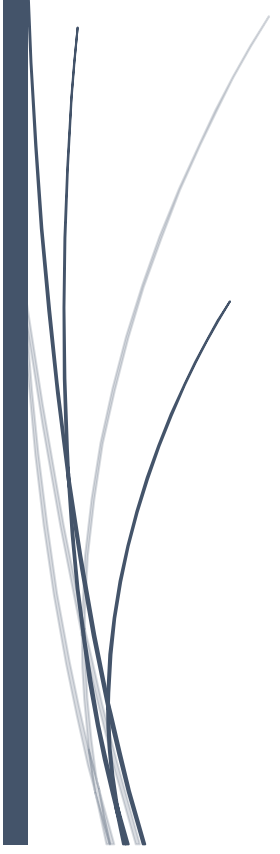




UBIDS STRATEGIC PLAN, 2026-2030

Accelerating Transformative Growth for Academic Excellence



Strategic Plan Committee
November, 2025

PREFACE

The University of Business and Integrated Development Studies (UBIDS), formerly Simon Diedong Dombo University of Business and Integrated Development Studies (SDD-UBIDS), is proud to present its Second Strategic Plan (2026–2030). This plan builds upon the solid foundation laid by the University’s inaugural Strategic Plan (2020–2025), which guided UBIDS through its formative years following its establishment in 2020. The new plan reflects the University’s renewed commitment to excellence in teaching, research, innovation, and community engagement, as well as its aspiration to be an internationally acclaimed centre of higher learning in business and integrated development studies. The 2026–2030 Strategic Plan provides a comprehensive framework for institutional transformation and sustainable growth. It articulates the strategic goals, objectives, and actions that will steer the University toward strengthening academic quality, enhancing infrastructure, promoting impactful research, deepening partnerships, and ensuring financial sustainability. Rooted in the University’s vision, mission, and core values, the plan serves as a blueprint for aligning UBIDS’s operations with national development priorities and global educational standards.

The preparation of this plan resulted from an extensive and participatory process, marked by broad consultations with key stakeholders both within and outside the University. Valuable insights were gained from interactions with the Governing Council, Management, Deans and Directors, Heads of Departments, student leaders, labour unions, traditional authorities, civil society organisations, and development partners. Their contributions ensured that the plan reflects the collective aspirations and shared commitment of the entire UBIDS community. The University would like to thank the Management team for their leadership and support throughout the planning process. Their guidance created an enabling environment for the Committee and stakeholders to develop a future-focused plan that advances UBIDS's next phase of development.

This Second Strategic Plan is more than a roadmap; it is a testament to our collective resolve to sustain the University’s progress, nurture innovation, and advance our contribution to national and regional development. We hope that this plan will inspire every member of the UBIDS community to play their part in achieving the shared vision of academic excellence, inclusiveness, and impact.

Prof. Emmanuel Kanchebe Derbile
Vice-Chancellor

EXECUTIVE SUMMARY

Background and Rationale

This Strategic Plan provides the medium-term development framework to guide the growth, consolidation, and transformation of the University over the next five-year period, 2026–2030. It builds on the achievements, lessons, and implementation gaps identified under the previous strategic plan, while responding to emerging internal and external challenges affecting higher education delivery, research relevance, institutional sustainability, and student welfare. The Plan is anchored on the University’s statutory mandate, national higher education policies, and global best practices. It responds to critical issues identified through institutional reviews, stakeholder consultations, and environmental scanning, including governance and management capacity, programme relevance, infrastructure deficits, staff development needs, financial sustainability, research impact, student welfare, and institutional visibility.

Planning Preparation Approach

The Strategic Plan was developed through a participatory, consultative, and evidence-based process. Key stakeholders involved included University Council and Management, academic and non-academic staff, students, alumni, traditional authorities, industry partners, and other relevant external stakeholders. The planning process combined a situational and environmental analysis (internal and external), a review of institutional performance data and policy documents, and alignment with national development priorities and higher education regulatory frameworks. This approach ensures ownership, realistic grounding, and strategic alignment, while providing a solid basis for implementation and accountability.

Strategic Framework and Pillars

The Strategic Plan is anchored in the University’s vision, mission, and core values and is organised around nine mutually reinforcing strategic pillars:

1. Leadership, Governance, and Management – strengthening institutional leadership, accountability, ethical conduct, quality assurance, and digital governance systems.
2. Market-Driven and Practical-Oriented Academic Programmes – expanding relevant, flexible, and industry-aligned programmes, including experiential and technology-enabled learning.
3. Infrastructure Development and Campus Modernisation – addressing physical, digital, safety, and environmental infrastructure needs across campuses.
4. Spatial Planning - enhancing mobility, walkability, and safety on campus; and greening and beautification of campus
5. Human Resource Development and Learning – enhancing staff recruitment, capacity development, motivation, and retention.
6. Impactful Research and Sustainable Collaborations – promoting applied research, innovation, community engagement, and strategic partnerships.
7. Resource Mobilisation and Financial Sustainability – diversifying funding sources, strengthening internally generated funds, and improving financial management systems.
8. Welfare and Recreation – improving student and staff welfare, health, safety, housing, and recreational facilities.
9. Branding and Communication – enhancing institutional visibility, reputation, stakeholder engagement, and strategic communication.

Each pillar is supported by clearly defined goals, objectives, strategies, activities, performance indicators, timelines, responsible units, and indicative costs.

Theory of Change

The Strategic Plan is underpinned by a results-based Theory of Change, which assumes that if the University invests in strengthened governance and leadership, market-relevant academic programmes, modern infrastructure, competent and motivated staff, impactful research, sustainable financing, improved welfare systems, and effective branding, then it will deliver high-quality teaching, relevant research, improved student outcomes, and stronger stakeholder confidence. These changes are expected to lead to improved institutional performance, enhanced graduate employability, increased research impact, financial sustainability, and an elevated national and international profile. Ultimately, the Plan aims to position the University as a leading centre of excellence contributing meaningfully to national and regional sustainable development.

Cost of the Strategic Plan and Financing

The Strategic Plan is fully costed, with indicative budgets assigned to each strategic pillar and major activities over the five years. The total cost of implementing the Plan is Four Hundred and Fifty-Seven Million Three Hundred and Thirty-One Thousand, Six Hundred and Thirteen Ghana Cedis (Ghc457,331,613.00). This total cost reflects the scale of planned infrastructure development, spatial planning and beautification, human resource investments, academic programme expansion, research support, and welfare improvements. Financing of the Plan will be achieved through a mix of government subvention, internally-generated funds (IGF); grants and donor funding, strategic partnerships and collaborations; and public–private partnerships (PPPs). Annual budgeting and resource prioritisation will be aligned with the Strategic Plan to ensure financial discipline and feasibility.

Implementation Arrangements

Implementation of the Strategic Plan will be undertaken within the University’s existing governance and management structures. The University Council will provide overall policy direction and oversight, while the Vice-Chancellor and Management will be responsible for day-to-day strategic leadership. A dedicated Strategic Plan Implementation Monitoring mechanism (Executive Committee), coordinated by the Directorate of Academic Planning and Quality Assurance, will ensure cross-unit coordination and accountability. Colleges, Faculties, Schools, Directorates, Departments, and Units will translate the Strategic Plan into Annual Operational Plans (AOPs) and budgets, clearly defining roles, responsibilities, and deliverables. Implementation has been phased over the plan period to reflect institutional capacity, funding availability, and priority sequencing.

Monitoring, Evaluation, and Learning Arrangements

A results-based management approach, aligned with objectives of the Plan, indicators, and Theory of Change, is adopted for monitoring its implementation. Key features include: targets for each strategic objective, routine quarterly and annual monitoring and reporting by responsibility centres, annual performance reviews to inform management decisions and budget adjustments, and mid-term and end-of-plan evaluations. Findings from monitoring and evaluation will be systematically used for institutional learning, adaptive management, risk mitigation, and continuous improvement.

Conclusion

The Strategic Plan provides a coherent, realistic, and results-oriented framework to guide the University's development over the 2026–2030 period. Through disciplined implementation, effective monitoring, and sustained stakeholder engagement, the Plan positions the University to achieve institutional excellence, financial sustainability, and meaningful societal impact.

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1. INTRODUCTION AND BACKGROUND

1.1 About the University of Business and Integrated Development Studies (UBIDS)

Through an Act of Parliament (Act 1001) of 2019, the Wa Campus of the University for Development Studies was converted into the Simon Diedong Dombo University of Business and Integrated Development Studies (SDD-UBIDS) in May 2020. In December 2025, the designation ‘Simon Diedong Dombo’ was removed by an amendment of Parliament (Simon Diedong Dombo University of Business and Integrated Development Studies [Amendment] Bill, 2025). The Act that established the university mandates it to be an outstanding, internationally acclaimed, applied research and practically-oriented educational institution dedicated to the development of business and integrated development studies and related matters.

The University, established in 2019, initially comprised two faculties, one school, and one department: Faculty of Integrated Development Studies (FIDS), Faculty of Planning and Land Management (FPLM), School of Business and Law (SBL), and Department of Social Science and Business Education (DoSSBE). Three additional faculties and two schools have been added since its establishment, bringing the total number of faculties/schools to eight, in addition to the School of Graduate Studies, which coordinates inter-faculty graduate programmes. The new faculties and schools are: Faculty of Social Science and Arts (FSSA), Faculty of Public Policy and Governance (FPPG), Faculty of Information and Communication Technology (FICT), School of Education and Lifelong Learning (SoELL), and School of Law (SoL). Teaching, learning, and research are conducted across 36 departments and four centres: Centre for Migration and Security (CMS), West African Centre for Sustainable Rural Transformation (WAC-SRT), Centre for Gender, Diversity and Social Inclusion, and Centre for Career Guidance and Entrepreneurship Development.

The UBIDS offers a wide range of academic programmes. These include certificates, diplomas, undergraduate degrees, master's, and doctoral programmes designed to meet the needs of diverse student groups, including the working population. Current offerings include two (2) certificate programmes, 61 undergraduate programmes, 23 diplomas, and 81 master's (39 regular and 42 IDEL) programmes. The University also offers 23 different PhD programmes across seven faculties and schools, which aim to improve access to higher education for all categories of students seeking to advance their academic and professional opportunities. Through its extensive portfolio of academic offerings, the University aims to create inclusive and flexible pathways to higher education, supporting both traditional and non-traditional learners, especially from deprived communities within its catchment area.

As a university with a special mandate for applied research and practical-oriented education in business and integrated development studies, the Directorate of Community Outreach and Business Incubation (DCOBI) was established to implement the community outreach practical training (PTP) programme and business incubation component. The PTP is mandatory, with all students expected to undertake it. The business incubation aspect implemented three cohorts from 2022 to 2025 under the Kosmos Innovation Centre project sponsored by the MasterCard Foundation. The UBIDS business incubation is housed at the University-rented Old Plan Ghana building, near the Upland Hotel.

1.2 Background to the Second Strategic Plan (2026–2030)

The UBIDS was established with a core mandate to provide higher education, research, and community service in areas that promote sustainable development, business innovation, and social transformation. The mission of the University is to provide quality teaching, learning, development-oriented problem-solving, research, and innovation, practical training to qualified and capable persons and institutions through the deployment of ICT and constant review of programmes, curriculum, and teaching methodology. In pursuit of this mission, the University launched its maiden Strategic Plan (2020–2025) to guide institutional growth and set the foundation for academic excellence, efficient governance, and community impact. That plan provided a critical roadmap for consolidating the University’s identity following its establishment, outlining strategic objectives across teaching and learning, research and innovation, institutional governance, infrastructure development, and stakeholder engagement.

Over the past five years, implementation of the 2020–2025 Strategic Plan has achieved significant progress. The University has expanded its portfolio of academic programmes aligned with national development priorities, Agenda 2063: The Africa we Want, and Sustainable Development Goals (SDGs). It has made notable advances in strengthening administrative systems, enhancing staff and student welfare, and broadening partnerships with local and international institutions. Despite these achievements, emerging global challenges, rapid technological advancements, and shifting higher education landscapes highlight the need for a refreshed strategic focus. It is in this context that the University introduces its second Strategic Plan (2026–2030). Building on the successes and lessons of the first plan, this new strategic framework aims to consolidate the gains made, deepen institutional transformation, and guide UBIDS towards its vision of becoming an internationally-recognised university known for excellence in business education, integrated development research, and innovation-driven community engagement.

A strategic plan is essential for the University’s continued growth and relevance. It provides clear guidance for aligning goals, making efficient use of resources, promoting accountability, and keeping the University’s activities responsive to both national and global changes. For UBIDS, the second strategic plan will build on initial successes and establish the University as a hub of academic excellence and applied research with regional and international influence. Ultimately, the 2026–2030 Strategic Plan demonstrates UBIDS’ dedication to ongoing improvement, internationalisation, and excellence in teaching, research, and service, reaffirming its commitment to developing future leaders and making meaningful contributions to sustainable development in the Upper West Region, Ghana, Africa, and beyond.

2. REVIEW OF 2020-2025 STRATEGIC PLAN

2.1 Strategic Achievements of UBIDS (2020–2025)

The University's inaugural strategic plan, covering the period from 2021 to 2025, was based on three focal areas: building strong institutions, fostering a happy student community, and promoting a supportive alumni network. The plan laid the foundation, and it is anticipated that the second plan will consolidate gains and strategically position the university for strengthening transformational growth and impact. The first plan rapidly transitioned the UBIDS into a dynamic institution of higher learning in Ghana. The University has experienced not only a significant transformation in structure, but also in the variety of programmes it offers. The period under review marked a significant phase in UBIDS' growth and institutional development, reflecting its growth in academic scope and commitment to educational excellence.

Two key achievements during this period were in the areas of structural and institutional development. Progress in institutional development included significant advances in strengthening university governance and the regulatory framework. Notable milestones included the promulgation of 16 policy documents, namely: University Statutes, Administrative Manual, Quality Assurance Policy, Sexual Harassment Policy, Research and Innovation Policy, Directorate of Community Outreach and Business Incubation Policy, Plagiarism Policy, Relationship Policy, Centre for Career Guidance and Counselling Services Policy, Staff Development and Conferences Policy, Anti-Corruption Policy, and Graduate Policy, among others. Policies were also formulated to regulate the activities and welfare of junior members of the university, covering examinations and student conduct, thereby laying a strong foundation for institutional governance and academic integrity. These policy documents have enhanced transparency, accountability, and university operations.

In the area of structural growth during the first strategic period, the University experienced considerable growth in administrative structure and capacity, evident in establishment of requisite university management and administrative structures such as the Directorates of Human Resources Management, Finance, Internal Audit, Procurement, University Relations, Academic Affairs, General Administration, Sports, DCOBI, Directorate of Works and Municipal Services (DWMS), Directorate of Health Services, Directorate of Information Management Systems, Directorate of International Collaborations, and Directorate of Academic Planning and Quality Assurance (DAPQA) to ensure effective decision-making and operational efficiency. The creation of new directorates to support academic and administrative functions resulted in a significant increase in human resource capacity, both in quantity and quality, to meet the demands of the expanding academic environment. The academic faculty comprises 219 full-time and 73 part-time staff, making a total of 292, while the non-teaching staff are 131. These achievements reflect UBIDS' strong commitment to building a robust institutional framework that supports academic excellence, inclusivity, and long-term sustainability.

2.2 Current Challenges and Priorities

Despite these achievements, some challenges remain to be addressed during the second strategic plan period, 2026-2030. Key among these is the huge physical infrastructure deficit, which the University has been grappling with since its inception. Initiated GETFUND projects, which were considered very crucial to addressing the infrastructural development needs of UBIDS, such as the library complex, lecturer hall buildings, an auditorium, an Office complex, and student hostel facilities, remain to be completed due to perennial funding gaps over the past five to eight years. The University still lacks a central administration block to house all its administrative and management staff in one building. Space for teaching, learning, and laboratory services has not kept pace with academic demands, leading to a reduction in student-lecturer contact time per course to create more lecture spaces. Related to the challenges mentioned here is the issue of low student intake across nearly all programmes, except for the Schools of Business.

Other challenges include duplication of courses across faculties, inconsistent enforcement of teaching standards, and insufficient integration of new technologies for teaching, learning, and research. Additionally, limited lecture contact hours hinder the overall academic experience. The new strategic plan must include programme and staff rationalisation measures to improve quality and efficiency in course delivery. It should also develop innovative ways to promote interaction between students and faculty, making the use of new technologies a core component of the plan. As UBIDS progresses in establishing new programmes and partnerships while attracting a diverse client base, it must adequately prepare for the varying needs and demands related to gender, ethnicity, religion, and disability. The University should seek methods to harness and nurture this diversity, promote further growth and development, and create a proper institutional framework to support this effort, making these central focal points.

Related to the issue of low student intake is marketing and visibility of the university and its programmes, which remain a challenge as UBIDS is still perceived as a campus of UDS in Wa, despite having gained the status of an autonomous, fully-fledged university several years ago. The new plan emphasises the UBIDS brand as a vital part of its marketing and visibility strategy. As a mandatory programme requiring participation of all students enrolled in UBIDS, the PTP community outreach component has been constrained by financial and logistical shortfalls, with varying implications for the quality of practical training offered to students. It is also worth noting that many of the directorates established over the past four years have not yet had their complement of sub-offices with the necessary personnel in place. The sub-offices of some critical directorates, such as Directorate of University Health Services, Directorates of IMS, University Relations, Directorate of Sports, School of Graduate Studies, Directorate of Research, Directorate of International Collaborations, and Directorate of Academic Planning and Academic Quality, are yet to be fully operationalised to improve effective administration and student welfare.

It could also be argued that the first strategic plan was quite overambitious in the number of new schools and faculties it aimed to establish. Apart from the School of Law, many of the

proposed schools and faculties could not be realised. These include School of Basic Sciences, Faculty of Applied and Allied Health Sciences, Faculty of Agriculture and Food Processing Technology, School of Tourism and Hospitality, Faculty of Sustainable Built Environment, and School of Medicine. Feasibility studies for establishing the Schools of Medicine and Allied Health are ongoing, with programmes due for accreditation. It is expected that the next strategic phase will include appointment of Deans and relevant committees to oversee the rollout of the medical and allied health programmes, while maintaining a modest approach to growth plans.

The University has faced significant security and safety concerns since its inception. These include poor deployment of campus guards, poorly-protected perimeter infrastructure, and a weak emergency response capacity due to the lack of well-equipped police, fire, and ambulance stations. The limited deployment of surveillance systems and security infrastructure hampers effective monitoring of security breaches, posing risks not only to the safety of students and staff, but also to university property and critical facilities. Even though building happy students and alumni support systems were two of the strategic outcomes of the first strategic plan, not much was achieved in these areas, because many students continue to stay in deplorable hostels outside campus, and there is a lack of student support services in the areas of career counselling, decent washrooms, wellness, and sporting facilities on campus.

Making the University financially stable is imperative. The University's funding sources must shift from government, which currently accounts for a significant share of university education funding, to reliance on internally-generated funds. The focus must be on diversifying internally-generated funds amidst low student numbers during the next strategic planning period. This must be informed, guided, and inspired by a new strategic direction on funds mobilisation from many revenue streams, as well as their judicious application and use.

3. THE STRATEGIC PLANNING PROCESS

This Strategic Plan is the outcome of several months of extensive engagement and deliberations involving a diverse range of stakeholders and the University's Management. A twelve-member Strategic Planning Committee led the process. It reviewed the University's vision and mission and developed strategic goals that address emerging challenges both within the University and in its broader operating environment. Recognising that the process of developing the Strategic Plan significantly influences its quality, acceptability, ownership, and long-term sustainability, a participatory approach was adopted.

As part of its methodology and approach, the Committee took the following steps: reviewed the UBIDS's 2020-2025 Strategic Plan, engaged with an array of stakeholders, including University Management, Deans/Directors, Heads of Departments, Administrators and Senior Members, Traditional Authorities, the surrounding communities, Labour Unions and Groups, Non-Governmental Organisations and Religious Bodies, Senior Staff Association of Ghana, TEWU, GAUA, UTAG, Heads of Departments and Agencies, Professional Associations, and Student Unions. This inclusive process ensured that the Strategic Plan reflects the collective

perspectives, experiences, and aspirations of all key stakeholders. This thorough review process, supported by multiple engagements, helped us understand the successes, learn lessons, and recognise challenges during the implementation of the previous strategic plan. These insights laid the foundation for the strategic goals and objectives outlined in the new Strategic Plan.

3.1 Key Steps in the Strategic Plan Preparation Process

3.1.1 Preparatory Stage

The planning process began with the Vice-Chancellor (VC) appointing a twelve-member Strategic Planning Committee (SPC). After its formation, the Committee held an inception meeting to:

1. Discuss the assignment and develop a common understanding of its scope and objectives.
2. Reach agreement on the methodology and approach to be used in formulating the Strategic Plan; and
3. Identify and compile a detailed list of stakeholders to be consulted throughout the planning process.

3.1.2 Environmental Scan

This aspect presents a summary of the University's strengths, weaknesses, opportunities, and threats. Information was collected through a traditional SWOT analysis involving stakeholders at all levels. The team identified key internal and external groups for consultation, which were engaged through a participatory and facilitative process. A detailed schedule was developed for the stakeholder consultations, and advance notices were sent to each group to allow sufficient time for preparation.

The internal stakeholders included top Management of the University, various unions such as UTAG, GAUA, TEWU, SRC, student associations (including religious-based groups), Deans/Directors, Heads of Departments, Administrators and Senior Members. Meetings were held with these stakeholder groups separately. The consultation process began with the University's Management to gain insight into their vision, mission, and core values for the institution. The engagement with the other internal groups focused on the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the University and the kind of university envisioned in the next five years. Following these consultations, the Committee observed a notable consistency in the key issues highlighted across all groups. The external consultations involved various groups and communities surrounding the University, including traditional authorities, local communities, labour unions and groups, non-governmental organisations, and religious organisations, as well as professional associations. These consultations were aimed at gathering insights on stakeholders' expectations of the University and to provide them with information about the University and its programmes. A summary of the internal and external environmental scan, using the SWOT analysis matrix, is presented in Table 1.

Table 1: SWOT Analysis Matrix

| | |
|---|---|
| <p>Strengths</p> <ol style="list-style-type: none"> 1) Young, enthusiastic, and competent faculty/staff 2) Multi-disciplinary, flexible and market-driven academic programmes 3) Ethical, innovative and visionary leadership 4) Unique Practical Training Programme and community outreach initiatives 5) Large track of undeveloped land 6) Existing local and international partnerships 7) Diverse staff and student population 8) Peaceful co-existence between students and management | <p>Weaknesses</p> <ol style="list-style-type: none"> 1) Poor marketing, low visibility and an unattractive brand name 2) Limited modern infrastructure (teaching, learning, recreation, accommodation, ICT, etc.) 3) Weak financial base 4) Inadequate staff/faculty 5) Low enrolment 6) Many directorates are not fully operational 7) Poor motivation and staff attrition 8) Inadequate alumni relations and stakeholder engagements 9) Limited engagement with industry and other local institutions |
| <p>Opportunities</p> <ol style="list-style-type: none"> 1) Proximity to Francophone West Africa 2) Interest and goodwill from chiefs and community leaders of the area. 3) Willingness of private actors to enter into public-private partnership arrangements. 4) Goodwill from Government agencies for accelerated infrastructure development. 5) Peaceful and political stability in the region. 6) Globalisation and advances in ICT, AI and digital technology 7) Increased interest from CSOs and international partners in collaborations 8) Presence of global and regional networks to enhance visibility and capacity development. 9) Availability of local structures and political support in traditional areas | <p>Threats</p> <ol style="list-style-type: none"> 1) Poor accessibility to the region in which the institution is located 2) Government moratorium on new staff recruitment. 3) Stiff competition from well-endowed national and international universities 4) Non-compensation and encroachment of university lands. |

3.1.3 Formulation of Strategic pillars, goals, objectives, and actions

The Committee synthesised the findings into nine key strategic pillars, each linked to the University’s core mandate and development priorities.

3.1.4 Organisation of Stakeholder Validation Forum

A Stakeholder Validation Forum was organised to present and discuss the draft plan with key stakeholders. The forum acted as a platform for collective reflection, constructive feedback, and consensus-building on the plan’s strategic direction. Representatives from all groups and stakeholders involved in the plan’s preparation participated in the validation workshop. Feedback from stakeholders, both written and verbal, was carefully analysed, harmonised, and incorporated into the plan to improve its quality, clarity, and institutional ownership.

3.1.5 Adoption of the Final Strategic Plan

The Academic Board has reviewed and approved this Strategic Plan, which will be submitted to the University Council for formal adoption as the official policy document guiding the University’s development from 2026 to 2030.

4. STRATEGIC PLAN FORMULATION

4.1 Our Strategic Compass

Vision









To be an internationally acclaimed centre of excellence in higher education.

Mission

To provide quality teaching, learning, development-oriented/problem-solving research and innovative practical training to qualified and capable persons and institutions through: (a) the deployment of ICT, and (b) constant review of our programmes, curriculum and teaching methodology.

Core Values

The following core values guide the University:

| | |
|--|--|
|  Excellence | UBIDS is committed to providing the highest quality products and services through dedication, ongoing improvement, and a focus on client needs. |
|  Innovation | UBIDS encourages its staff and students to continually trust their ability to be critical and creative, and to persist in finding new solutions to problems through their workshop. |
|  Integrity | UBIDS strives to uphold honesty, fairness, and strong moral values in its decision-making processes and professional activities. |
|  Collaboration | UBIDS endeavours to collaborate with various individuals, groups, and organisations both locally and globally, leveraging recognised strength to achieve a common goal and promote leadership and growth. |
|  Sustainability | UBIDS aims to demonstrate a strong ability to sustain its teaching, learning, and research programmes by actively ensuring the protection, enhancement, and preservation of its human, social, economic, and environmental resources to maximise their potential benefits. |
|  Professionalism | UBIDS strives to succeed in its mission by adhering to high ethical principles and professional standards that are consistent with its mandate. |
|  Transparency and Accountability | UBIDS aims to promote transparency and accountability by making information about its processes and outputs readily accessible to all stakeholders. |
|  Inclusiveness | UBIDS aims to foster an environment that values and welcomes diversity, ensuring equal opportunities for everyone. |

4.2 The Strategic Pillars

The planning issues identified through both internal and external consultations were consolidated into nine strategic pillars, as outlined in Figure 1.



Figure 1: Nine strategic pillars

4.3 Theory of Change

The impact envisaged by the Plan is to have UBIDS become an internationally respected, financially sustainable, and socially responsive university delivering high-quality education and impactful research that contributes to sustainable national and regional development. This would be achieved by strengthening the University's leadership and governance systems, developing market-driven and practical-oriented academic programmes, modernising infrastructure, building staff capacity, promoting impactful research and partnerships, diversifying funding sources, enhancing welfare systems, and strengthening branding and communication. These actions are expected to improve teaching and learning quality, research outputs and increase relevance, raise staff and student satisfaction, enhance

institutional efficiency, and grow stakeholder confidence, leading to improved graduate employability, stronger community and industry engagement, increased research uptake, improved financial resilience, and enhanced institutional visibility. These would, ultimately, result in sustained institutional excellence and development impact.

4.4 The Strategic Action Plan Matrix

This section outlines the goals, objectives, and actions designed to address issues within each of the strategic pillars. The plan also outlines the timeframe within which key actions are to be undertaken, as well as the responsible person/directorate/faculty/school/unit/section to implement the action. The indicative budgets for executing various actions are also highlighted in the plan.

4.4.1 LEADERSHIP, GOVERNANCE AND MANAGEMENT

| Goal 1: Improve University Management and Leadership | | | | | | | | | | | |
|--|---|-----------|-----------|------|------|------|------|------|--|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.1.1 Develop the leadership capacity of university management | Develop and roll out a leadership development policy | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise bi-annual structured leadership training in strategic planning and higher education management for all senior members. | Jan. 2027 | Dec. 2030 | | | | | | OVC, Registry | 525,984.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop and implement a mentorship and coaching policy | Jun. 2026 | Dec. 2026 | | | | | | OVC, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise training on strategic leadership in tertiary education for student leaders | Jun. 2026 | Dec. 2030 | | | | | | DoS, Registry | 300,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institutionalise annual best leadership award at department, faculty/school and university-wide | Jan. 2026 | Dec. 2030 | | | | | | OVC, Registry, Schools/Faculties | 657,480.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Support leaders to participate in leadership courses unique to their roles | Jan. 2027 | Dec. 2030 | | | | | | Pro V-C, Registry Deans/Directors and unit heads | 657,480.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.1.2 Foster a culture | Develop and implement a | Jan. | Dec. | | | | | | Pro V-C, | 122,600.00 | GoG, Fees and |

| Goal 1: Improve University Management and Leadership | | | | | | | | | | | |
|--|--|------------------|-----------|------|------|------|------|------|---|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| of ethical, transparent, and accountable leadership. across all levels of the university | comprehensive university Code of Ethics | 2027 | 2028 | | | | | | Registry Deans/Directors and unit heads | | charges, donor support, IGF, PPP, Grants |
| | Organise yearly training for all first-time leaders on ethical leadership | Jan. 2027 | Dec. 2030 | | | | | | Pro V-C, Registry Deans/Directors and unit heads | 245,200.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish Ethics and Compliance Office | Jan. 2028 | Mar. 2028 | | | | | | ProV-C, Registry | 183,900.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Integrate values on ethical leadership, accountability, and transparency into all leadership and management development programmes | Jan. 2029 | Dec. 2029 | | | | | | Pro V-C, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop and implement an employee consent and misconduct reporting policy | Jan. 2029 | Dec. 2029 | | | | | | Pro V-C, Registry Deans/Directors and unit heads | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish safe, anonymous, and confidential channels for reporting misconduct or unethical behaviour | Jan. 2026 | Dec. 2026 | | | | | | OVC/Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.1.3 Promote | Complete and implement | Jan. | Dec. | | | | | | | 50,000.00 | GoG, Fees and |

| Goal 1: Improve University Management and Leadership | | | | | | | | | | | |
|---|---|------------------|-----------|------|------|------|------|------|--|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| inclusive leadership that values diversity, gender balance, and student representation. | gender, diversity and inclusion policy | 2026 | 2026 | | | | | | CGDSI, Registry, DoSA | | charges, donor support, IGF, PPP, Grants |
| | Ensure gender balance regarding recruitment of staff and admission of students | Jan. 2026 | Dec. 2030 | | | | | | OVC, CGDSI Registry, DoSA | 10,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish a clear procedure for rewarding staff and senior members | Jan. 2027 | Dec. 2027 | | | | | | V-C/Registry | 10,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish fair criteria for resource allocation and use across sections of the university | Jan. 2026 | Dec. 2026 | | | | | | V-C, Director of Finance, Deans Registry | 10,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise training for all staff and students on diversity and inclusion | Jan. 2026 | Dec. 2030 | | | | | | CGDSI, Registry, DoSA | 250,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.1.4 Digitalise administrative and academic processes to promote efficiency and reduce bureaucracy | Develop a digital roadmap and establish a steering committee for digital governance in the University | Jan. 2026 | Dec. 2026 | | | | | | OVC, DIMS | 500,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Review and improve the Student Information System (SIS) | Jan. 2026 | Dec. 2026 | | | | | | DIMS, DoSA | 1,022,725.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise refresher | Jan. | Dec. | | | | | | Pro V-C, | 500,000.00 | GoG, Fees and |

| Goal 1: Improve University Management and Leadership | | | | | | | | | | | |
|---|---|------------------|-----------|------|------|------|------|------|-----------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | trainings on the Learning Management System (LMS) and digital pedagogy for staff and students | 2026 | 2026 | | | | | | Registry, DIMS | | charges, donor support, IGF, PPP, Grants |
| | Ensure full development and deployment of UMIS and E-Governance tools | Jan. 2026 | Jun. 2027 | | | | | | Pro V-C, DIMS | 2,000,983.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop a university-wide digital transformation strategy | Jan. 2028 | Dec. 2028 | | | | | | OVC, DIMS | 200,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Provide digital content creation tools in 3 lecture halls, 3 conference centres, and laboratories | Jan. 2027 | Jan 2030 | | | | | | OVC, DIMS | 1,600,787.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Create a digital help desk for technical support | Jan 2027 | Dec. 2030 | | | | | | OVC, DIMS | 10,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

Goal 2: Strengthen University Governance Structures and Practices

| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
|---|---|-----------|-----------|------|------|------|------|------|--|-------------------|--|
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.1.2.1 Operationalise administrative structures for effective and efficient university management | Establish full administrative sections for all directorates and units to make them fully operational | Jun. 2026 | Dec. 2027 | | | | | | OVC, Registry | 596,309.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Realign departments such as Transport, Security, etc. to reduce overlaps and to make them effective | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry | 150,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Ensure the use of established channels of communication in the university. | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry, Director of Communication | 10,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Strengthen the established staff supervision, monitoring, and evaluation plan | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.1.2.2 Operationalise administrative policies for effective and efficient university management | Formulate code of conduct policies for all categories of staff and students | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Ensure all directorates/schools, faculties, and units review and or develop strategic plans in line with the new strategic plan | Jan. 2026 | Dec. 2028 | | | | | | Directors/Deans and Unit Heads | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Complete the review of the University Statutes | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry | 150,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.1.2.3 Enhance participatory | Complete the establishment of the Chaplaincy Board | Jan. 2026 | Dec. 2027 | | | | | | Registry/DoS | 50,000.00 | GoG, Fees and charges, donor |

Goal 2: Strengthen University Governance Structures and Practices

| Strategic Objective | Activities | Timeframe | | | | | Responsibility | Indicative Budget | Funding Source |
|--|--|-----------|-----------|------|------|------|---------------------------|-------------------|--|
| | | Start | End | 2026 | 2027 | 2028 | | | |
| governance | | | | | | | | | support, IGF, PPP, Grants |
| | Ensure students' representation on the fee-fixing and other appropriate committees | Jan. 2026 | Dec. 2028 | | | | OVC, Registry DoS, SRC | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish and get community and student representation on the environmental governance committee | Jan. 2026 | Dec. 2028 | | | | OVC, Registry | 217,950.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish a robust conflict resolution mechanism for administrative justice | Jan. 2026 | Dec. 2028 | | | | OVC, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise trainings in conflict analysis and conflict management strategies for student leaders, first time office holders, union leaders and student/academic advisors | Jan. 2026 | Dec. 2030 | | | | Registry, HR, SRC/GRASSAG | 215,750.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.1.2.4 Develop and implement institutional management and quality assurance framework | Design and implement a framework for the use of the Instructional Skills Workshop assessment tools for monitoring teaching and learning quality | Jan. 2026 | Dec. 2026 | | | | OVC Registry DAPQA | 400,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Map existing quality assurance structures and identify gaps requiring attention | Jan. 2026 | Dec. 2026 | | | | DAPQA | 150,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institutionalise routine audits | Jan. | Dec. | | | | Pro V-C Office, | 300,000.00 | GoG, Fees and |

Goal 2: Strengthen University Governance Structures and Practices

| Strategic Objective | Activities | Timeframe | | | | | Responsibility | Indicative Budget | Funding Source | | |
|---------------------|--|-----------|-----------|------|------|------|----------------|-------------------|-----------------------------------|------------|--|
| | | Start | End | 2026 | 2027 | 2028 | | | | 2029 | 2030 |
| | on academic performance, compliance, and resource utilisation | 2026 | 2030 | | | | | | DAPQA, Registry | | charges, donor support, IGF, PPP, Grants |
| | Establish clear performance metrics aligned with institutional goals for academic and administrative unit | Jan. 2026 | Dec. 2027 | | | | | | Pro V-C's Office, DAPQA, Registry | 100,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Clearly define the institutional roles and functional relationships between DAPQA and the following: Pro Vice-Chancellor's Office, Academic Affairs and DIMS | Jan. 2026 | Dec. 2026 | | | | | | Pro V-C's Office, DAPQA, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Formalise the collaboration between DAPQA, Academic Affairs, and DIMS to streamline data sharing, curriculum tracking, and academic reporting | Jan. 2026 | Dec. 2030 | | | | | | Pro V-C's Office, DAPQA, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

4.4.2: QUALITY MARKET-DRIVEN, AND PRACTICAL-ORIENTED ACADEMIC PROGRAMMES

| <i>Goal 1: Develop market-driven, practical academic programmes that meet society's changing demands and improve teaching quality</i> | | | | | | | | | | | |
|---|---|-----------|-----------|------|------|------|------|------|------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.2.1.1 Engage industry in curricular development and delivery | Design demand-driven curriculum relevant to industry | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs | 400,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Involve professionals/practitioners in the delivery of university teaching and professional training programmes | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs | 250,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop industry and project -based student assessment model | Jan. 2026 | Dec. 2026 | | | | | | Deans/HoDs | 200,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Enhance internship/attachment programmes with industry | Jun. 2026 | Dec. 2030 | | | | | | Deans/HoDs | 500,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institutionalise the Graduate Professional Development Programme | Jun. 2026 | Dec. 2030 | | | | | | SGS | 250,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Provide workshop/practical training laboratories for teaching and learning | Jan. 2026 | Dec. 2030 | | | | | | OVC/DWMS | 500,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.2.1.2. Develop innovative and demand driven distance and weekend programmes | Introduce innovative and demand driven distance and weekend programmes | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs, IDEL | 474,469,00 | GoG, Fees and charges, donor support, IGF, |

| Goal 1: Develop market-driven, practical academic programmes that meet society's changing demands and improve teaching quality | | | | | | | | | | | |
|---|---|------------------|------------|-------------|-------------|-------------|-------------|-------------|--------------------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| demand-driven graduate and undergraduate programmes that respond to community needs | | | | | | | | | | | PPP, Grants |
| | Expand weekend and distance-learning programmes to include undergraduate evening programmes | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs, IDEL | 395,760.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop and run short professional and skill-based training programmes | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs, IDEL | 363,750.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop and implement effective quality assurance mechanisms for monitoring and assessing teaching of courses by conveners | Jan. 2026 | Dec. 2026 | | | | | | DAPQA | 347,944.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish new faculties and schools in the fields of Medicine, Applied and Allied Health Sciences, Agriculture and Food Technology, Tourism and Hospitality Management, Sustainable Built Environment, etc. | Jan. 2026 | Dec. 2030 | | | | | | OVC, Pro-VC, Schools/Faculties | 70,560,000.00 | GoG, donor support, IGF, PPP, Grants |
| 4.4.2.1.3 Enhance the operations of the university library | Design training programmes on the effective use of library resources to both staff and students | Jan. 2026 | Dec. 2027 | | | | | | Librarian | 178,210.00 | Fees and charges, donor support, IGF, Grants |
| | Expand the procurement of on-line journals and | Jan. 2026 | Dec. 2026 | | | | | | Registry/ Librarian | 187,590.00 | IGF, Grants |

| Goal 1: Develop market-driven, practical academic programmes that meet society's changing demands and improve teaching quality | | | | | | | | | | | |
|---|---|------------------|-----------|------|------|------|------|----------------------------|--------------------------|--|------|
| Strategic Objective | Activities | Timeframe | | | | | | Responsibility | Indicative Budget | Funding Source | |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | | | | 2030 |
| | literature databases for the library | | | | | | | | | | |
| | Develop user friendly e-library system accessible to staff and students | Jan. 2026 | Dec. 2027 | | | | | Librarian | 168,831.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants | |
| | Recruit adequate and qualified personnel for the library | Jan. 2026 | Dec. 2028 | | | | | Registry | 187,590.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants | |
| | Develop a 24-hour library system | Jan 2027 | Dec2030 | | | | | Liberian/HR | 150,500.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants | |
| | Actively source funding to support the library | Jan. 2026 | Dec. 2030 | | | | | DoF /Librarian | 93,795.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants | |
| | Develop a policy on AI use in research, teaching, and administration | Jan. 2026 | Dec. 2026 | | | | | Librarian/Director of DIMS | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants | |
| 4.4.2.1.4. Increase post-graduate and undergraduate students' enrolment strategies. | Develop flyers, jingles, and dedicated staff, and use AI for prompt response to queries | Jan. 2026 | Dec. 2026 | | | | | DIMS | 250,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants | |
| | Institute a scholarship scheme for brilliant but needy students | Jan. 2026 | Dec. 2030 | | | | | VC/Registry | 1,245,893.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants | |

| Goal 1: Develop market-driven, practical academic programmes that meet society's changing demands and improve teaching quality | | | | | | | | | | | |
|---|--|-----------|-----------|------|------|------|------|------|----------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Develop an annual institutional enrolment plan | Jan. 2026 | Dec. 2026 | | | | | | Registry/PVC | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institute open days and on-the-spot admission system | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs | 150,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Improve Teaching, Learning and Assessment | | | | | | | | | | | |
|--|---|-----------|-----------|------|------|------|------|------|-------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.2.2.1 Build faculty capacity in effective pedagogy and curricular innovation and modernisation | Enhance staff training programmes on innovative pedagogy and curricular development | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs, DAPQA | 225,000.00 | IGF, Grants |
| | Develop a comprehensive staff professional development plan | Jan. 2026 | Dec. 2027 | | | | | | Deans/HoDs, | 50,250.00 | Fees and charges, donor support, IGF, Grants |
| | Promote diverse and inclusive teaching methods. | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs, DAPQA | 50,000.00 | IGF, Grants |
| | Provide training support for curriculum redesign | Jan. 2026 | Dec. 2030 | | | | | | Deans/HoDs, DAPQA | 150,000.00 | Donor support, IGF, Grants |

| | | | | | | | | | | | |
|--|--|-----------|-----------|--|--|--|--|--|-------|------------|--|
| | Develop and implement effective quality assurance mechanisms for monitoring and assessing teaching of course conveners | Jan. 2026 | Dec. 2026 | | | | | | DAPQA | 180,000.00 | Fees and charges, Donor support, IGF, Grants |
|--|--|-----------|-----------|--|--|--|--|--|-------|------------|--|

| Goal 3: Improve on the PTP and other practical training programmes | | | | | | | | | | | |
|---|--|------------------|-----------|------|------|------|------|------|-----------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.2.3.1 Strengthen the PTP to make it impactful | Review the current PTP delivery model to adopt best practices | Jan. 2026 | Dec. 2026 | | | | | | DCOBI | 250,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop effective mechanisms for monitoring students in communities | Jan. 2026 | Dec. 2026 | | | | | | DCOBI | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise orientation for staff on the concept and relevance of PTP | Jun. 2026 | Dec. 2026 | | | | | | DCOBI | 12,500.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise orientation for staff on the concept and monitoring of PTP | Jun. 2026 | Dec. 2026 | | | | | | DCOBI | 12500.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Cocreate internship, apprenticeship, consultancy, extension services and attachment programs with local industries and MMDAs | Jun. 2026 | Dec. 2027 | | | | | | Deans/HoDs/ DCOBI | 355,136.00.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 3: Improve on the PTP and other practical training programmes | | | | | | | | | | | |
|--|--|------------------|-----------|--|--|--|--|-----------------------|--------------------------|-----------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | Responsibility | Indicative Budget | Funding Source | |
| | Allocate infrastructure space and ensure the operationalisation of the business incubation aspect of DCOBI | Jun. 2026 | Dec. 2027 | | | | | | VC/DCOBI/DWMS | 1,452,831.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.2.3.2 Identify and develop sustainable and innovative fund-raising strategies to support the PTP | Develop a fund-raising strategy for PTP and other practical training programmes | Jun. 2026 | Dec. 2027 | | | | | | DoF/DCOBI | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Hold a consultative meeting with Civil Society Organisations, MMDAs, etc on Joint PTP activities. | Jan. 2026 | Dec. 2027 | | | | | | DCOBI | 105,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Engage students' leadership on realistic funding of the PTP training | Jan. 2026 | Dec. 2026 | | | | | | OVC/Registry/DoF/DCOBI | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Maintain a separate bank account where all PTP funds should be lodged | Jan. 2026 | Dec. 2026 | | | | | | DoF | 1,760.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

4.4.3: INFRASTRUCTURE DEVELOPMENT AND CAMPUS MODERNISATION

| Goal 1: Enhance the Quality of Physical Infrastructure | | | | | | | | | | | |
|--|---|-----------|-----------|------|------|------|------|------|---|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.3.1.1 Upgrade existing academic buildings to meet modern safety, accessibility, and pedagogical standards. | Evaluate buildings for fire and structural integrity | Jan. 2026 | Dec. 2026 | | | | | | DWMS, Dev't Committee | 560,634.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Undertake renovation and rehabilitation of the Spanish Lab, the Old Auditorium, and the Pavilions. | Jan. 2026 | Dec. 2026 | | | | | | DWMS, Dev't Committee | 3,503,966.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Replace outdated wiring and plumbing to prevent hazards and ensure compliance with current codes | Jan. 2026 | Dec. 2027 | | | | | | DWMS, Dev't Committee | 2,919,972.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Install digital surveillance systems, secure access controls, and improve lighting in and around campus | Jan. 2026 | Dec. 2026 | | | | | | DWMS, Dev't Committee, DIMS, Security Section | 1,401,587.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.3.1.2. To expand and equip lecture halls, laboratories, and libraries. | Construct two additional lecture halls and one multipurpose computer/studio lab. | Jan. 2026 | Dec. 2029 | | | | | | DWMS, Dev't Committee | 89,841,210.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Complete the library complex and furnish its rooms | Jan. 2026 | Dec. 2026 | | | | | | DWMS, Dev't Committee, Library Board | 1,595,766.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Redesign Lecture Hall 1 and 2 and 3 into flexible learning spaces | Jan. 2026 | Dec. 2027 | | | | | | DWMS, Dev't Committee | 560,000.00 | GoG, Fees and charges, donor support, IGF, |

| Goal 1: Enhance the Quality of Physical Infrastructure | | | | | | | | | | | |
|---|--|------------------|-----------|------|------|------|------|------|-----------------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | | PPP, Grants |
| | Install interactive digital boards and smart displays in 5 lecture halls and 3 conference rooms. | Jan. 2026 | Dec. 2027 | | | | | | DWMS, Dev't Committee, DIMS | 1,000,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Install video conferencing facilities in at least two of the conference rooms | Jan. 2026 | Dec. 2027 | | | | | | DIMS | 400,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.3.1.3. Improve campus-wide utility systems | Expand high-speed internet coverage across all buildings and outdoor learning areas. | Jan. 2026 | Dec. 2026 | | | | | | DWMS, DIMS | 3,120,142.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Install rainwater harvesting in all new buildings | Jan. 2026 | Dec. 2030 | | | | | | DWMS | 1,497,668.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Incorporate solar energy harvesting into the design of all new buildings | Jan. 2026 | Dec. 2030 | | | | | | DWMS | 10,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Extend the standby generator installed at the new auditorium to the old auditorium, and lecture halls 1, 2 and 3 | Jan. 2026 | Dec. 2027 | | | | | | DWMS | 500,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Install Wi-Fi access points strategically in classrooms, libraries, halls of residence, and common areas | Jan. 2026 | Dec. 2027 | | | | | | DIMS/DWMS | 1,123,251.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Improve Student and Staff Residential Facilities | | | | | | | | | | | |
|--|---|------------------|------------|-------------|-------------|-------------|-------------|-------------|---|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.3.2.1 Complete, renovate, and expand student hostels to meet growing enrolment and modern standards. | Forge Public-Private and public-civil society partnerships to enhance staff and student housing | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Dev't Committee | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Complete the 600-bed capacity hostel building project | Jan. 2026 | Dec. 2028 | | | | | | DWMS, Dev't Committee | 39,183,375.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Construct a 1000-bed student hostel | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Dev't Committee | 69,410,550.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Renovate bathrooms and toilets with hygienic, durable fixtures | Jan. 2026 | Dec. 2027 | | | | | | DWMS, Dev't Committee | 335,858.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Construct adequate drainage infrastructure for all campus hostels | Jan. 2026 | Dec. 2028 | | | | | | DWMS, Dev't Committee, DIMS, Security Section | 559,763.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.3.2.1 Create multipurpose shared public spaces on campus | Construct a modern market on campus | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Dev't Committee, Private Sector | 8,329,266.00 | GoG, Fees and charges, donor support, IGF, PPP, |

| Goal 2: Improve Student and Staff Residential Facilities | | | | | | | | | | | |
|---|---|-----------|-----------|------|------|------|------|------|--|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | Grants | |
| | Construct a guest house on campus | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Dev't Committee, Private Sector, SoB | 16,658,532.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Construct Outdoor seating areas and student plazas/lounges | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Dev't Committee, SRC | 1,176,422.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.3.2.2 Improve campus-wide utility systems | Develop flexible layouts, movable walls, modular furniture, and adaptable lighting in existing and new lecture halls and auditoriums to accommodate lectures, exhibitions, and meetings | Jan. 2026 | Dec. 2028 | | | | | | DWMS, Dev't Committee, DIMS | 1,595,059.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Construct ramps and signage in existing and new buildings | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Dev't Committee, | 565,889.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Repurpose existing buildings | Jan. 2026 | Dec. 2026 | | | | | | DWMS, Dev't Committee, | 100,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Procure display panels, lighting rigs, and digital kiosks for showcasing work | Jan. 2026 | Dec. 2028 | | | | | | DWMS, DIMS | 429,170.00 | GoG, Fees and charges, donor support, |

| Goal 2: Improve Student and Staff Residential Facilities | | | | | | | | | | | |
|--|--|-----------|-----------|------|------|------|------|------|--------------------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | | IGF, PPP, Grants |
| | Develop a usage policy and booking system for the use of common spaces | Jan. 2026 | Dec. 2026 | | | | | | DWMS | 46,877.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.3.2.3 Ensure all University facilities and spaces are equipped with reliable sanitation and recreational amenities | Establish a municipal waste department | Jan. 2026 | Dec. 2027 | | | | | | OVC, Dev't committee, Registry | 53,131.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Procure waste collection equipment for the department | Jan. 2026 | Dec. 2027 | | | | | | DWMS, Dev't Committee, | 1,062,629.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institute annual training for the staff of the department | Jan. 2026 | Dec. 2027 | | | | | | DWMS, DoHR | 150,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish a waste treatment plant | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Dev't Committee, | 2,000,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Construct and or upgrade sports facilities | Jan. 2026 | Dec. 2030 | | | | | | DWMS, DoS | 2,000,000.00 | GoG, Fees and charges, donor support, IGF, PPP, |

| Goal 2: Improve Student and Staff Residential Facilities | | | | | | | | | | |
|---|------------|-----------|-----|------|------|------|----------------|-------------------|----------------|--------|
| Strategic Objective | Activities | Timeframe | | | | | Responsibility | Indicative Budget | Funding Source | |
| | | Start | End | 2026 | 2027 | 2028 | | | | 2029 |
| | | | | | | | | | | Grants |

Goal 3: Modernise and improve campus security

| | | | | | | | | | | |
|---|---|----------|-----------|--|--|--|--|--|------------|--|
| 4.4.3.3.1 Enhance campus security systems | Install surveillance cameras and adequate lighting across roads and buildings | | | | | | | DWMS, DIMS | 250,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Construct perimeter fencing and control entry points to the campus | | | | | | | DWMS, Security Section | 826,625.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Install reinforced doors, locks, and access control systems in all campus facilities | | | | | | | DWMS | 661,300.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Equip security officers with communication tools, including radios, panic buttons, and mobile apps for quick coordination | | | | | | | Procurement Directorate/Security Section/Registry/ | 560,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Enhance regular military and police patrols on campus | | | | | | | Registry. Security, Ghana police service, Military command, Wa | 231,455.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Increase the staff strength of the security unit | Jan 2026 | Dec. 2030 | | | | | Registry, Security Section | 264,520.00 | GoG, Fees and charges, donor support, |

| | | | | | | | | | | | |
|--|--|-----------|-----------|--|--|--|--|--|-------------------------------|--------------|--|
| | Procure anti-virus, firewall accessories for safe digital learning and administration | Jan. 2026 | Dec. 2030 | | | | | | DIMS, Procurement Directorate | 1,366,077.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Introduce an integrated university management information system (MIS) for admissions, examinations, HR, and finance | Jan. 2026 | Dec. 2027 | | | | | | DIMS | 455,359.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Conduct training on the Learning Management System (LMS) for students and faculty | Jan. 2026 | Dec. 2030 | | | | | | DIMS | 250,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop an ICT/cyber security policy | Jan. 2026 | Dec. 2026 | | | | | | DIMS | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Digitise everyday administrative and academic processes and train staff | Jan. 2026 | Dec. 2030 | | | | | | DIMS | 100,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

4.4.4: SPATIAL PLANNING

| <i>Goal 1: Improve mobility and safety on campus</i> | | | | | | | | | | | |
|--|---|-----------|-----------|------|------|------|------|------|------------------------------------|-------------------|---------------------------------------|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.4.1.1 Promote safe and inclusive mobility | Design and construct safe and inclusive pedestrian-prioritised and active mobility corridors and crossings by integrating tactile paving, clearly marked zebra crossings, universal | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Dev't Committee, Urban Roads | 892,700.00 | GoG, Fees and charges, donor support, |

| Goal 1: Improve mobility and safety on campus | | | | | | | | | | | |
|--|--|------------------|------------|-------------|-------------|-------------|-------------|-------------|-----------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | access ramps, and pedestrian signal systems. | | | | | | | | | | IGF, PPP, Grants |
| | Construct shaded walkways and resting spots. | Jan. 2026 | Dec. 2030 | | | | | | DWMS | 446,350.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop a policy to regulate shuttle services on campus. | Jan. 2026 | Dec. 2027 | | | | | | Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop accessible campus maps and apps highlighting accessible routes, entrances, and facilities. | Jan. 2026 | Dec. 2027 | | | | | | DWMS, DIMS | 300,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish gardens, shaded seating areas, and active mobility corridors/walkways | Jan. 2026 | Dec. 2027 | | | | | | DWMS, Dev't Committee | 500,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.4.1.2 | Construct new access roads to improve | Jan. | Dec. | | | | | | DWMS, Urban | 1,451,952.00 | GoG, |

| Goal 1: Improve mobility and safety on campus | | | | | | | | | | | |
|--|---|-----------|-----------|------|------|------|------|------|-------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| Expand and upgrade campus roads and parking facilities to improve traffic flow and safety. | connectivity between key campus zones (e.g., residential, educational and, administration blocks) | 2026 | 2030 | | | | | | Roads | | Fees and charges, donor support, IGF, PPP, Grants |
| | Construct proper drainage systems on main and access roads | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Urban Roads | 1,071,824.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Upgrade all internal campus road networks with durable bituminous surfacing | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Urban Roads | 20,000,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Designate accessible parking spaces near building entrances and clearly mark them. | Jan. 2026 | Dec. 2026 | | | | | | DWMS, Registry | 507,736.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Promote Green Campus Development and Digitalisation | | | | | | | | |
|--|------------|-----------|--|--|--|----------------|------------|---------|
| Strategic Objective | Activities | Timeframe | | | | Responsibility | Indicative | Funding |

| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | Budget | Source |
|---|---|-----------|-----------|------|------|------|------|------|-------------------------------|------------|--|
| 4.4.4.2.1 Integrate green building principles in all new construction projects and existing buildings | Institutionalise annual planting of trees in collaboration with relevant stakeholders | Jan. 2026 | Dec. 2030 | | | | | | DWMS, SRC/GRASAG | 357,664.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Procure and use only energy-efficient lighting and appliances | Jan. 2026 | Dec. 2030 | | | | | | Procurement Directorate, DWMS | 334,600.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Install low-flow fixtures and dual-flush toilets to reduce water consumption in restrooms and kitchens. | Jan. 2026 | Dec. 2030 | | | | | | DWMS | 323,445.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Preserve native vegetation and trees on campus | Jan. 2026 | Dec. 2030 | | | | | | DWMS | 223,066.00 | Fees and charges, donor support, IGF, Grants |
| | Adopt permeable pavements to support groundwater recharge and reduce runoff in all university facilities. | Jan. 2026 | Dec. 2030 | | | | | | DWMS | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Complete the master plan for the campus | Jan. 2026 | June 2026 | | | | | | DWMS, Dev't Committee | 79,971.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.4.2. 2. Establish eco-friendly waste management practices across campus | Set up colour-coded bins across campus for proper segregation of waste | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Procurement Directorate | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Designate waste collection points and routes for efficient pickup | Jan. 2026 | Dec. 2030 | | | | | | DWMS | 20,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Promote Green Campus Development and Digitalisation | | | | | | | | | | | |
|--|--|-----------|-----------|------|------|------|------|------|----------------------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Develop a campus-wide waste management policy with clear guidelines | Jan. 2026 | Dec. 2026 | | | | | | Registry | 60,258.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Partner with SRC and GRASAG to launch student-led sustainability clubs and clean-up drives | Jan. 2026 | Dec. 2030 | | | | | | DWMS, Registry, DoS, SRC, GRASAG | 90,387.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

4.4.5: HUMAN RESOURCE CAPACITY

| Goal 1: Improve the human resource strength of the University | | | | | | | | | | | |
|--|--|-----------|-----------|------|------|------|------|------|-------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.5.1.1 Increase the profile of faculty with PhDs | Recruit lecturers with PhDs and of Professorial rank | Jan. 2026 | Dec. 2030 | | | | | | OVC, Registry, HR | 427,532.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Support faculty without PhDs to acquire PhDs | | | | | | | | | 650,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Recruit qualified part-time lecturers | Jan. 2026 | Dec. 2030 | | | | | | OVC, Registry, HR | 930,209.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.5.1.2 Increase the | Recruit qualified senior/administrative staff | Jan. 2026 | Dec. 2030 | | | | | | OVC, Registry, HR | 295,983.00 | GoG, Fees and charges, donor |

| Goal 1: Improve the human resource strength of the University | | | | | | | | | | | |
|--|---|------------------|------------|-------------|-------------|-------------|-------------|-------------|-------------------------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| strength of non-teaching staff | from diverse backgrounds | | | | | | | | | | support, IGF, PPP, Grants |
| | Recruit student assistants and national service personnel to augment staff strength | Jan. 2026 | Dec. 2030 | | | | | | OVC, Registry, HR | 230,209.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Recruit a professional female counsellor | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry, HR, Counselling Unit | 131,548.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Enhance staff capacity and motivate employees at all levels | | | | | | | | | | | |
|--|---|------------------|------------|-------------|-------------|-------------|-------------|-------------|-----------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.5.2.1 Strengthen staff capacity | Institute a structured capacity building programme for both teaching and non-teaching staff | Jan. 2026 | Dec. 2026 | | | | | | Pro V-C, Registry, HR | 611,600.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise capacity building sessions on administrative processes for administrative staff and office holders | Jan. 2026 | Dec. 2026 | | | | | | Registry, HR | 513,744.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Encourage all staff to complete at least one professional development course annually | Jan. 2026 | Dec. 2030 | | | | | | Registry, HR | 464,816.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Encourage staff to seek membership of professional societies/bodies | Jan. 2026 | Dec. 2030 | | | | | | Registry, HR | 326,500.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Offer regular ICT skills and digital literacy training for administrative staff | Jan. 2026 | Dec. 2027 | | | | | | HR, IMS | 415,888.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Train staff on digital/paperless administration practice | Jan. 2026 | Dec. 2027 | | | | | | | 440,352.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.5.2.2 Realign teaching and administrative staff based on needs and expertise | Conduct audit of teaching and administrative staff in all departments | Jan. 2026 | Dec. 2026 | | | | | | Pro V-C, Registry, HR | 264,211.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Redeploy academic and administrative staff to departments/units where | Jan. 2026 | Dec. 2026 | | | | | | Pro V-C, Registry, HR | 76,141.00 | GoG, Fees and charges, donor support, IGF, |

| Goal 2: Enhance staff capacity and motivate employees at all levels | | | | | | | | | | | |
|--|--|-----------|-----------|------|------|------|------|------|----------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | appropriate | | | | | | | | | PPP, Grants | |
| 4.4.5.2.3 Have a clearly defined strategy for Staff Motivation | Develop and implement a staff motivation policy including best teacher/worker awards | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry | 83,480.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institute end-of-service recognition for retired staff | Jan. 2027 | Dec. 2027 | | | | | | Registry, HR | 58,120.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

4.4.6: IMPACTFUL RESEARCH AND SUSTAINABLE GLOBAL COLLABORATIONS

| Goal 1: Promote responsible and impactful research and innovation | | | | | | | | | | | |
|---|---|-----------|-----------|------|------|------|------|------|------------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.6.1.1 Establish a productive and problem-solving research ecosystem aligned with national and | Establish the full complement of departments within the Directorate of Research | Jan 2026 | Dec. 2027 | | | | | | OVC, DoR, Registry, HR | 177,922.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Strengthen institutional | Jan | Dec. | | | | | | DoR, | 142,338.00 | GoG, Fees |

| Goal 1: Promote responsible and impactful research and innovation | | | | | | | | | | | |
|--|--|------------------|-----------|------|------|------|------|------|--|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| global development goals | capacity for the winning of collaborative and interdisciplinary research project grants. | 2026 | 2030 | | | | | | Faculties/Schools | | and charges, donor support, IGF, PPP, Grants |
| | Establish and support interdisciplinary research teams | June 2026 | Dec. 2030 | | | | | | DoR, Faculties/Schools, Office of the Pro Vice-Chancellor | 177,922.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institute best researcher awards systems aligned with global rankings and problem-solving research | June 2026 | Dec. 2030 | | | | | | DoR, DICO, OVC, Faculties/Schools | 225,368.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institute a research fund on climate change, green economy, and smart agriculture | June 2026 | Dec. 2030 | | | | | | DoR, Finance | 20,000,000.00 | IGF, Development partners, grants |
| | Initiate and strengthen strategic partnerships linked to national and global challenges such as climate change, the green economy, and smart agriculture | Jan 2026 | Dec. 2030 | | | | | | DoR, DICO, OVC, Faculties/Schools | 213,506.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Strengthen institutional support for faculty and researchers to produce and publish policy briefs, issue memos, and peer-reviewed journal articles | Jan 2026 | Dec. 2030 | | | | | | DoR, Office of the Pro Vice-Chancellor, Schools and Faculties, DUR | 249,091.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 1: Promote responsible and impactful research and innovation | | | | | | | | | | | |
|--|---|------------------|-----------|------|------|------|------|------|----------------------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | that address national development priorities | | | | | | | | | | |
| 4.4.6.1.2 Build and sustain a highly competent research workforce to drive scholarship and innovation. | Organise annual training workshops on research methods, data analysis, AI academic writing, international research collaborations and publishing in high-impact outlets | Jan. 2026 | Dec. 2030 | | | | | | DoR, SGS, DICO | 468,723.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Digitise and track staff research through an institutional repository and dashboard for publications, citations, and research output | Jan. 2026 | Dec. 2026 | | | | | | DoR, DIMS, Faculties and Schools | 318,062.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Provide structured onboarding and mentorship programs for early-career researchers | Jan. 2027 | Dec. 2030 | | | | | | DoR, HR, SGS | 284,582.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Introduce recognition and award schemes for high-impact researchers aligned with global rankings | Jan. 2026 | Dec. 2030 | | | | | | OVC, DoR, DICO | 267,842.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Sponsor the participation of faculty members in each school /faculty in international conferences, symposia, and policy | Jan. 2026 | Dec. 2030 | | | | | | DoR, DICO, OVC | 334,802.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 1: Promote responsible and impactful research and innovation | | | | | | | | | | | |
|--|---|------------------|-----------|------|------|------|------|------|----------------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | forums | | | | | | | | | | |
| 4.4.6.1.3 Strengthen grant-winning and research funding mobilisation initiatives | Establish a Grants Unit within the Research Directorate | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry | 235,948.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Maintain a live database of funding agencies and calls for proposals (local, regional, and international) | Jan. 2026 | Dec. 2030 | | | | | | DoR, DIMS | 117,909.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise capacity building programmes in grant writing | Jan. 2026 | Dec. 2030 | | | | | | DoR | 272,549.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish internal seed funding and endowment funds to support quality research proposals | Jan 2027 | Dec. 2029 | | | | | | OVC | 490,600.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.6.1.4 Provide systems and structures to enhance the impact of research | Develop a research ethics policy as well as AI use policy for the university | Jan. 2026 | Dec. 2026 | | | | | | DoR, Office of the Pro V-C | 56,753.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Realign the activities of the Institutional Research Review Board under the DoR | Jan 2026 | June 2026 | | | | | | DoR, Office of the Pro V-C | 62,103.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 1: Promote responsible and impactful research and innovation | | | | | | | | | | | |
|--|--|-----------|-----------|------|------|------|------|------|--|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Establish and sustain formal partnerships with government, industry, and civil society | Jun. 2026 | Dec. 2029 | | | | | | DoR, DCOBI, Faculties and Schools, DUR | 265,300.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop a Research Impact Assessment (RIA) framework. | Jan. 2027 | Dec. 2027 | | | | | | DoR | 59,800.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institute a periodic magazine on impactful and innovative researches conducted | | | | | | | | | 200,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Promote comprehensive internationalisation throughout the university | | | | | | | | | | | |
|---|---|-----------|-----------|------|------|------|------|------|---|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.6.2.1 Integrate internationalisation into the teaching and learning curricula | Develop and implement at least one joint/dual degree programme, exchange modules, and collaborative teaching initiatives with international partner institutions across schools and faculties | Jan 2026 | Dec. 2030 | | | | | | Schools/Faculties, DICO, SGS, OVC, IDEL | 50,750.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Promote comprehensive internationalisation throughout the university | | | | | | | | | | | |
|---|---|------------------|-----------|------|------|------|------|------|--|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Integrate global and decolonial perspectives into curricula and teaching pedagogy | Jan 2026 | Dec. 2030 | | | | | | DICO, DAES, Schools/Faculties, SGS, Office of the Pro V-C | 50,600.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Implement and expand international visiting scholar and adjunct professor programmes | June 2026 | Dec. 2030 | | | | | | DICO, DAPQA, Office of the Pro Vice-Chancellor, Faculties and Schools | 150,600.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Expand international mobility opportunities for staff and students across faculties and schools | June 2026 | Dec. 2030 | | | | | | DICO, DAPQA, Office of the Pro Vice-Chancellor, Faculties and Schools, SGS | 200,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Operationalise the various departments of DICOBI with adequate resources | Jan 2027 | Dec. 2028 | | | | | | OVC, Registry | 200,900.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop and Implement Faculty/School Internationalisation Plans/Strategies | Jan 2026 | Dec. 2030 | | | | | | Faculties/Schools | 66,700.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Introduce and integrate foreign language study into academic programmes as electives | Jan 2027 | Dec. 2030 | | | | | | Faculties and Schools, DICO, DAPQA, Office of the Pro. Vice-Chancellor | 150,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Leverage existing ties to set up satellite campuses in West African Countries. | Jan 2026 | Dec. 2030 | | | | | | OVC, IDEL, Schools and Faculties | 344,150.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Promote comprehensive internationalisation throughout the university | | | | | | | | | | | |
|---|--|-----------|-----------|------|------|------|------|------|--|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Set up an International Students Office. | Jan 2027 | Dec. 2027 | | | | | | OVC, Registry, DoS, Academic Affairs, DICO | 105,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop and implement a marketing and recruitment strategy to attract international students and staff. | Jan 2027 | Dec. 2027 | | | | | | DUR, Academic Affairs, DICO, DAPQA, HR | 50,700.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.6.2.2 Expand and sustain strategic international partnerships in research, teaching, and entrepreneurship | Identify and prioritise countries and regions with high potential for academic collaboration to strengthen cross-institutional partnerships | Jan 2026 | Dec. 2030 | | | | | | OVC/DICO/ Faculties and Schools, DoR | 50,300.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Set up an International Advisory Board made up of representation from academia, industry, government and multinational organisations | Jan 2028 | Dec. 2028 | | | | | | OVC/DICO | 162,200.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish partnerships with international incubators, accelerators, and innovation hubs to nurture student and staff start-ups and scale innovative projects | Jan 2026 | Dec. 2030 | | | | | | OVC/DCOBI/ DICO/DoR/Schools and Faculties | 315,500.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Join global consortia | Jan | Dec. | | | | | | DICO/ DoR/Schools | 236,287.00 | GoG, Fees and |
| | | | | | | | | | | | |

| Goal 2: Promote comprehensive internationalisation throughout the university | | | | | | | | | | | |
|---|---|-----------|-----------|------|------|------|------|------|---|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | and thematic networks in priority areas | 2026 | 2030 | | | | | | and Faculties | | charges, donor support, IGF, PPP, Grants |
| | Develop and disseminate a clear and effective framework and robust guidelines for establishing new partnerships | Jan 2026 | Dec. 2027 | | | | | | DICO/OVC | 51,772.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Enhance the capacity of the International Office | Jan 2026 | Dec. 2030 | | | | | | OVC | 189,030.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop effective management and regular review procedures to evaluate the performance of existing international partnerships | Jan 2027 | Dec. 2030 | | | | | | DICO | 54,782.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.6.2.3 Improve the university's international visibility | Promote participation in global rankings and international conferences | Jan 2026 | Dec. 2030 | | | | | | DoR, DICO, URO, Faculties and Schools | 192,140.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Promote partnerships with centres and institutes of African Studies in Universities around the world. | Jan 2026 | Dec. 2030 | | | | | | DoR, DICO, URO, DAES, Faculties and Schools | 126,692.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Publicise international | Jan | Dec. | | | | | | URO, Faculties and | 50,692.00 | GoG, Fees and |

| Goal 2: Promote comprehensive internationalisation throughout the university | | | | | | | | | | | |
|---|--|-----------|-----------|------|------|------|------|------|--|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | partnership achievements through digital platforms and media | 2026 | 2030 | | | | | | Schools, DICO, DoR | | charges, donor support, IGF, PPP, Grants |
| | Build a strong digital presence through a modern, multilingual website, active social media, and digital campaigns | Jan 2026 | Dec. 2030 | | | | | | URO, DIMS | 110,416.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Conduct an institutional branding audit and define the university's unique identity | Jan 2026 | Dec. 2026 | | | | | | OVC, Registry | 57,587.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Build and support alumni associations, institute alumni programmes and showcase their success stories to the world | Jan 2026 | Dec. 2030 | | | | | | URO | 51,829.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Participate in strategic international competitions and exhibitions | Jan 2026 | Dec. 2030 | | | | | | Directorate of Sports, Schools and Faculties | 484,280.00 | GoG, Fees and charges, donorsupport, IGF, PPP, Grants |
| | Organise seminars for faculty and students on publishing in high-impact journals and maintaining Google Scholar/ORCID profiles | Jan 2026 | Dec. 2030 | | | | | | Schools and Faculties, DoR | 195,797.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 2: Promote comprehensive internationalisation throughout the university | | | | | | | | | | | | |
|---|--|-----------|-----------|------|------|------|------|------|----------------|---------------------------------------|----------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source | |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | | |
| | Initiate and manage programmes for visiting delegations and engage with embassies and high commissions in Ghana and abroad | Jan 2026 | Dec. 2030 | | | | | | | DICO, OVC, DoR, Schools and Faculties | 138,210.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 3: Strengthen strategic local partnerships to increase local impact | | | | | | | | | | | | |
|--|---|-----------|-----------|------|------|------|------|------|----------------|----------------------------|----------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source | |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | | |
| 4.4.6.3.1 Establish and maintain partnerships with local industries, government agencies, and other stakeholders to promote knowledge exchange and innovative solutions for local needs. | Establish and strengthen strategic public-private partnerships that leverage private sector investment, innovation, and expertise | Jan 2026 | Dec. 2030 | | | | | | | DoR, DUR, DCOBI, OVC, DWMS | 113,426.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Conduct stakeholder mapping and forums to identify common areas of collaboration for regional development | Jan 2026 | Dec. 2027 | | | | | | | DUR, DCOBI | 158,400.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Host knowledge sharing events | June | Dec. | | | | | | | DoR, DCOBI, | 482,342.00 | GoG, Fees |

| Goal 3: Strengthen strategic local partnerships to increase local impact | | | | | | | | | | | |
|---|---|------------------|------------|-------------|-------------|-------------|-------------|-------------|--|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | such as policy dialogues, practitioner guest lectures, and roundtables on regional challenges with various stakeholders | 2026 | 2030 | | | | | | OVC, Schools and Faculties, SGS | | and charges, donor support, IGF, PPP, Grants |
| | Co-create internship, apprenticeship, consultancy, extension services, and attachment programmes with local industries and government offices | June 2026 | Dec. 2030 | | | | | | Schools and Faculties, DCOBI | 92,851.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institute media/public engagements to showcase the achievements of local partnerships | an 2026 | Dec. 2030 | | | | | | DUR, DCOBI, Schools and Faculties, DoR | 275,625.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.6.3.2. Strengthen university-community engagement and outreach initiatives | Strengthen the capacity of the DUR by operationalising all its departments | Jan 2026 | Dec. 2027 | | | | | | OVC, Registry | 344,530.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish alumni groups, university-community relations committees and a community | Jan 2026 | Dec. 2030 | | | | | | DUR, Registry, DAES | 75,335.00 | GoG, Fees and charges, |

Goal 3: Strengthen strategic local partnerships to increase local impact

| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
|---------------------|--|-----------|-----------|------|------|------|------|------|-----------------------------------|-------------------|--|
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | engagement desk to co-design initiatives | | | | | | | | | | donor support, IGF, PPP, Grants |
| | Provide technical support (e.g., adult literacy programmes, etc.) to local SMEs, cooperatives, civil society groups | Jan 2026 | Dec. 2030 | | | | | | DUR, DCOBI, Schools and Faculties | 230,175.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Forge media partnerships at local and national levels | Jan 2026 | Dec. 2030 | | | | | | DUR, DEC | 158,398.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Encourage staff and student participation in national/regional/district/local level committees for policy planning and cultural/traditional events | Jan 2026 | Dec. 2030 | | | | | | DUR, DAES, Faculties and Schools | 87,108.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

4.4.7: RESOURCE MOBILISATION AND FINANCIAL SUSTAINABILITY

| <i>Goal 1: Diversify and expand revenue sources</i> | | | | | | | | | | | |
|--|--|-----------|-----------|------|------|------|------|------|---|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.7.1.1 Increase internally-generated funds (IGF) contribution to total revenue. | Develop income-generating ventures (consultancy, research, commercialisation, continuing education, real estate, hospitality, agribusiness, technology transfer, etc.) | Jan. 2026 | Dec. 2029 | | | | | | OVC, DoF, Schools and Faculties, Directorates. | 646,000.00 | Fees and charges, Donor support, IGF, Grants |
| | Develop a policy on the use of campus facilities for income generation. | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry, DWMS | 55,331.00 | IGF, Grants |
| | Establish commercial ventures – bookshop, giftshop, stationery shop, etc. | Jan. 2026 | Dec. 2026 | | | | | | Registry, DUR | 522,997.00 | IGF, PPP, Grants |
| | Support the development of Short Courses | Jan. 2026 | Dec. 2030 | | | | | | Pro-VC, Schools and Faculties, IDEL, Academic Affairs | 538,328.00 | Donor support, IGF, PPP, Grants |
| | Develop UBIDS Souvenirs and a Welcome Pack for sale | Jan. 2026 | Dec. 2030 | | | | | | Registry, DUR | 430,663.00 | Fees and charges, IGF |
| 4.4.7.1.2 Strengthen partnerships and donor engagement. | Launch capital campaigns and fundraising drives targeted at alumni, philanthropists, and corporate partners | Jan 2027 | Dec. 2030 | | | | | | OVC, DoF, DUR, DCOBI | 175,000.00 | Donor support, IGF, PPP, Grants |
| | Develop at least five new strategic partnerships with corporate bodies | Jan 2027 | Dec. 2030 | | | | | | OVC, DCOBI, Schools/Faculties, Directorates. | 50,000.00 | Donor support, IGF, PPP, Grants |

| Goal 1: Diversify and expand revenue sources | | | | | | | | | | | |
|---|-----------------------------------|-----------|-----------|------|------|------|------|------|---------------------------------|-------------------|----------------------------|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Establish a global donor database | Jan 2027 | Dec. 2027 | | | | | | OVC, Registry, DICO, DoR, DCOBI | 50,000.00 | Donor support, IGF, Grants |

| Goal 2: Enhance financial efficiency and accountability | | | | | | | | | | | |
|---|--|-----------|-----------|------|------|------|------|------|--|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.7.2.1 Improve operational efficiency, transparency, and accountability. | Streamline processes, improve efficiency, and generate actionable business insights | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry, DoF. | 148,843.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Introduce cost-control measures and efficiency systems through energy efficiency, digitisation, shared services, and green initiatives | Jan. 2026 | Dec. 2030 | | | | | | OVC, Registry, DoF, DWMS | 111,247.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Roll out a university-wide digital financial management system | Jan. 2027 | Dec. 2027 | | | | | | OVC, Registry, DoF, DIMS | 700,054.00 | Fees and charges, Donor support, IGF, Grants |
| | Ensure 100% compliance with procurement regulations and achieve zero major audit queries annually | Jan. 2026 | Dec. 2030 | | | | | | Procurement Directorate, DoF, Internal Audit | 64,036.00 | IGF |
| | Ensure adherence to national financial regulations and global best practices | Jan. 2026 | Dec. 2030 | | | | | | DoF, Internal Audit | 50,000.00 | Donor support, IGF, Grants |

Goal 2: Enhance financial efficiency and accountability

Goal 3: Build financial resilience and risk management capacity

| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
|---------------------|--|-----------|-----------|------|------|------|------|------|-------------------------|-------------------|---------------------------------|
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Publish annual financial reports by the first half of the new year | Jan. 2026 | Dec. 2030 | | | | | | DoF, Internal Audit | 150,000.00 | IGF |
| | Implement a Lean management accounting system to provide information for timely decision-making in areas as registration, verification, etc. | Jan. 2026 | Dec. 2030 | | | | | | DoF, Internal Audit | 23,265.00 | Donor support, IGF, PPP, Grants |
| | Finalise the AFUF Sharing policy and implement it | Jan. 2026 | Jun. 2026 | | | | | | OVC, Registry, DoF | 2,000.00 | IGF |
| | Finalise the Consultancy Fee Sharing Policy and Implement it. | Jan. 2026 | Jun. 2026 | | | | | | DoR, OVC, Registry, DoF | 5,000.00 | IGF |

| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
|---|---|-----------|-----------|------|------|------|------|------|--|-------------------|--|
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.7.3.1 Strengthen the University's financial sustainability to support its teaching, research, and community engagement mandate | Develop and operationalise a University Endowment Fund | Jan. 2028 | Dec. 2028 | | | | | | Governing Council, OVC, DoF. | 20,000,000.00 | Fees and charges, Donor support, IGF, Grants |
| | Establish a financial reserve equivalent to 3 months of operating costs. | Jan. 2026 | Dec. 2030 | | | | | | DoF, Internal Audit | 2,400,000.00 | Fees and charges, IGF, Grants |
| | Implement a financial analytics dashboard for real-time monitoring of revenues, expenditures, and investments | Jan. 2026 | Dec. 2026 | | | | | | Registry, DoF, DIMS | 50,000.00 | Fees and charges, Donor support, IGF, |
| | Implement energy efficiency projects (e.g., solar installations, smart metering) to reduce operating costs | Jan. 2026 | Dec. 2030 | | | | | | Registry, DoF, DWMS | 4,370,668.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Set up a scholarship and financial aid office | Jan. 2026 | Dec. 2026 | | | | | | Governing Council, OVC, DoF, Schools and Faculties | 50,000.00 | Fees and charges, Donor support, IGF, Grants |
| 4.4.7.3.2 Develop and institutionalise a robust risk management culture to safeguard the University's resources, reputation, and academic integrity | Develop and roll out a University Risk Management Framework and Policy. | Jan. 2027 | Jun. 2028 | | | | | | Governing Council, OVC, Registry | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Create a University Risk Register and Dashboard (digital platform) updated annually | Jan. 2028 | Dec. 2028 | | | | | | Registry, DoF, Internal Audit, IMS | 151,723.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish a University Risk Management | Jan. 2028 | Dec. 2028 | | | | | | OVC, Registry | 50,000.00 | GoG, Fees and charges, donor |

Goal 3: Build financial resilience and risk management capacity

| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
|---------------------|--|-----------|-----------|------|------|------|------|------|---|-------------------|--|
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Committee with departmental focal persons | | | | | | | | | | support, IGF, PPP, Grants |
| | Conduct annual enterprise risk assessments (academic, financial, IT, reputational) | Jan. 2027 | Dec. 2030 | | | | | | OVC, Pro V-C, DoF, Internal Audit, DIMS, Academic Affairs Procurement Directorate, Schools/Faculties. | 161,205.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Run capacity-building workshops for staff, deans, and directors on risk awareness and mitigation | Jan 2027 | Dec. 2030 | | | | | | Pro V-C, Registry, HR | 417,237.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 4: Ensure efficient, transparent, and value-driven procurement and supply chain systems | | | | | | | | | | | |
|---|--|------------------|------------|-------------|-------------|-------------|-------------|-------------|---|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.7.4.1 Strengthen procurement governance and compliance | Review and update the University's Procurement Policy to align with PPA Act 663 (as amended) | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry, Procurement Directorate. | 50,000.00.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish a procurement governance framework defining roles, responsibilities, and approval thresholds | Jan. 2027 | Dec. 2027 | | | | | | OVC, Registry, Procurement Directorate. | 47,413.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Conduct regular procurement audits and compliance checks | Jan. 2027 | Dec. 2030 | | | | | | Internal Audit, Procurement Directorate | 156,896.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Automate procurement processes using e-procurement systems | Jan. 2028 | Dec. 2028 | | | | | | Procurement Directorate, DIMS | 166,379.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Procure a Procurement Planning Software for the University | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry, Procurement Directorate. | 282.752.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.7.4.2 Enhance Procurement Planning and Resource Optimisation | Institutionalise annual procurement planning linked to departmental work plans and budgets | Jan. 2027 | Dec. 2027 | | | | | | DoF, Procurement Directorate | 74,826.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Consolidate common-use items to achieve economies of scale. | Jan. 2027 | Dec. 2027 | | | | | | Registry, DoF, Procurement Directorate | 42,413.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 4: Ensure efficient, transparent, and value-driven procurement and supply chain systems | | | | | | | | | | | |
|---|--|------------------|------------|-------------|-------------|-------------|-------------|-------------|---|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Introduce framework agreements and long-term supplier contracts for frequently used goods/services | Jan. 2027 | Dec. 2027 | | | | | | Procurement Directorate | 57,998.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Strengthen coordination between Finance, Procurement, and User Departments | Jan. 2027 | Dec. 2027 | | | | | | Procurement Directorate, DoF, Schools/Faculties/Directorates | 17,516.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.7.4.3 Promote sustainable and green procurement | Incorporate sustainability criteria in tender evaluation (e.g., eco-friendly products, local sourcing) | Jan. 2026 | Dec. 2030 | | | | | | OVC, Pro V-C, DoF, Internal Audit, Procurement Directorate, Entity Tender, | 60,171.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Prioritise local suppliers and SMEs where feasible | Jan. 2026 | Dec. 2030 | | | | | | Procurement Directorate, Entity Tender, Schools/Faculties/Directorates, Suppliers | 128,137.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Introduce lifecycle costing in procurement decision-making | Jan. 2026 | Dec. 2030 | | | | | | OVC, DoF, Procurement Directorate | 120,129.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

4.4.8: WELFARE AND RECREATION

| <i>Goal 1: Promote the holistic well-being of students and staff</i> | | | | | | | | | | | |
|--|--|-----------|-----------|------|------|------|------|------|-------------------------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.8.1.1 Promote student and staff welfare | Establish the Centre for Career Guidance and Counselling | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry, HR, Counselling Unit | 304,540.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish a Well-being Service Unit to provide mentorship and psychosocial support services | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry, HR | 136,360.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Strengthen the welfare system (e.g., university health insurance, emergency funds/salary advance, payment of medical bills, mandatory medical screening, end-of-year get together, recognition of retired staff, etc.) | Jan. 2026 | Dec. 2026 | | | | | | Registry, HR | 1,084,840.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Identify and address the specific welfare needs of persons with disabilities and vulnerable groups | Jan. 2026 | Dec. 2030 | | | | | | Registry, Academic Affairs, DoS | 68,180.00 | GoG, Fees and charges, donor |

| Goal 1: Promote the holistic well-being of students and staff | | | | | | | | | | | |
|--|---|------------------|-----------|------|------|------|------|------|---------------------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | | support, IGF, PPP, Grants |
| | Operationalise structures for implementation of Anti-Sexual Harassment Policy | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry, Counselling Unit | 96,210.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop a safeguarding policy and Inclusive Education Policies | Jan. 2026 | Dec. 2026 | | | | | | OVC, Registry, Academic Affairs | 40,150.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.8.1.2 Improve health and wellness | Review/develop Staff Welfare Policy | Jan. 2026 | Dec. 2026 | | | | | | Registry, DoS, Counselling Unit | 49,400.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop a Students' Welfare Policy | Jan. 2026 | Dec. 2026 | | | | | | Registry, DoS, Counselling Unit | 52,800.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

| Goal 1: Promote the holistic well-being of students and staff | | | | | | | | | | | |
|--|---|------------------|------------|-------------|-------------|-------------|-------------|-------------|---|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | Develop a comprehensive health policy for students and staff | Jan. 2026 | Dec. 2030 | | | | | | Registry, Medical Centre, DoS | 50,400.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Provide health promotion and prevention awareness to staff and students. | Jan. 2026 | Dec. 2030 | | | | | | Medical Centre | 50,250.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish an electronic system for operations at the Medical Centre | Jan. 2025 | Dec. 2026 | | | | | | Registry, Procurement Directorate, DoF Medical Centre | 150,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Expand the Pharmacy, Laboratory, and provide office space for management at the University Medical Centre | Jan. 2025 | Dec. 2026 | | | | | | Registry, DWMS, Medical Centre | 200,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Procure a staff welfare bus | Jan. 2027 | Dec. 2027 | | | | | | Procurement Directorate, HR | 1,072,800.00 | Fees and charges, donor |

| Goal 1: Promote the holistic well-being of students and staff | | | | | | | | | | | |
|--|--|------------------|-----------|------|------|------|------|------|--|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | | support, IGF, Grants |
| | Implement wellness initiatives such as fitness programmes, nutrition awareness campaigns, and preventive health screening for students and staff | Jan. 2026 | Dec. 2030 | | | | | | Sports Directorate, Health Directorate, DoS, Student/Labour Unions | 436,400.00 | Fees and charges, donor support, IGF, Grants |
| | Develop partnerships with local hospitals, wellness centres, and NGOs on health | Jan. 2027 | Dec. 2028 | | | | | | OVC, Registry, Medical Centre | 178,800.00 | Fees and charges, donor support, IGF, Grants |
| | Provide emergency transport/ambulance for the Medical Centre | Jan. 2026 | Dec. 2027 | | | | | | Procurement Directorate, Medical Centre | 1,094,000.00 | Fees and charges, donor support, IGF. |
| | Equip and furnish the medical laboratory and provide a Standby plant for the theatre | Jan. 2026 | Dec. 2027 | | | | | | Procurement Directorate, DWMS, Medical Centre | 517,500.00 | GoG, Donor support, IGF, Grants |
| | Improve staff strength and residential accommodation at the University Medical Centre | Jan. 2026 | Dec. 2027 | | | | | | OVC, Registry, HR, Medical Centre | 357,600.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish student first aid club | Jan. 2026 | Dec. 2026 | | | | | | DoS, SRC/GRASSAG | 50,500.00 | GoG, Fees and charges, |

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|--|---|------------------|-----------|------|------|------|------|------|--|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | | donor support, IGF, PPP, Grants |
| 4.4.8.1.3 Promote work-life balance and community culture | Ensure that staff go on annual leave | Jan. 2026 | Dec. 2030 | | | | | | Registry, HR | 6,622.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Provide quality and functional washrooms in public buildings | Jan. 2026 | Dec. 2027 | | | | | | DWMS | 306,488.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Support intra- and inter-university competitions to enhance socialisation | Jan. 2026 | Dec. 2030 | | | | | | Directorate of Sports, HR, Labour Unions | 383,110.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Form extracurricular clubs and associations (arts, volunteerism) | Jan. 2026 | Dec. 2026 | | | | | | Registry, DoS, SRC/GRASSAG | 50,893.00 | GoG, Fees and charges, donor support, IGF, PPP, |

| Goal 1: Promote the holistic well-being of students and staff | | | | | | | | | | | |
|--|---|------------------|-----------|------|------|------|------|------|-----------------------|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | | Grants |
| | Develop a mother and child-friendly facility for staff and students with childcare responsibilities | Jan. 2026 | Dec. 2027 | | | | | | DWMS | 245,190.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Create a university cafeteria where both staff and students can socialize | Jan. 2026 | Dec. 2027 | | | | | | DWMS | 537,137.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Create spaces for meditation for both staff and students | Jan. 2026 | Dec. 2027 | | | | | | DWMS | 75,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

4.4.9: BRANDING AND COMMUNICATION

| <i>Goal: Establish a UBIDS brand and communication mechanisms for brand visibility and marketing</i> | | | | | | | | | | | |
|--|---|-----------|-----------|------|------|------|------|------|---------------------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| 4.4.9.1.1 Enhance corporate branding. | Establish a University Brand and Communication Experts Committee | Jan. 2026 | Dec. 2026 | | | | | | DUR, CB Chair, DoF, Pro V-C | 56,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Create and use consistent colour schemes and text layout on logo | Jan. 2026 | Dec. 2026 | | | | | | DUR, Legal Unit, Registry, DIMS | 10,280.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Design templates for internal and external digital and traditional communications modes, channels and relations | Jan. 2026 | Dec. 2026 | | | | | | Deans, DAPQA, DFO, DUR | 30,315.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Design and create content for the Faculties and Departmental websites | Jan. 2026 | Dec. 2026 | | | | | | DUR, DIMS, CB Chair | 42,762.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Brand institutional journals | Jan. 2026 | Dec. 2026 | | | | | | Pro V-C, Editors, Deans, DIMS | 195,797.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Design and widely market branded souvenirs | Jan. 2026 | Dec. 2026 | | | | | | Deans, CB Chair, DFO | 207,315.00 | GoG, Fees and charges, donor |

| Goal: Establish a UBIDS brand and communication mechanisms for brand visibility and marketing | | | | | | | | | | | |
|--|---|-----------|-----------|------|------|------|------|------|-------------------------------------|-------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | | support, IGF, PPP, Grants |
| | Design Continuous Professional Development Onboarding programmes and modules for old/new teaching staff | Jan. 2026 | Dec. 2026 | | | | | | Registrar, Deans, CB Chair, DFO | 172,762.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.9.1.2 Improve corporate brand visibility | Erect branded signboards in relevant places/locations in Wa | Jan. 2026 | Dec. 2026 | | | | | | DUR, DIMS, CB Chair | 103,658.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Create customer touch points in Wa town, and on the University Campus | Jan 2026 | Dec 2028 | | | | | | DUR, CB Chair, DoF, Pro V-C | 200,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish a university campus radio station | Jan. 2026 | Dec. 2028 | | | | | | DUR, CB Chair, DoF, Pro VC | 115,600.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Design and distribute branded pull up banners (corporate values) to partner banks and relevant partner institutions | Jan. 2026 | Dec. 2030 | | | | | | Registry, DFO, DUR, CB Chair | 103,658.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Intensify use of digital communication platforms | Jan. 2026 | Dec. 2026 | | | | | | Registry, DFO, DUR, CB Chair | 105,658.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Produce and broadcast UBIDS PTP documentaries | Jan. 2026 | Dec. 2030 | | | | | | DCOBI, Registry, DFO, DUR, CB Chair | 103,658.00 | GoG, Fees and charges, donor support, IGF, |

| Goal: Establish a UBIDS brand and communication mechanisms for brand visibility and marketing | | | | | | | | | | | |
|--|---|------------------|-----------|------|------|------|------|------|---|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| | | | | | | | | | | PPP, Grants | |
| | Design and publish success stories in UBIDS branded biannual newsletters | Jan. 2026 | Dec. 2030 | | | | | | Registry, DFO, DUR, CB Chair, Publication Committee | 103,658.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Facilitate staff participation in quarterly TV and Radio appearances or discussions | Jan. 2026 | Dec. 2030 | | | | | | Registry, DFO, DUR, CB Chair, | 53,658.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Intensify publicity and impact of the UBIDS annual research and development conference | Jan. 2026 | Dec. 2030 | | | | | | DR, DUR, Schools/Faculties, Pro V-C, DFO | 100,658.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Institutionalise and publish UBIDS research briefings for policy/practice, and decision memoranda | Jan. 2026 | Dec. 2030 | | | | | | DUR, DoR, Schools/Faculties, | 150,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Initiate research and project exhibitions relevant to the national development strategy | Jan 2026 | Dec. 2026 | | | | | | DoR, DUR, Schools/Faculties, Pro V-C, DFO, DICOBI | 50,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Organise an Annual Community Action Week to communicate and showcase UBIDS PTP achievements | Jan 2026 | Dec. 2030 | | | | | | DoR, DUR, Schools/Faculties, Pro VC, DFO, DICOBI | 103,658.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Develop and implement UBIDS' communication and branding policy | Jan 2026 | Dec. 2030 | | | | | | DUR, Schools/Faculties, Pro V-C, DFO, DICOBI | 40,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| 4.4.9.1.3 | Establish an alumni office | Jan. | Dec. | | | | | | Schools/Faculties, CB | 40,658.00 | GoG, Fees and |

| Goal: Establish a UBIDS brand and communication mechanisms for brand visibility and marketing | | | | | | | | | | | |
|--|--|------------------|------------|-------------|-------------|-------------|-------------|-------------|--|--------------------------|--|
| Strategic Objective | Activities | Timeframe | | | | | | | Responsibility | Indicative Budget | Funding Source |
| | | Start | End | 2026 | 2027 | 2028 | 2029 | 2030 | | | |
| Enhance corporate brand marketing. | and initiate an annual alumni forum | 2026 | 2026 | | | | | | Chair, DFO | | charges, donor support, IGF, PPP, Grants |
| | Ensure consistent use of logo and colour codes/schemes on all marketing materials | Jan. 2026 | Dec. 2030 | | | | | | Schools/Faculties, CB Chair, DFO | 30,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Establish a University Press Centre and a modern digital media studio | Jan. 2026 | Dec. 2030 | | | | | | Registrar, DUR, CB Chair, DoF, Pro V-C | 2,000,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |
| | Intensify digital (social media and electronic platforms) and traditional (print media) marketing of UBIDS brand (Corporate brand) | Jan. 2026 | Dec. 2030 | | | | | | Schools/Faculties, CB Chair, DFO | 67,000.00 | GoG, Fees and charges, donor support, IGF, PPP, Grants |

5. PLAN IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Implementation Strategy

Strategic plan implementation is the driving force that translates the University's Strategic Plan aspirations into tangible outcomes. Effective implementation requires strong institutional leadership, alignment of structures, adequate resourcing, and sustained accountability across all levels of the University. Consequently, the University will adopt a framework that ensures ownership, efficiency, and consistency in executing the Strategic Plan (2026–2030).

To operationalise the implementation strategy, the Vice Chancellor and Management shall:

- Provide overall strategic direction and coordination for implementation activities.
- Develop plan implementation guidelines and templates for all units.
- Prepare periodic performance and implementation reports for Management and the Academic Board.
- Advice on resource allocation, risk management, and performance improvement measures.

5.1.1 Launching the Plan and sensitising stakeholders

Following approval of the Plan by the university council, the VC shall take steps to launch the Plan and unveil it to the stakeholders of the university and the general public. Besides, Management and all who have a role to play in the implementation of the Plan must take steps to make the Plan known and owned by their constituents.

5.1.2 Plan Implementation at Schools, Faculties, Institutes, Directorates, and Units level

Each School, Faculty, Institute, and Directorate is responsible for the Plan Implementation. Directors and Deans will be responsible for cascading the University's strategic objectives into operational actions within their respective units. Their key roles shall include:

- Translating the University Strategic Plan into specific, measurable activities relevant to their mandates.
- Coordinating and monitoring implementation progress within their units.
- Submitting quarterly and annual performance reports to the Vice-Chancellor and management.
- Ensuring effective communication and feedback between the University and the unit level.

5.1.3 Capacity Building for Management, Faculties/Schools, Directors and Deans

To ensure the effective implementation of the plan, the skills of all Deans and Directors will be enhanced through targeted capacity-building initiatives. This will include training in strategic management, results-based monitoring and evaluation (M&E), budgeting, performance reporting, and data-driven decision-making. Regular workshops and refresher courses will be organised to ensure teams are updated with current best practices in strategic plan management.

5.1.4 Preparation of Unit-Level Strategic Plans

Each School, Faculty, Institute, Directorate, and Unit shall develop a detailed Strategic Action Plan that aligns with the overall University Strategic Plan. These plans will be created using standard templates and guidelines provided by the VC and Management to ensure consistency and coherence.

The process will involve:

- Identifying priority actions and timelines derived from the University Strategic Plan.
- Assigning responsibilities to officers and teams within each unit.
- Setting measurable indicators for monitoring progress.
- Ensuring integration with unit-level operational and budgetary planning cycles.
- Development of Annual Action Plans

Following the completion of the unit-level strategic plans, each unit shall prepare Annual Action Plans that break down the five-year goals into yearly targets and deliverables. These annual plans will guide day-to-day activities, facilitate performance monitoring, and serve as the basis for annual budget preparation and reporting.

5.1.4 Budgetary Allocations for Implementation

Successful implementation of the Strategic Plan will depend on adequate and timely financial support. The University management will:

- Integrate strategic plan activities into the annual budgeting process.
- Allocate resources to Schools, Faculties, Institutes, Directorates, and Units according to their approved annual action plans.
- Encourage the mobilisation of additional resources through internally generated funds (IGF), partnerships, and donor support to complement government subventions.
- Ensure transparent and accountable financial management in the utilisation of resources allocated for plan implementation.

5.2 Plan Implementation Monitoring and Evaluation

5.2.1 Plan Implementation Monitoring

Executive Management under the chairmanship of the Vice-Chancellor shall be responsible for monitoring implementation of the plan. The executive, as part of its quarterly meetings, shall review the implementation of the activities of the Plan. Each Faculty/School/Directorate shall make presentations on the status of implementation of the Plan. The Directorate of Academic Planning and Quality Assurance shall authenticate the reports of the various directorates and Schools/Faculties. The Plan Implementation Monitoring Team shall perform M&E through a Results-Based Monitoring and Evaluation (RB-M&E) framework. Regular progress reports, mid-term reviews, and end-of-plan evaluations shall be conducted to measure performance, assess impact, and identify lessons for continuous improvement. Monitoring shall be undertaken at three levels:

- i. Financial;
- ii. Annual Action Plans; and
- iii. Progress of plan implementation and tracking performance indicators.

Financial

The heads of Schools, Faculties, Institutes, Directorates, and Units should ensure that all financial resources are allocated in accordance with the established financial procedures and within the approved budgets for the activities outlined in the plan. The Auditor will be responsible for auditing all financial records and transactions and submitting audit reports to Management.

Annual Action Plans

Annual Action Plans should be assessed quarterly as part of the performance review of the University Strategic Plan. The Annual Action plans shall serve as the foundation for monitoring the implementation of the University's strategic plan. Activities outlined in the plan must be carried out within the specified timeframes to ensure the timely progress of the entire plan.

5.2.2. Evaluation of the Plan

There will be a mid-term evaluation of the plan, carried out at the levels of Schools, Faculties, Institutes, Directorates, and Units, and leading to an assessment of the entire University Strategic Plan. The mid-term evaluation will occur two years after implementation of the strategic plan. Additionally, a terminal evaluation will be conducted at the end of the full implementation period (five years) to determine the success or otherwise of the entire strategic plan. This will serve as the basis for the next University Strategic planning period. The University Management shall establish committees to undertake both mid-term and end-of-plan evaluations.

5.3 Reporting

The Monitoring and evaluation process will function as a feedback mechanism for the implementation process. Consequently, the M&E report will guide the implementation of the plan. Quarterly reports shall be made available to all Schools, Faculties, Institutes, Directorates, and Unit heads to gather the necessary inputs to ensure the feedback mechanism operates effectively. Management and Academic Board should show a strong interest in monitoring and evaluating the implementation of the plan.

5.4 Management of the Plan Implementation

The Vice-Chancellor and University Management shall have oversight responsibility for the entire University Strategic Plan. They shall monitor the implementation, assessment, and progress of the Strategic Plan at the University, Schools, Faculties, Institutes, Directorates, and Units levels. They shall collaborate with the Quality Assurance Units and the University's Academic Board to ensure success of the strategic plan.

5.5 Conclusion

Successful implementation of this Strategic Plan hinges on collective commitment, discipline, and innovation across all levels of the University. Through strong leadership, institutional collaboration, and effective resource management, UBIDS will turn its strategic goals into tangible results, furthering its vision of becoming an internationally acclaimed centre of excellence in higher education, research, and development practice.