONS	iv
EXECUTIVE SUMMARY	v
1.0 INTRODUCTION	6
2.0 SITUATION ANALYSIS	7
2.1 SWOT Analysis.....	7
2.1.1 Internal Environmental scan.....	7
2.1.2 External Environmental Scan.....	8
3.0 STRATEGIC DIRECTION	10
3.1 Strategic Positioning	10
3.2 Vision	10
3.3 Mission.....	10
3.4 Core Values	10
3.5 Strategic Objectives.....	11
3.6 Strategic Actions	11
4.0 FUNDING STRATEGY.....	14
5.0 IMPLEMENTATION MATRIX.....	15
5.1 MONITORING AND EVALUATION	25
5.2 Monitoring and Evaluation Framework	26
5.3 NCHE ORGANOGRAM.....	Error! Bookmark not defined.

ABBREVIATIONS

DF	Director Finance
DRDD	Director Research and Documentation Department
ED	Executive Director
HEI	Higher Education Institution
HR	Human Resource
ICT	Information and Communication Technology
MDGs	Millennium Development Goals
NCHE	National Council for Higher Education
PRO	Public Relations Officer
QA	Quality Assurance
RDD	Research and Documentation Department
SDGs	Sustainable Development Goals
SHEO	Senior Higher Education Officer
SO	Strategic Objective
SP	Strategic Plan
STAT	Statistician
SWOT	Strengths Weaknesses Opportunities and Threats
UOTIA	Universities and Other Tertiary Institutions Act

EXECUTIVE SUMMARY

The National Council for Higher Education (NCHE) envisions a Uganda with *Accessible, equitable, relevant and sustainable quality higher education*. The NCHE 2017/18-2019/20 Strategic Plan therefore has been developed in pursuance of NCHE's mission *to ensure provision of relevant and sustainable quality higher education for development and transformation of society*. Through complying with quality Higher Education Institutions (HEI) standards, the plan is geared towards the four pillars namely: a) Regulation of Higher Education Institutions (HEIs); b) Documentation and Dissemination; c) Research and Innovation; and, d) Organizational and Institutional Development which we believe embody the mandate of the Council over the next three years.

NCHE Strategic Plan will be implemented within the framework of global, regional and national trends in the economic, social and political environment that impacts on HEIs. The objectives of NCHE's 2017/18-2019/20 Strategic Plan are grounded on its core functions to sustain effective and efficient service delivery. These include:

- 1) Develop, implement and review minimum standards and regulations for higher education;
- 2) Enhance HEIs for better quality performance;
- 3) Strengthen institutional data management, documentation and dissemination;
- 4) Strengthen research and innovation;
- 5) Improve resource mobilization at NCHE; and,
- 6) Strengthen the capacity of support functions to facilitate effective and efficient delivery of NCHE services.

To achieve these objectives effectively, this plan envisions a robust implementation mechanism with the following standing out as a mandatory intervention areas; a strong internal quality assurance system; a robust monitoring and evaluation system; strong support from Government and other stakeholders; strengthened HEI compliance through relevant amendments of the Act; improved availability of evidence based data/information to inform HEIs regulation; and, National human resource planning. The Plan requires over UGX 30 billion for the entire three-year period, which calls for vigorous resource mobilization and utilization.

1.0 INTRODUCTION

1.1 Introduction

The National Council for Higher Education (NCHE) envisions *a Uganda with Accessible, equitable, relevant and sustainable quality higher education*. The NCHE 2017/18-2019/20 Strategic Plan therefore is developed in pursuance of her mission *to ensure provision of relevant and sustainable quality higher education for development and transformation of society*. Through complying to quality standards by Higher Education Institutions (HEIs), the plan is geared towards the four pillars namely: a) Regulation of Higher Education Institutions (HEIs); b) Documentation and dissemination; c) Research and Innovation; and, d) Organizational and Institutional development which we believe yield the mandate of the Council in the next three years.

1.2 Background

NCHE was established as the regulator of higher education to implement the Universities and Other Tertiary Institutions Act of Parliament (UOTIA, 2001). By the provisions of the Act, NCHE is mandated to guide the establishment of institutions of higher learning as well as ensure delivery of quality and relevant education to all qualified persons.

The NCHE Strategic Plan (SP) was designed to identify thematic areas of intervention and provide a strategic framework for the period 2012-2017. At the end of the implementation period of this SP, it is noted that there have been several changes in the Higher Education Sub-sector and the human resource development fields, to which the NCHE regulatory mandate must be adapted. The changes include the increasingly fewer resources available to Higher Education in a competitive environment with ever-increasing higher education institutions. NCHE continues to face challenges in the enforcement of compliance due to limited resources.

Significant changes that impact the regulation in higher education include: increased awareness among the public and therefore more demands on improving quality in agencies; the conclusion of the Millennium Development Goals (MDGs) that were replaced by the Sustainable Development Goals (SDGs); and, the design of a post-2015 Development Agenda.

In addition, it is recognized that in this information age, globalization and the necessity to fit into the knowledge society require investment in and mainstreaming use of ICT in service delivery. Chronic problems of staffing and inadequate research in universities require innovative means to be conclusively resolved. More commitment from and partnerships with higher education providers, especially government, is required to support quality higher education delivery.

These shifts at the national and global level place NCHE at a critical juncture. The shifts pose an imperative demand for a comprehensive review of the expiring strategic planning framework with critical analysis to develop a feasible and visionary blueprint for

advancing the higher education vision and mandate within this new landscape until the next planning cycle in 2021.

2.0 SITUATION ANALYSIS

The new NCHE 2017/2018-2019/2020 Strategic Plan will be implemented within the framework of global, regional and national trends in the economic, social and political environment that impacts on HEIs. The plan therefore takes consideration of the prevailing working environment, the external as well as the internal environment. This section presents the internal and external environment scan using the SWOT Analysis. The section also presents an analysis on Gender and Equity mainstreaming of this Strategic Plan.

2.1 SWOT Analysis

The SWOT analysis indicates that while NCHE has extensive strengths it can widen on and several opportunities it can exploit, it has a number of weaknesses that it must address and numerous threats it must guard against. The internal environmental scan is presented in Table 1, while the external environmental scan is in Table 2.

2.1.1 Internal Environmental scan

Table 1 below presents the strengths and weaknesses of NCHE. It also indicates suggested strategies to ensure that the strengths are maintained to avoid them turning into weaknesses. It also indicates suggested strategies to ensure that the NCHE intervenes on the weaknesses so that they can turn into its strengths. The 2017/2018-2019/2020 Strategic Plan captures these strategies under respective pillars and strategic objectives as commitment towards successful implementation of this strategic plan.

Table 1: Internal Environmental Scan

Strengths	Strategies
<p>NCHE major institutional strengths include:</p> <ol style="list-style-type: none"> 1. NCHE has a legal mandate (legal law) to help it carry out tasks 2. A conducive working environment 3. Availability of space – Annex 4. Highly skilled Human Resource 5. Existence of internal policies and regulations 6. Corporate identity of NCHE 	<p>Strategic direction for the coming period:</p> <ol style="list-style-type: none"> 1. Continuous amendment of the law 2. Maintenance of facilities and equipment 3. Establish appropriate modalities of motivating staff 4. Continuous review and dissemination of existing policies 5. Increase on visibility of NCHE
Weaknesses	Strategies
<p>The following are the constraints of the Council currently:</p> <ol style="list-style-type: none"> 1. Large Governing Council 2. Understaffing 3. Inadequate funds 4. Poor visibility of NCHE 5. Limited minimum standards on certain aspects – E-learning 6. Semi-autonomous entity 7. Weak monitoring and evaluation 	<p>Strategic direction for the coming period:</p> <ol style="list-style-type: none"> 1. Review the Council composition 2. Recruit more staff 3. Generate more income-generating strategies – writing proposals 4. Increase visibility of NCHE 5. Develop E- learning regulation strategy 6. Need to secure a VOTE for NCHE 7. Develop a robust functional Monitoring and Evaluation System

2.1.2 External Environmental Scan

Table 2 below presents the opportunities and threats as external factors that may impact implementation of this strategic plan both positively and negatively respectively. The NCHE has strategized on ensuring that the listed opportunities are tapped for the benefit of the implementation of this strategic plan. Strategies have also been laid to guard against the threats towards successful implementation of this strategic plan. These will also be captured under the Risk Management process, through developing a risk management plan for the 2017/2018-2019/2020 Strategic Plan.

Table 2: External Environment Scan

Opportunities	Strategies
<p>The environment has opportunities which could be exploited:</p> <ol style="list-style-type: none"> 1. Availability of donor funding 2. Up to date technology – MIS 3. Collaborative agencies 4. Goodwill from the political wing 5. Uganda being a hub of Higher Education in the region 6. Increased number of trained people in the region 	<p>Strategic direction for the coming period;</p> <ol style="list-style-type: none"> 1. Increase visibility – branding 2. Automate all process at NHCE 3. Lobby for more funds from Gov’t and other agencies 4. NCHE to be autonomous with a VOTE 5. Become a leading Influence in regional HE regulation
Threats	Strategies
<ol style="list-style-type: none"> 1. Overlapping mandate with the Act 2. Attitude of international students 3. Social Political interference 4. Weak and conflicting laws 5. Profit-minded institutions which are hard to regulate 	<p>Strategic direction for the coming period:</p> <ol style="list-style-type: none"> 1. Establish MoUs to jointly handle issues 2. Put in place policies – establish bridges regionally and internationally 3. Disseminate information widely 4. Encourage entrepreneurship in HEIs 5. Develop and implement regulation policies

2.2 Gender and Equity Mainstreaming

Table 3 below presents a simple Gender and Equity mainstreaming to analyze how NCHE will also focus on ensuring that the vulnerable groups are not left behind during implementation of the 2017-2020 Strategic Plan.

In the three-year period of this Strategic Plan, NCHE will focus on ensuring easier access to higher education for all the Ugandan population as per the NDP 2 focus. Special emphasis will be made to ensure that People with Disabilities access higher education.

Table 3: Gender and Equity Mainstreaming

Key Gender & Equity Issues	Cause	Effect	Strategies for Mitigation
Difficulty for the PWDs to access higher education	Infrastructural designs at HEIs	PWD population denied opportunities to learn	Review minimum standards to ensure that HEIs put in place proper infrastructure -- having, for example, WD ramps and lifts
			Encourage HEIs to develop Special Needs Education curriculum

3.0 STRATEGIC DIRECTION

The section presents the course of action that will lead to the achievement of NCHE 2017/2018-2019/2020 Strategic Plan. It gives the strategic positioning, the vision and mission, core values, strategic objectives and strategic actions.

3.1 Strategic Positioning

National Council for Higher Education will ensure that relevant and sustainable quality higher education is provided at all Higher Educational Institutions in Uganda. NCHE will ensure that it is strategically positioned as it pursues its mandate through mandatory intervention areas: a robust implementation mechanism; a strong internal quality assurance system; a robust monitoring and evaluation system; strong support by Government and other stakeholders; strengthened HEI compliance through relevant amendments of the Act; improved availability of evidence-based data/information to inform HEI regulation; and National human resource planning.

3.2 Vision

A Uganda with Accessible, equitable, relevant and sustainable quality higher education

3.3 Mission

To ensure provision of relevant and sustainable quality higher education for development and transformation of society

3.4 Core Values

In pursuit of her mission, NCHE will be guided by the following values:

- i. Independence
- ii. Professionalism
- iii. Integrity
- iv. Responsiveness

3.5 Strategic Objectives

The objectives of the Strategic Plan 2017/18-2019/20 are the following:

Strategic Objectives:

- SO 1:** Develop, implement and review minimum standards and regulations for higher education
- SO 2:** Enhance HEIs for better quality performance
- SO 3:** To strengthen institutional data management, documentation and dissemination
- SO 4:** Strengthen Research and Innovation
- SO 5:** Improve resource mobilization at NCHE
- SO 6:** Strengthen the capacity of support functions to facilitate effective and efficient delivery of NCHE services

3.6 Strategic Actions

The six strategic objectives of the Strategic Plan will be implemented using the following strategic actions:

Pillar 1: Regulation of Higher Education Institutions

Strategic Objective 1: Develop, implement and review minimum standards and regulations for higher education

NCHE will implement the following actions to achieve the above strategic objective:

- i. Develop Minimum Standards
- ii. Implement the Developed Minimum Standards
- iii. Review of Expired Minimum Standards
- iv. Implementation of Higher Education Qualifications Framework for Uganda
- v. Development of Regulations
- vi. Implementation of Regulations
- vii. Review of regulations

Pillar 1: Regulation of Higher Education Institutions

Strategic Objective 2: Enhance HEIs for better quality performance

To achieve the objective above, NCHE will implement the following strategic action:

- i. Build capacity of Human Resource of HEIs in quality assurance compliance

Pillar 2: Documentation and dissemination

Strategic Objective 3: Strengthen institutional data management, documentation and dissemination

To achieve the objective above, the Council will implement the following strategic actions:

- i. Develop capacity for Data Management
- ii. Streamline the process and expand the scope of documentation and dissemination

Pillar 3: Research and Innovation

Strategic Objective 4: Strengthen Research and Innovation

To achieve the objective above, NCHE will implement the following strategic actions:

- i. Develop internal capacity for research and support to innovation
- ii. Operationalize the Research Policy

Pillar 4: Organizational and Institutional Development

Strategic Objective 5: Improve resource mobilization at NCHE

To achieve the objective above, NCHE will implement the following strategic actions:

- i. Lobby for more funding from Government
- ii. Lobby for a separate vote from Government
- iii. Increase compliance of the students' contribution

- iv. Implement the Statutory Instrument on other fees collection
- v. Support the writing of development partners' funded proposals
- vi. Utilization of the 2-acre land at NCHE to generate income

Pillar 4: Organizational and Institutional Development

Strategic Objective 6: Strengthen the Capacity of support functions to facilitate effective and efficient delivery of NCHE services

To achieve the objective above, NCHE will implement the following strategic actions:

- i. Strengthening the legal support function
- ii. Strengthening Administration & HR Function
- iii. Strengthening NCHE Visibility and Collaborations
- iv. Strengthening the Internal Audit function

4.0 FUNDING STRATEGY

NCHE recognises the fact that the objectives in the 2017/2018-2019/2020 Strategic Plan can only be achieved through a robust financing strategy. Presented below therefore are details of the anticipated revenues by source in the three-year period as well as the corresponding projected expenditure by objective.

4.1 Revenue

Table 4: Revenue by source

Revenue Source	Approved Budget 2017/18 ('000)	Projected Budget 2018/19 ('000)	Projected Budget 2019/20 ('000)
Government Subvention	2,000,000	4,000,000	4,000,000
Student Contribution	4,500,000	4,500,000	4,500,000
Other Fees	750,000	1,000,000	1,000,000
Recovery Costs	600,000	750,000	750,000
Grants from Development Partners	500,000	1,000,000	1,000,000
Sub-total	8,350,000	11,250,000	11,250,000
Expenses by Strategic Objective	Approved Budget 2017/18 ('000)	Projected Budget 2018/19 ('000)	Projected Budget 2019/20 ('000)
Objective One	1,670,000	2,250,000	2,250,000
Objective Two	1,670,000	2,250,000	2,250,000
Objective Three	835,000	1,125,000	1,125,000
Objective Four	835,000	1,125,000	1,125,000
Objective Five	835,000	1,125,000	1,125,000
Objective Six	2,505,000	3,375,000	1,125,000
Total	8,350,000	11,250,000	11,250,000
<i>Surplus/Deficit</i>			
Grand Total	8,350,000	19,600,000	30,850,000

5.0 IMPLEMENTATION MATRIX

This section presents the strategic actions under each strategic objective, respective performance indicators, five-year targets and the baseline for each. It further presents the annual targets within the strategic planning period, sources of data and responsible person or persons. These are presented in Table 5 below:

Table 5: Implementation matrix of the 2017-2020 Strategic Plan

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
SO1: Develop, implement and review minimum standards and regulations for higher education								
1.1 Develop Minimum Standards	▪ Number of Minimum Standards developed	60	0	10	20	30	Periodic Reports Council minutes	Director QA/designated Officers
	▪ Number of dissemination workshops conducted to the HEIs, students and professional bodies	3	0	1	1	1	Periodic Reports, Attendance lists, number of NCHE website visitations, record of inquiries	Director QA/designated Officers/Director RDD
1.2 Implement the Developed Minimum Standards	2.0 Number of academic study programmes developed and	1,330	400	400	450	480	Programme assessment inventory/Reports	Director QA/designated Officers/Director RDD

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
	submitted for accreditation							
1.3 Review of Expired Minimum Standards	<ul style="list-style-type: none"> Number of Minimum Standards reviewed 	30	0	8	10	12	An inventory of the reviewed Minimum Standards	Director QA/designated Officers/Director RDD
1.4 Implementation of Higher Education Qualifications Framework for Uganda	<ul style="list-style-type: none"> Number of dissemination workshops to sensitize the stakeholders on the Uganda Higher Education Qualifications Framework 	8	0	3	3	2	Periodic Reports, Attendance lists, number of NCHE website visitations, record of inquiries	Director QA/designated officers
	<ul style="list-style-type: none"> Number of academic degrees, diplomas and certificates Received, verified authenticated and 	500	150	150	150	200	Periodic Reports on completed qualifications	Director QA/designated officers

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
	recognized							
	<ul style="list-style-type: none"> ▪ Number of academic and professional qualifications obtained elsewhere received, verified and equated 	600	400	180	200	220	Periodic Reports on completed qualifications equated	Director QA/designated officers
	<ul style="list-style-type: none"> ▪ Number of workshops and meetings about national standards for admissions of students to different HEIs held 	3	0	1	1	1	Periodic Reports, Attendance lists, number of NCHE website visitations, record of inquiries	Director QA/designated officers
	<ul style="list-style-type: none"> ▪ Qualifications data base for different thematic areas developed 	3	0	1	1	1	Periodic Reports on number of developed data base	Director QA/designated officers
1.5 Development of	<ul style="list-style-type: none"> ▪ Number of Regulations 	6	0	2	2	2	Periodic Reports	Director QA/designated

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
Regulations	approved and gazetted						Council minutes	Officers/Senior Legal Officer/ Director RDD
1.6 Implementation of Regulations	<ul style="list-style-type: none"> Number of cases on determination of level of compliance by HEIs registered 	Register 25 cases per year	100	80	50	25	Periodic Reports on the number of compliance	Director QA/designated Officers/Senior Legal Officer/ Director RDD/PRO
1.7 Review of regulations	<ul style="list-style-type: none"> Number of Regulations reviewed 	3	0	1	1	1	Periodic Reports on the number of compliance	Director QA/designated Officers/Senior Legal Officer/ Director RDD/PRO
SO2: Enhance HEIs competences for better quality performance								
2.1 Build capacity of HR	<ul style="list-style-type: none"> Number of representatives from HEIs attended trainings on programme development 	250	0	100	100	150	Periodic Reports on training programs Attendance registers	Director QA/designated Officers / Director RDD/PRO
	<ul style="list-style-type: none"> Number of trainings on Institutional 	30	0	10	10	10	Periodic Reports on training programs	Director QA/designated Officers /

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
	Self-Assessment							Director RDD/PRO
	▪ Number of institutional peer assessments conducted	20	0	4	7	9	Periodic Reports on institutional peer assessment conducted	Director QA/designated Officers / Director RDD/PRO
	▪ Number of the HE Managers trained on institutional governance	300	0	100	100	100	Periodic Reports on the HE Managers trained on institutional governance	Director QA/designated Officers / Director RDD/PRO
	▪ Number and type of reforms undertaken by each institution thereafter	At least 3 reforms by each institutions	0	1	1	1	Periodic Reports Council Minutes	Director QA/designated Officers / Director RDD/PRO
SO3: To strengthen institutional data management, documentation and Dissemination								
3.1 Develop capacity for data Management	▪ No of staff trained in data management at different	48 staff	1 technical admin	5 technical staff	3 technical	40 staff	<ul style="list-style-type: none"> • NCHE Annual report • Council minutes • Council 	DRDD/ SHEO ICT

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
	user levels	37 end users trained	4 end users	7	10	20	<ul style="list-style-type: none"> Council minutes 	DRDD/ SHEO ICT
	<ul style="list-style-type: none"> An operational data centre and supporting policies for data mgt established 	Approved policy in place	0	1	1	1	<ul style="list-style-type: none"> Council minutes for approved policy 	DRDD/ SHEO ICT
	<ul style="list-style-type: none"> The percentage of institutions with timely data submissions 	80% of HEIs	30%	40%	60%	80%	<ul style="list-style-type: none"> Register at data centre State of higher education 	DRDD/ SHEO ICT
3.2 Streamline the process and expand the scope of documentation and dissemination	<ul style="list-style-type: none"> Timely production of mandatory reports 	80% of HEIs	20%	30%	50%	80%	<ul style="list-style-type: none"> Actual report produced NCHE Library NCHE Website 	DRDD
	4 Number of departmental business operations automated	6	1	2	4	6	<ul style="list-style-type: none"> Periodic reports 	DRDD/ SHEO ICT & Doc, STAT

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
	5 Approved and operational document mgt policy	100% Approved and operational	1	1	1	1	<ul style="list-style-type: none"> Council Minutes 	DRDD/ SHEO ICT& Doc, STAT
	6 Percentage of core documents published and disseminated	100%	20%	40%	70%	100%	<ul style="list-style-type: none"> Annual reports Workshop report Exhibition reports Print Media 	DRDD/ SHEO ICT& Doc, STAT
	▪ Number of dissemination activities	30	5	10	10	10	<ul style="list-style-type: none"> Periodic reports 	DRDD/ SHEO ICT& Doc, STAT
SO4: To Strengthen research and innovation								
5.1 Develop internal capacity for research and support to innovation	▪ Number of researchers trained	10	4	6	2	2	<ul style="list-style-type: none"> Annual report Council minutes 	DRDD/ SHEO ICT, STAT
	▪ Number of innovations supported	9	0	3	3	3	<ul style="list-style-type: none"> Annual report NCHE Research database 	DRDD/ SHEO ICT, STAT
	▪ Number of collaborations developed	6	2	2	2	2	<ul style="list-style-type: none"> NCHE Website Periodic reports 	DRDD/ SHEO ICT, STAT

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
5.2 Operationalizing the research policy	▪ Approved and operational research policy in place	Fully Operational research Policy in Place	0	1	1	1	<ul style="list-style-type: none"> • Council Minutes • Periodic Reports • Research Database 	
	▪ Number of research projects undertaken	12	2	4	4	4	<ul style="list-style-type: none"> • Periodic report, • Research Reports, • Project reports, • Website 	DRDD/ SHEO ICT, STAT
SO5: To improve resource mobilization of NCHE								
5.1 Lobby government for more funding	▪ Additional resources realised	10bn	2bn	2bn	4bn	4bn	Financial reports	Director Finance/ED
5.2 Lobby government for a separate vote	▪ Vote existence	1	-	-	1	1	MPS	DF/ED
5.3 Increase compliance of the students' contribution	▪ Increased funds from students	13.7bn	3bn	4.5bn	4.5b	4.7b	Annual reports from HEIs	DF
5.4 Implement	▪ Amount of	2.75bn	0.75bn	0.75bn	1bn	1bn	-Financial reports	DF

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
the Statutory Instrument on other fees collection	new fees gazetted and operationalized						-Gazette	
5.5 Support the writing of donor funded proposals	▪ Funds realized from proposals written	2.4bn	0.2bn	0.4bn	1bn	1bn	Donor grant letter	DF/DRDD/ED
	▪ Number of proposals funded	2 per year	0	1	2	2	Donor grant letter	DF/DRDD/ED
5.6 Utilization of the 2 acre land at NCHE to generate income	▪ Income earned	0.075 bn	0	0	0.025bn	0.05bn	NCHE Financial reports	DF
SO6: Strengthen the capacity of support functions to facilitate effective and efficient delivery of NCHE services								
6.1 Strengthening the legal system	▪ Legal department established	2 staff members recruited	2	0	1	1	Departmental Reports	ED/Director Legal and Corporate affairs/Officer
	▪ Capacity for Legal resources	50%	10%	10%	30%	50%		

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
	developed							
6.2 Strengthening Administration & HR Function	<ul style="list-style-type: none"> ▪ NCHE Establishment Reviewed 	New NCHE Establishment in place	Draft	0	100%	0	Departmental reports	DED/Officer
	<ul style="list-style-type: none"> ▪ Staff recruited 	10	45	2	4	4	Council Reports	
	<ul style="list-style-type: none"> ▪ HR Manual reviewed and developed 	New HR Manual 2017	2012 manual in place			1	Departmental reports	
	<ul style="list-style-type: none"> ▪ Policies developed and operationalized 	2	8	0	1	1	Periodic reports, Council Reports	
7.3 Strengthening NCHE Visibility and Collaborations	<ul style="list-style-type: none"> ▪ Visibility strategies developed and operationalized 	100%	30%	40%	70%	100%	Departmental reports, Council and Annual Reports, feedback from Stakeholders	ED/Officer
	<ul style="list-style-type: none"> ▪ Number of collaborations developed 	6	2	2	2	2	Departmental reports, Council and Annual Reports, feedback from	ED/Officer

Strategic Actions by Objective	Performance Indicator	3-Year Target	Baseline (2016/17)	Annual Target			Data Sources	Responsible Person(s)
				2017/18	2018/19	2019/20		
							Stakeholders	
7.4 Strengthening Internal Audit function	▪ Institutional Auditsystems developed	100%	40% established	60%	80%	100%	Departmental reports	Unit Head/Officer
	▪ M&E Policy and System established	System in place	0	1	1	1	Departmental reports	Unit Head/Officer
	▪ Risk Framework Strategy developed and operationalized	100%	Draft	20%	70%	100%	Departmental reports, Council Reports, Annual Reports	Unit Head/Officer

5.1 MONITORING AND EVALUATION

NCHE, in its pursuit to ensure successful implementation of this Strategic Plan, will establish a functional Monitoring and Evaluation system, which is a key strategic action under the Strategic Objective Six. The monitoring and evaluation system will have different components including human resource structure for monitoring and evaluation, a guide on routine monitoring of the Council's operations, a guide on undertaking evaluations of this Strategic Plan and a Monitoring and Evaluation Plan. The system will also guide on how the Council will ensure having in place a database, and also on how it shall ensure that data gathered during monitoring and evaluation will be fully utilized, the database and how the monitoring and evaluation system will be sustained at NCHE.

5.2 Monitoring and Evaluation Framework

This section presents a Monitoring and Evaluation framework which will give guidance on how to measure performance of this Strategic Plan from time to time. The framework shows the different strategic actions

under respective strategic objectives, underlying indicators, three-year targets, how data will be collected, targeted audiences and responsible person(s). Reference shall be made to the framework as NCHE undertakes its monitoring and evaluation activities. The Monitoring and Evaluation Framework is presented in Table 5 below.

Table 6: Monitoring and Evaluation Framework

High Level Objectives	Performance Indicators	Data Collection Methods/ Instruments	Source of Data	Targeted Audiences	Responsible Person(s)
Vision: Accessible, equitable, relevant and sustainable quality higher education in Uganda	Ease of access to relevant and quality higher education in Uganda	Questionnaire Interview Document Review	Survey Reports	Council HEIs Students Development Partners	ED
Mission: To ensure provision of relevant and sustainable quality higher education for development and transformation of society	All HEIs providing relevant and sustainable quality higher education	Document Review	Periodic Reports	HEIs, students, NCHE etc.	Director QA/designated Officers
Outcome: Improved compliance to	All HEIs fully complying to minimum standards	Document Review	Periodic Reports	HEIs, students,	Director QA/design

minimum standards by HEIs										NCHE etc.	ated Officers
Strategic Objectives/ Targeted Results	Performance Indicators	Three - year Targets	Baseline	Timeframe of Implementation			Frequenc y of Reporting	Data Collection Methods/ Instruments	Source of Data	Targeted Audiences	Responsibl e Person(s)
				1	2	3					
SO1: Develop, implement and review minimum standards and regulations for higher education											
Develop Minimum Standards	▪ Number of Minimum Standards developed	60	0	10	20	30	Annual	Document review	Periodic Reports (professional vs. academic programmes)	HEIs, students, NCHE etc.	Director QA/design ated Officers
	▪ Number of dissemination workshops conducted to the HEIs, students, professional bodies on minimum standards and programmes of study.	3	0	1	1	1	Annual	Document review	Periodic Reports, attendance lists, number of NCHE website visitations, record of inquiries	HEIs, students, professional bodies and any other interested agencies	Director QA/design ated Officers/Director RDD
Implement the Developed Minimum Standards	▪ Number of academic study programmes developed and submitted for accreditation	1,330	400	400	140	480	Quarterly	Document review	Program me assessment inventory /Reports	HEIs, students, professional bodies and any other interested agencies	

Implementation of Higher Education Qualifications Framework for Uganda	<ul style="list-style-type: none"> Number of dissemination workshops to sensitize the stakeholders on the Uganda Higher Education Qualifications Framework 	8	0	3	3	2	Annually	Document review	Periodic Reports, attendance lists, number of NCHE website visitations, record of inquiries	HEIs, students, professional bodies and any other interested agencies	Director QA/designated officers
	<ul style="list-style-type: none"> Receive, verify authenticate and recognize academic degrees, diplomas and certificates 	500	150	150	150	200	Annually	Document review	Periodic Reports on completed qualifications	Students, HEIs, Agencies, Employers	Director QA/designated officers
	<ul style="list-style-type: none"> Receive, verify and equate all types of academic and professional qualifications of degrees, diplomas and Certificates obtained elsewhere 	600	400	180	200	220	Annually	Document review	Periodic Reports on completed qualifications equated	Students, HEIs, agencies, Employers	Director QA/designated officers
	<ul style="list-style-type: none"> Hold workshops and meetings about national standards for admissions of students to different HEIs 	3	0	1	1	1	Annually	Document review	Periodic Reports, attendance lists, number of NCHE website visitation	HEIs, students, professional bodies and any other interested agencies	Director QA/designated officers

	<ul style="list-style-type: none"> Develop qualifications data base for different thematic areas 	3	0	1	1	1	Annually	Document review	Periodic Reports on number of developed data base	HEIs, agencies, professional bodies	Director QA/designated officers
Development of Regulations	<ul style="list-style-type: none"> Number of Regulations approved and gazetted 	6	0	2	2	2	Annually	Document review	Periodic Reports on the number of Regulations gazetted	NCHE Council, HEIs, students, professional bodies and any other interested agencies	Director QA/designated Officers/Senior Legal Officer/Director RDD
Review of regulations	<ul style="list-style-type: none"> Number of Regulations reviewed 	3	0	1	1	1	Annually	Document review	Periodic Reports on the number of compliance	NCHE Council, Public, HEIs, students, professional bodies and any other interested agencies	Director QA/designated Officers/Senior Legal Officer/Director RDD/PRO
SO2: Enhance HEIs competences for better quality performance											
Build capacity of HR	<ul style="list-style-type: none"> Number of Trainings on Programme development 	250 representatives from the HEIs	0	100	100	150	Annually	Document review	Periodic Reports on training programs	NCHE Council, Public, HEIs, students,	Director QA/designated Officers / Director

										professiona l bodies and any other interested agencies	RDD/PRO
	<ul style="list-style-type: none"> Number of trainings on Institutional Self-Assessment 	30	0	10	10	10	Annually	Document review	Periodic Reports on training programs	NCHE Council, Public, HEIs, students, professional bodies and any other interested agencies	Director QA/designated Officers / Director RDD/PRO
	<ul style="list-style-type: none"> Number of institutional peer assessments conducted 	20	0	4	7	9	Annually	Document review	Periodic Reports on institutional peer assessment conducted	NCHE Council, Public, HEIs, students, professional bodies and any other interested agencies	Director QA/designated Officers / Director RDD/PRO
	<ul style="list-style-type: none"> Number of the HE Managers trained on institutional governance 	300	0	100	100	100	Annually	Document review	Periodic Reports	NCHE Council, Public, HEIs, students, professional bodies and any other	Director QA/designated Officers / Director RDD/PRO

										interested agencies	
	<ul style="list-style-type: none"> Number and type of reforms undertaken by the institution thereafter 	At least 3 reforms by each institutions in the period	0	1	1	1	Annually	Document review	Periodic Reports on reforms carried out by the HEIs	NCHE Council, Public, HEIs, students, professional bodies and any other interested agencies	Director QA/designated Officers / Director RDD/PRO
SO3: To strengthen institutional data management, documentation and Dissemination											
.1 Develop capacity for data Management	<ul style="list-style-type: none"> No of staff trained in data management at different user levels 	48 staff	1 technical admin	5 technical staff	3 technical	40 staff			NCHE Annual report Council minutes		DRDD/SHEO ICT
	<ul style="list-style-type: none"> 	37 end users trained	4 end users		10 end users				Council minutes		DRDD/SHEO ICT
	<ul style="list-style-type: none"> An operational data center and supporting policies for data mgt established 	Approved policy in place	0	1	1	1			Council minutes for approved policy		DRDD/SHEO/ICT
	<ul style="list-style-type: none"> The percentage of institutions with timely data submissions 	80% responses to clients	30%	40%	60%	80%			Register at data centre State of higher education		DRDD/SHEO ICT

.2 Streamline the process and expand the scope of documentation and dissemination	▪ Timely production of mandatory reports	80%	20%	30%	50%	80%			Actual report produced NCHE Library NCHE Website		DRDD/ SHEO ICT& Doc, STAT
	▪ Number of departmental business operations automated	6	1	2	4	6			Periodic reports		DRDD/ SHEO ICT& Doc, STAT
	▪ Approved and operational document mgt policy	100% Approved and operational	1	1	1	1			Council Minutes		DRDD/ SHEO ICT& Doc, STAT
	▪ Number of core documents published and disseminated	100%	20%	40%	70%	100%			Annual reports Workshop report Exhibition reports Print Media		DRDD/ SHEO ICT& Doc, STAT
	▪ Number of dissemination activities	30	5	10	10	10			Periodic reports		DRDD/ SHEO ICT& Doc, STAT
SO4: To strengthen research and innovation											
5.3 Develop internal capacity for research and support to innovation	▪ Number of researchers trained	10	4	6	2	2			Annual report Council minutes		DRDD/ SHEO ICT, STAT
	▪ Number of innovations	9	0	3	3	3			Annual report		DRDD/ SHEO

	supported									NCHE Research database		ICT, STAT
	▪ Number of collaborations	6	2	2	2	2				NCHE Website Periodic reports		DRDD/ SHEO ICT, STAT
5.4 Operationalising the research policy	▪ Approved and operational research policy in place	Fully Operation research Policy in Place	0	1	1	1				Council Minutes Periodic Reports Research Database		DRDD/ SHEO ICT, STAT
	▪ Number of research projects	12	2	4	4	4				Periodic report, Research Reports, Project reports, Website		DRDD/ SHEO ICT, STAT
SO5: To improve resource mobilization of NCHE												
Lobby government for more funding	▪ Additional resources realised	10bn	2bn	2bn	4bn	4bn	Quarterly	Ministerial policy statement/bud gets	Financial reports	-NCHE - Accountant General -Auditor General -MoES		Director Finance/E D
Lobby government for a separate vote	▪ Vote existence	-	-	-	-	-	Quarterly	MPS	MPS	-		DF/ED
Increase compliance of the students contribution	▪ Increased funds from students	13.7bn	3bn	4.5bn	4.5b	4.7b	quarterly	-Annual reports from HEIs -Compliance checks	Annual reports from HEIs	-NCHE -Auditor General		DF

Implement the Statutory Instrument on other fees collection	<ul style="list-style-type: none"> New fees gazetted and operationalised 	2.75bn	0.75bn	0.75bn	1bn	1bn	Quarterly	Gazette	- Financial reports -Gazette	-NCHE -Auditor General	DF
Support the writing of donor funded proposals	<ul style="list-style-type: none"> Number of proposals written Number of proposals funded 	2.4bn	0.2bn	0.4bn	1bn	1bn	Quarterly	Review of Grant Documents	Donor grant letter	NCHE	DF/DRDD/ED
Utilisation of the 2 acre land at NCHE to generate income	<ul style="list-style-type: none"> Income earned 	0.075bn	0	0	0.025bn	0.05bn	Quarterly	Budgets	Financial reports	-NCHE -Other stakeholders	DF
SO6: Strengthen the capacity of support functions to facilitate effective and efficient delivery of NCHE services											
Strengthening the legal support function	<ul style="list-style-type: none"> Legal department established 	50%	2	0	1	1	Quarterly	Departmental meetings, Council minutes, Annual work plans	Departmental Reports	Council, NCHE staff, HEI, the public, policy makers and line agencies	ED/Director Legal and Corporate affairs/Officer
	<ul style="list-style-type: none"> Capacity for Legal resources developed 	50%	10%	5%	15%	20%					
Strengthening Administration & HR Function	<ul style="list-style-type: none"> NCHE Establishment Reviewed 	New NCHE Establishment in place	Draft	0	100%	0	Quarterly	Departmental meetings	Departmental reports	Staff and Council,	DED/Officer
	<ul style="list-style-type: none"> Staff recruited 	55	45	2	4	4	Quarterly	Departmental meetings,	Council Reports	Staff, HEIs,	

								Council , Annual Reports		Public,Council	
	<ul style="list-style-type: none"> HR Manual reviewed and developed 	New HR Manual 2017	2012 manual in place	10%	70%	20%	Quarterly	Departmental meetings	Departmental reports	Staff and Council, line Ministry	
	<ul style="list-style-type: none"> Policies developed and operationalized 	10	8	0	1	1	Quarterly	Departmental meetings	Departmental reports, Council Reports Annual Reports	Staff, Council, Public, MDAs	
Strengthening NCHE visibility and Collaborations	<ul style="list-style-type: none"> Visibility strategies developed and operationalized 	100%	30%	20%	50%	30%	Quarterly	Departmental meetings	Departmental reports, Council and Annual Reports, feedback from Stakeholders	Staff , Council, media, HEI , general public, MDAs, Development partners	ED/Officer
	<ul style="list-style-type: none"> Collaborations developed 	75%	20%	10%	20%	25%	Quarterly	Departmental meetings	Departmental reports, Council and Annual Report	Staff , Council, media, HEI , general public, MDAs, Development partners	ED/Officer
Strengthening Internal Audit function	<ul style="list-style-type: none"> Institutional systems Audit and M& E 	100%	40%	20%		1	Quarterly	Departmental meetings	Departmental reports	ED, Staff and council,	Unit Head/Officer

	Strategies developed									and line agencies	
	<ul style="list-style-type: none"> ▪ Institutional M & E strategies developed 	100%	0	10%	60%	30%	Quarterly	Departmental meetings	Departmental reports, Council Reports, Annual Reports	ED, Staff and council, and line agencies	Unit Head/Officer
	<ul style="list-style-type: none"> ▪ Risk Framework Strategy developed and operationalised 	100%	Draft	20%	50%	30%	Quarterly	Departmental meetings	Departmental reports, Council Reports, Annual Reports	ED, Staff and council, and line agencies	Unit Head/Officer

