



For an Open Mind

UNIVERSAL TECHNOLOGY AND MANAGEMENT UNIVERSITY

**UTAMU**

**UTAMU RESOURCE MOBILIZATION POLICY AND  
STRATEGY, 2026.**

*Resource Mobilization Policy and Strategy  
Universal Technology and Management University*

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## **Summary of UTAMU Resource Mobilization**

### **Policy and Strategy 2026 – 2031**

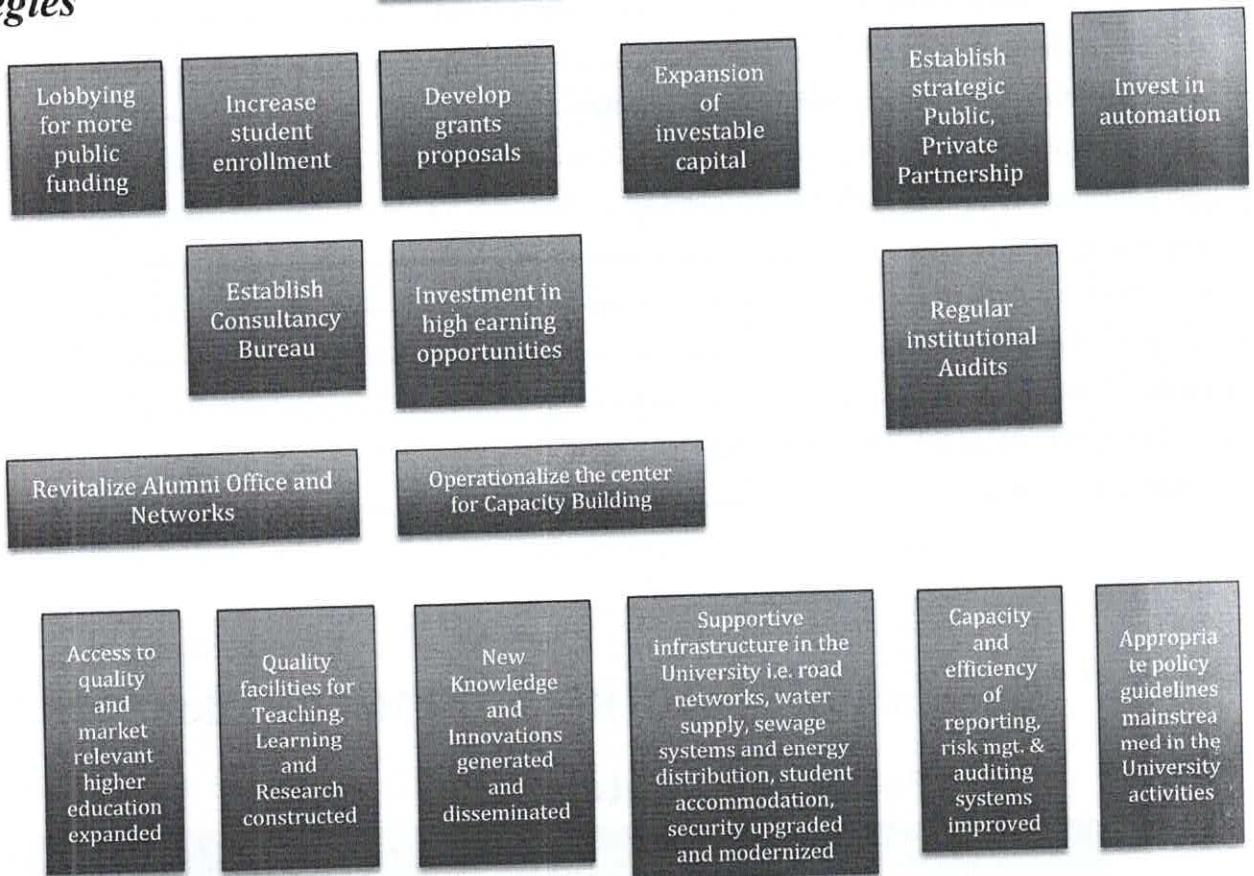
***Vision: To be a leading centre of Excellence in Technology, Management and Innovation in Africa.***

***Mission: To provide Innovative Education, Research and Community Engagement that transforms individuals and society through Technology and Management Excellence.***

## Objectives:



## Strategies



# CHAPTER ONE

## INTRODUCTION

### 1.1 University Profile

Universal Technology And management University (UTAMU) was granted a license by the National Council for Higher Education (NCHE) on 11<sup>th</sup> March 2013 (License No. UIPL022) to operate as a private university in Uganda. Its name and particulars were published in the Uganda Gazette Vol. CVI No. 14 of 22<sup>nd</sup> March 2013 under Legal Notice No. 4 of 2013.

The University was established to make a difference in the training of Technology and Management Professionals across the globe. Thus, the University has positioned itself as a high-quality education and research global institution. Furthermore, the University has positioned itself to undertake consultancy, knowledge and technology transfer partnerships and business incubation.

Universal Technology and Management University (UTAMU) is committed to the provision of quality, relevant, inclusive, and innovative teaching and learning that responds to the needs of learners, industry, society, and national development priorities. This Teaching and Learning Policy establishes a coherent institutional framework to guide teaching and learning practices across all academic programmes and modes of delivery at UTAMU. This Policy is aligned with the requirements of the National Council for Higher Education (NCHE) and UTAMU's strategic direction.

The University currently operates through the following Schools and Academic Departments offering from certificate to PhD level:

	<b>Schools</b>	<b>Departments</b>
1	School of Technology Computing and Engineering	Department of Information Systems & Technology Department of Computing & Engineering
2	School of Education	Department of Education Department of Technical Vocational Education and Training (TVET)
3	Business School	Department of Business Administration , Accounting & Finance Department of Economics and Management
4	Law School	Department of Commercial and Economic Law

		Department of Public and Private Law
		Department of Jurisprudence, Procedural & Comparative Law
		Department of International and Regional Integration Law
5	Graduate School	Department of Graduation Education
		Department of Research and Innovation

UTAMU's institutional niche is centered on:

- a) Technology and digital transformation
- b) Emerging technologies
- c) Computing and engineering
- d) Management and leadership
- e) Business economics
- f) ICT and Law
- g) Data science and analytics
- h) Cybersecurity and digital governance
- i) Innovation and entrepreneurship
- j) Public policy and governance
- k) Project management monitoring and evaluation
- l) Education planning, management and administration

The University's comparative advantage lies in its distinctive blend of Technology-driven Education, Management Sciences, Applied Research, and Digital Learning Infrastructure, which collectively position the University to respond effectively to emerging market and societal needs.

In alignment with Uganda's development agenda and the National Development Plan IV, UTAMU positions itself as a knowledge hub supporting Uganda's transition toward a digital and middle-income economy.

The University commits to advancing human capital development by integrating technology, governance, and management sciences in order to drive national and regional transformation. This commitment recognizes that sustainable development and competitiveness depend on a highly skilled workforce capable of leveraging modern technologies, ethical governance frameworks, and sound management practices. Through quality education, research, and innovation, the University seeks to nurture professionals who can contribute meaningfully to Uganda's socio-economic growth and the broader regional economy. By aligning academic programmes with industry needs and emerging global trends, the University ensures that graduates are equipped with relevant competencies to address contemporary challenges and opportunities in digital transformation, entrepreneurship, and public and private sector leadership.

## 1.2 Vision, Mission and Philosophy

### 1.2 Vision

The Vision of UTAMU is A global educational institution of excellence in management, science, technology and innovation.

### 1.3 Mission

The mission of UTAMU is to provide global quality education, research and innovation critical to economic and human development.

### 1.4 Core Values

**The Core values of UTAMU are:**

- a) **Professionalism:** making sure that staff and students conduct themselves with the highest ethical standards and taking responsibility for all their actions
- b) **Creativity:** committing to stimulating the culture of scientific and technological advancement, innovation and practical enrichment to UTAMU's stakeholders through a rich and flexible educational experience
- c) **Integrity:** adhering to ethical and moral principles in all the educational, research and innovation processes
- d) **Transparency:** seeking to provide accountability and value for money to UTAMU's stakeholders
- e) **Empowerment:** offering unsurpassed practical opportunities to UTAMU's stakeholders through industry-oriented collaborations, research engagements and incubation clusters in order to transform the educational environment
- f) **Community Engagement:** working with the community to solve the real-world problems as a focal point towards economic development

### 1.5 Institutional Mandate and Rationale of the Strategic Plan

The University is mandated to deliver teaching, research, and community engagement as its core institutional functions.

The 2023–2032 Strategic Plan represents a transformative roadmap aimed at positioning the University as a provider of 21<sup>st</sup> century education and innovation. The plan integrates the core academic functions of teaching and learning, research and innovation, and community engagement with critical enabling functions such as ICT integration, library services, human resource management, financial sustainability, and corporate relations.

It emphasizes the deployment of qualified personnel equipped with appropriate pedagogical skills to enhance student learning and outcomes. The strategy further prioritizes translating innovations into commercial solutions and promoting multidisciplinary research that addresses socio-economic

development. Successful implementation of the plan is expected to strengthen the University's competitiveness and reduce the migration of students to foreign higher education institutions in search of quality education.

### **1.6 Alignment to the UTAMU Strategic Plan 2023–2032**

The Resource Mobilization Policy and Strategy is fully aligned with the University's Strategic Plan 2023–2032, which articulates a long-term vision for institutional excellence and societal impact. The Strategic Plan is structured around key pillars that guide resource allocation and programme development:

- a) Academic Excellence – Ensuring high-quality teaching and learning experiences that produce competent graduates.
- b) Research and Innovation Growth – Expanding research output and innovation initiatives that address societal and industry challenges.
- c) Infrastructure Development – Modernizing physical and digital infrastructure to enhance learning and operational efficiency.
- d) Financial Sustainability – Diversifying revenue streams and strengthening financial management systems.
- e) Digital Transformation – Leveraging technology to improve service delivery, learning, and institutional governance
- f) Institutional Capacity Strengthening – Enhancing human resource capabilities and organizational effectiveness.
- g) Internationalization and Partnerships – Building strategic collaborations with local and global institutions.

### **1.7 Strategic Outputs**

Uganda recognizes that Education and skills development are central to the achievement of its long-term national development aspirations as articulated in Uganda Vision 2040 and successive National Development Plans. The country acknowledges that a competitively skilled, innovative, and entrepreneurial workforce is fundamental to socio-economic transformation, industrialization, and sustainable development.

Education equips citizens with the knowledge, competencies, and critical thinking skills necessary to make informed decisions and address societal challenges. Knowledge creation and application are vital in driving industrial growth, technological advancement, improved governance, and inclusive prosperity—key pillars in transforming Uganda into a modern and prosperous nation.

In this context, Universal Technology and Management University (UTAMU) positions itself as a center of excellence in technology-driven education, management sciences, research, and innovation. The University is committed to transforming lives and society through quality education, applied research, industry partnerships, and community engagement.

To realize this vision, UTAMU places high priority on strengthening its institutional infrastructure, digital capabilities, research environment, and human resource capacity. Through strategic investments in technology, computing and engineering, emerging technologies, management sciences, law and ICT innovation, data science, governance, entrepreneurship, education, and related disciplines, the University aims to produce globally competitive graduates and generate impactful knowledge and solutions tailored to Uganda's development needs. The strategic outputs from these investments will include:

1. **Globally Competitive Graduates**  
Graduates equipped with relevant technical, managerial, digital, and entrepreneurial skills aligned with national and international labor market demands.
2. **Increased Research and Innovation Output**  
High-quality, policy-relevant, and industry-driven research addressing Uganda's priority sectors such as ICT, governance, business development, digital transformation, and sustainable development.
3. **Strengthened Industry and Government Partnerships**  
Enhanced collaboration with public and private sector institutions to support internships, innovation hubs, consultancy services, and technology transfer.
4. **Enhanced Digital and Learning Infrastructure**  
Modern ICT-enabled learning environments, e-learning systems, research laboratories, and innovation platforms that support blended and technology-driven education.
5. **Entrepreneurship and Start-up Development**  
Establishment and strengthening of innovation hubs and incubation programs to nurture start-ups, promote self-employment, and contribute to job creation in Uganda.
6. **Improved Institutional Governance and Quality Assurance**  
Strong academic governance systems, quality assurance mechanisms, and performance management frameworks to ensure excellence and accountability.

## **7. Community Engagement and Societal Impact**

Outreach programs, policy engagement, and community-based projects that translate research and knowledge into tangible social and economic impact.

Through these strategic outputs, UTAMU will contribute meaningfully to Uganda's human capital development, technological advancement, and sustainable national transformation.

## CHAPTER TWO RESOURCE GAP

### 2.1. Priority Areas for Investment

Universal Technology and Management University is implementing the 2023–2032 Strategic Plan, which requires significant investment to modernize institutional infrastructure, enhance academic and research capacity, and strengthen innovation ecosystems. The resource gap analysis identifies required investments, projected internal revenue growth, and the resulting financing gap that must be addressed through aggressive resource mobilization strategies.

To achieve the objectives of the Strategic Plan 2023–2032, the University requires substantial capital investment in the following strategic areas:

- 1. Academic Infrastructure Development**  
Expansion and modernization of lecture halls, laboratories, student facilities, and learning spaces to support quality teaching and learning.
- 2. ICT and Digital Infrastructure**  
Deployment of advanced digital learning platforms, integrated management information systems, and high-speed connectivity to support e-learning and administrative efficiency.
- 3. Research and Innovation Development**  
Establishment of research centers and innovation hubs to foster multidisciplinary research, knowledge generation, and commercialization of innovations.
- 4. Human Capital Development**  
Investment in staff training, capacity building, and professional development to enhance pedagogical skills and institutional productivity.
- 5. Internationalization**  
Strengthening partnerships with international universities and institutions to enhance student and staff exchange programs and global competitiveness.
- 6. Innovation Ecosystem Development**  
Creation of incubation centers and entrepreneurship hubs to support student and faculty innovations and business development.
- 7. Endowment Capitalization**

Development of an institutional endowment fund to ensure long-term financial sustainability and support strategic initiatives.

## 2.2 Resource Gap

The University's primary revenue sources, in order of importance, remain:

1. Tuition fees
2. Income-generating activities (IGUs and short courses)
3. Research grants
4. Partnerships with development agencies and international donors
5. Private sector collaborations and corporate sponsorships
6. Grant funding for research and innovation projects
7. Income diversification through consultancy and Executive Education
8. Endowment fund development and investment initiatives

**Table 1. Resources (UGX in Millions) required for completion of planned projects in the period 2026 to 2031**

Planned Project Activities	Short Term				Medium Term		Totals
	2026	2027	2028	2029	2030	2031	UGX
1 Academic Infrastructure Development	1,500	1,600	1,800	2,000	3,000	4,000	12,100
2 ICT and Digital Infrastructure	60	60	60	60	100	200	540
3 Research and Innovation Development	200	250	300	400	500	600	2,250
4 Human Capital Development	100	150	160	200	300	400	1,310
5 Innovation Ecosystem Development	100	200	300	400	500	600	2,100
6 Internationalization	30	30	40	50	60	80	290
7 Development of Student Facilities and Hostels	300	400	500	800	850	900	3,750
<b>Total</b>	<b>2,290</b>	<b>2,690</b>	<b>3,160</b>	<b>3,910</b>	<b>5,310</b>	<b>6,780</b>	<b>22,340</b>

These strategies will ensure sustainable financing and successful implementation of the Strategic Plan 2023–2032 while strengthening the University’s financial resilience and competitive positioning.

Projected growth rates indicate:

- Research grants projected to grow at 30% annually
- Tuition and income-generating services projected to grow at 40% annually

Despite this projected growth, the anticipated increase in revenues remains insufficient to finance the planned expansion of infrastructure, research capacity, digital transformation, and human capital development.

### **Nature of the Resource Gap**

The resource gap arises due to:

- Expansion of academic infrastructure (office blocks, lecture halls, laboratories, workshops, ICT systems)
- Increased demand for digital learning platforms
- Recruitment and retention of qualified academic and non-academic staff
- Investment in research and innovation ecosystems
- Compliance and quality assurance requirements

While revenue streams are growing steadily, expenditure growth linked to strategic expansion is outpacing income growth, creating a financing shortfall.

### **Strategic Implications**

Without additional financing mechanisms, the University risks:

- Delayed infrastructure development
- Slowed academic program expansion
- Reduced competitiveness in research funding
- Constraints in attracting and retaining top-tier faculty

### **Options to Bridge the Resource Gap**

To address the anticipated shortfall, the University will pursue the following strategies:

#### ***1. Strategic Partnerships***

- Engage bilateral and multilateral development partners
- Expand public–private partnerships (PPPs), and private-private partnerships (PPPs),
- Promote build operate and transfer
- Strengthen collaboration with industry and private investors
- Secure mortgages from financial institutions at every low interest rates
- Secure development loans at very low interest rates

- Secure development grants from the government of Uganda towards development of Science and Technology infrastructure

## ***2. Internal Institutional Restructuring***

- Strengthen the units responsible for Marketing and Resource Mobilization
- Build internal proposal development capacity
- Improve efficiency and reduce operational wastage

## ***3. Revenue Diversification***

- Expand short professional courses
- Expand executive trainings
- Enhance consultancy services
- Grow endowment and alumni contributions
- Commercialize research outputs and innovation

## ***4. Cost Efficiency Measures***

- Increase use of digital platforms to reduce operational costs
- Improve procurement efficiency
- Strengthen financial controls and monitoring

## CHAPTER THREE

### ENVIROMENTAL SCANNING AND DONOR MAPPING

#### 3.1 Strengths, Weaknesses, Opportunities and Threats (SWOT)

The SWOT analysis identifies internal strengths and weaknesses of the University as well as external opportunities and threats within the operating environment. This analysis informs strategic approaches to resource mobilization and institutional growth (Table 3).

**Table 4. SWOT Analysis for Resource Mobilization**

Strengths	Weaknesses
Established academic programs in technology and management sciences	Limited financial resources for infrastructure expansion
Growing reputation in higher education and applied research	Dependence on tuition as a primary revenue source
Strategic location in Kampala enhancing accessibility	Limited endowment and philanthropic contributions
Existing collaborations with local and international partners	Need for stronger marketing and donor engagement capacity
Qualified academic and administrative human capital	ICT and research infrastructure gaps
Opportunities	Threats
Alignment with national development priorities	Increasing competition for donor funding
Partnerships with development agencies and private sector	Economic fluctuations affecting funding availability
Growth in demand for higher education and professional training	Policy and regulatory changes
Expansion of research and innovation funding opportunities	Brain drain and talent retention challenges
Potential for alumni engagement and philanthropy	Technological disruptions and cybersecurity risks

### 3.2 Development Partners Mapping and Analysis

The University is undertaking systematic development partners mapping to identify strategic development partners capable of supporting infrastructure, human capital development, research, and innovation. This mapping exercise enables targeted engagement and proposal development in line with development partners' priorities.

Three principal areas of engagement include:

- a) Research, extension, and outreach proposals
- b) Education improvement proposals
- c) Infrastructure development proposals

#### *A) Research, Extension, and Outreach*

Three categories of potential funders are identified:

- a) **Multilateral donors:** Focus on projects enhancing livelihoods of vulnerable populations and sustainable development.
- b) **Bilateral funders:** Prioritize social sector investments, training, infrastructure, environment, and rural development.
- c) **Foundations:** Support initiatives improving market access, financial inclusion, and community empowerment.

Common areas of funding interest include:

- a) Business incubation and development and industrialisation
- b) Poverty reduction and livelihood enhancement
- c) Infrastructure and technology transfer
- d) Agribusiness and value chain development
- e) Climate change adaptation and environmental sustainability
- f) Innovation in health, diagnostics, and vaccine development
- g) Green energy and ICT solutions

These thematic areas align with national development priorities and global sustainable development objectives.

#### *B) Education Improvement*

- a) Development Partners interests in education emphasize:
- b) Enhancement of quality and access to higher education
- c) Promotion of internationally comparable standards
- d) Skills development for sustainable economic growth
- e) Regional collaboration and knowledge exchange
- f) Digital transformation of learning systems

The University seeks partnerships that strengthen teaching quality, research capacity, and employability of graduates.

### ***C) Infrastructure Development***

Infrastructure financing remains a priority area for bilateral investors. The University will leverage established relationships with international universities and investors to mobilize resources for:

- a) Academic and research infrastructure
- b) ICT infrastructure and digital learning platforms
- c) Student accommodation and learning facilities
- d) Energy-efficient and sustainable infrastructure solutions

### **3.3 Universities' Approaches to Resource Mobilization**

A global scanning study highlights successful strategies adopted by universities for resource mobilization:

- a) Align university programmes with National development priorities
- b) Demonstrate capacity to implement development-oriented projects
- c) Engage in public-private partnerships (PPPs) for strategic investments
- d) Incentivize and set targets for resource mobilization across units
- e) Strengthen communication and marketing strategies
- f) Establish a corporate affairs and stakeholder engagement office
- g) Build capacity in research, consultancy, and public engagement

These approaches enhance institutional sustainability and responsiveness to emerging development needs.

## CHAPTER FOUR

### RESOURCE MOBILIZATION POLICY AND STRATEGY

#### 4.1 Scope of the Policy and Strategy

This strategy seeks to mobilize resources by expanding the existing revenue base and identifying new revenue streams for the advancement of the University's mission and vision. It establishes appropriate structures for planning, implementation, monitoring, and evaluation of resource mobilization initiatives.

The implementation period of this policy and strategy is **2026–2031**, during which the University will strengthen institutional capacity to generate and manage resources efficiently while aligning with national and international development priorities.

#### 4.2 Goals and Objectives

##### Goals

- a) Mobilize resources for infrastructure development, academic programmes, research and innovation, and outreach
- b) Ensure effective and efficient utilization of mobilized resources

##### Objectives

- a) Attract increased funding from government sources
- b) Expand revenue from student enrollment and academic services
- c) Build institutional capacity for revenue generation through research, consultancy, and alumni engagement
- d) Optimize returns from investments, land assets, and endowment funds
- e) Solicit financial support from individuals, corporate entities, and foundations
- f) Expand partnerships with strategic development partners
- g) Strengthen internal controls to safeguard institutional resources

#### 4.3 Resource Mobilization Principles

The policy and strategy is guided by the following principles:

- a) Ownership
- b) Partnership building
- c) Internationalization of institutional profile
- d) Integrity
- e) Accountability

- f) Transparency
- g) Efficiency
- h) Value for money

These principles ensure that resource mobilization efforts are ethical, sustainable, and aligned with institutional governance standards.

#### **4.4 Strategies for Resource Mobilization**

Effective resource mobilization requires clearly defined strategic actions. The University will implement the following strategies:

##### **1) Lobbying for Increased Public Funding**

As a private University, direct government subventions are limited. However, Government remains an important strategic partner in Higher Education Development. The University will continuously engage relevant government ministries, departments, and agencies (MDAs) to:

- a) Advocate for inclusion in national higher education funding frameworks
- b) Access competitive research grants and innovation funds
- c) Secure tax incentives, subsidies, and regulatory support
- d) Participate in government-sponsored scholarship schemes
- e) Align institutional programs with national development priorities

Through policy engagement, compliance with regulatory standards, and demonstrated contribution to national human capital development, the University will position itself to benefit from public funding opportunities, competitive grants, and strategic partnerships available to private higher education institutions.

This approach ensures that while the University remains financially independent, it actively leverages government collaboration to support institutional growth and sustainability.

##### **2) Public–Private Partnerships (PPPs)**

The units responsible for Marketing and Resource Mobilization will identify, structure, and promote Public–Private Partnership (PPP) proposals to potential investors in line with the Public Private Partnership Act and related regulations in Uganda.

In collaboration with relevant Government entities—particularly the Ministry of Finance, Planning and Economic Development and the Public Private Partnerships Unit, the University will ensure that proposed PPP initiatives comply with national legal and regulatory frameworks.

PPP engagements will prioritize:

- a) Development of academic and research infrastructure
- b) Student accommodation facilities
- c) ICT and digital learning platforms
- d) Renewable energy and utility services
- e) Commercial income-generating facilities

Through structured risk-sharing arrangements and transparent governance mechanisms, the University will attract private sector investment to improve infrastructure, enhance service delivery, and strengthen long-term financial sustainability.

### **3) Private-Private-Partnerships (PPPs)**

The units responsible for Marketing and Resource Mobilization will identify, structure, and promote Private-Private Partnership (PPP) proposals to potential investors.

PPP engagements will prioritize:

- a) Development of academic and research infrastructure
- b) Student accommodation facilities
- c) Renewable energy and utility services
- d) Commercial income-generating facilities

### **4) Development and Marketing of Fundable Proposals**

The University will leverage its multidisciplinary academic and research expertise to develop competitive, results-oriented research and development proposals aligned to Uganda's national development priorities and global funding agendas.

The units responsible for Marketing and Resource Mobilization, working closely with the Graduate School will:

- a) Identify priority funding windows from bilateral and multilateral agencies
- b) Coordinate proposal development teams across faculties and research centers
- c) Strengthen internal Quality Assurance and peer review mechanisms
- d) Build staff capacity in grant writing and donor compliance

Proposals will be aligned to national frameworks such as Uganda's development strategies and priority sectors, including Technology, Governance, Innovation, Entrepreneurship, Climate resilience, Digital Transformation, and Human Capital Development. The University will actively market bankable proposals to strategic development partners, including:

- a) Government research and innovation funds
- b) International development agencies
- c) Private foundations
- d) Corporate social responsibility (CSR) programs
- e) Regional and global research consortia

Through strong project design, measurable outcomes, and transparent reporting systems, the University will position itself as a credible and reliable implementing partner capable of attracting grant funding, technical assistance, and long-term research collaborations.

### **5) Increasing Student Enrollment**

Student fees constitute a significant revenue source. The University will expand student enrollment through:

- a) Extensive and all-inclusive marketing programmes
- b) Development of market-relevant programmes
- c) Flexible learning modalities
- d) Quality assurance and student retention strategies
- e) Regional and international recruitment initiatives
- f) Sourcing for student scholarships from various development partners
- g) Enrolling government sponsored students

### **6) Expansion of Investments**

Investment expansion will enhance revenue generation and financial sustainability. The University will:

- a) Identify and minimize inefficiencies and resource wastage
- b) Strengthen management of income-generating units
- c) Invest in commercial forestry and agribusiness ventures
- d) Explore strategic partnerships for commercial infrastructure development

### **7) Growth of Endowment Funds**

To build financial sustainability, the University will allocate at least 2% of the annual institutional budget to the endowment fund and invest these resources in high-return opportunities consistent with institutional risk management policies.

### **8) Strengthening Consultancy Capacity**

The University's skilled human capital presents opportunities for consultancy services. The University will:

- a) Offer professional consultancy and advisory services
- b) Engage in applied research and advisory services

- c) Generate revenue while contributing to national development

### **9) Expansion of Executive Trainings and Short Courses**

The University will develop market-driven executive trainings and short courses aligned with professional and industry needs, particularly in:

- a) Technology and Management
- b) Business
- c) Law
- d) Professional skills development

These programs will enhance employability and professional competence while generating additional revenue.

### **10) Alumni Engagement**

Alumni of the UTAMU represent a strategic and largely untapped resource for institutional growth, advocacy, and sustainability. As ambassadors of the University within Uganda and internationally, alumni play a critical role in strengthening the institution's visibility, credibility, and financial resilience.

The University will implement the following actions:

- a) Establish and strengthen structured alumni chapters at national, regional, and international levels, with clear governance frameworks and regular engagement activities.
- b) Develop and maintain an updated alumni database and digital engagement platforms (website, social media, newsletters). Organize annual alumni conventions, networking events, mentorship programs, and professional forums to foster continuous connection with the University.
- c) Introduce structured alumni giving programs, including:
  - (i) Annual giving campaigns
  - (ii) Class-based contribution drives
  - (iii) Named scholarships and infrastructure sponsorships
  - (iv) Digital donation platforms and mobile money contribution channels
- d) Foster Alumni Involvement in Institutional Development and engage alumni in:
  - (i) Mentorship and internship placement programs
  - (ii) Guest lectures and professional seminars
  - (iii) Advisory boards and curriculum review panels
  - (iv) Industry linkages and partnership development

By institutionalizing alumni engagement within the resource mobilization framework, the University will cultivate a culture of giving, strengthen professional networks, and mobilize both

financial and non-financial contributions to support teaching, research, innovation, and infrastructure development.

### 11) **Philanthropy and Foundation Partnerships**

Strategic engagement with philanthropies, trustees, and foundations will play a critical role in supporting the institutional development priorities of the Universal Technology and Management University. In the evolving higher education financing landscape in Uganda, private universities must proactively cultivate relationships with both local and international philanthropic actors.

#### **Strategic Rationale**

The global funding environment is characterized by tightening resources and increasing competition for donor support. To remain agile and innovative, the University must:

- a) Expand its donor base
- b) Strengthen partnerships with traditional and emerging funders
- c) Enhance institutional performance and accountability
- d) Develop compelling value propositions for donors
- e) Invest in technology and cost-efficient operations

The University will undertake the following actions:

- a) Identify Potential Philanthropic Partners
- b) Map and profile local, regional, and international foundations whose thematic priorities align with UTAMU's focus areas such as technology, innovation, governance, entrepreneurship, climate resilience, digital transformation, and human capital development.
- c) Develop Proposals Aligned with Donor Interests  
Design high-quality, results-based proposals that clearly demonstrate:
  - (i) Alignment with donor strategic priorities
  - (ii) Measurable development outcomes
  - (iii) Sustainability beyond the funding cycle
  - (iv) Strong governance and accountability mechanisms
- d) Strengthen Relationships with Development Partners  
Move beyond transactional engagement by:
  - (i) Establishing long-term partnership frameworks
  - (ii) Providing regular updates and impact briefs

- (iii) Hosting donor roundtables and stakeholder forums
  - (iv) Showcasing funded projects through digital and media platforms
- e) Monitor and Report on Impact Institutionalize robust Monitoring and Evaluation (M&E) systems to:
- (i) Track outputs, outcomes, and impact of funded initiatives
  - (ii) Provide timely technical and financial reports
  - (iii) Demonstrate value for money and transparency
  - (iv) Build credibility and trust for repeat and expanded funding

Through structured engagement, professional proposal development, and strong accountability systems, the University will position itself as a credible partner for philanthropic investment in higher education and sustainable development.

#### **4.5 Strengthening Internal Control Systems to Safeguard Resources**

Effective internal controls ensure accountability, transparency, and protection of institutional resources. As a private institution operating in Uganda, the Universal Technology and Management University will continuously strengthen its governance and financial oversight mechanisms to safeguard mobilized funds and enhance donor confidence.

The University will implement the following measures:

##### **a) ICT Infrastructure Enhancement**

Investment in modern and secure ICT systems will strengthen institutional control and performance management. Specifically, ICT improvements will enhance:

- (i) Financial management and reporting through integrated accounting and enterprise resource planning systems.
- (ii) Audit and compliance systems by automating controls, documentation, and audit trails.
- (iii) Risk management frameworks through data-driven monitoring and early warning mechanisms.
- (iv) Monitoring and Evaluation (M&E) processes by enabling real-time tracking of projects, budgets, and performance indicators.

Digital transformation will reduce inefficiencies, minimize leakages, and improve accuracy and timeliness of reporting.

## **b) Regular Institutional Audits and System Analysis**

The University will conduct periodic internal and external audits, as well as system evaluations, to:

- (i) Ensure compliance with governance standards and statutory requirements.
- (ii) Strengthen operational efficiency and cost-effectiveness.
- (iii) Enhance institutional accountability to stakeholders, donors, and regulatory bodies.

Audit findings will inform corrective actions and continuous improvement initiatives.

## CHAPTER FIVE

### Implementation of the Policy and Strategy

#### 5.1 Structure for Resource Mobilization

The units responsible Marketing and Resource Mobilization shall be responsible for implementation of this strategy (2026–2031) under the supervision of a Resource Mobilisation Committee chaired by the Vice Chancellor.

#### Resource Mobilisation Committee

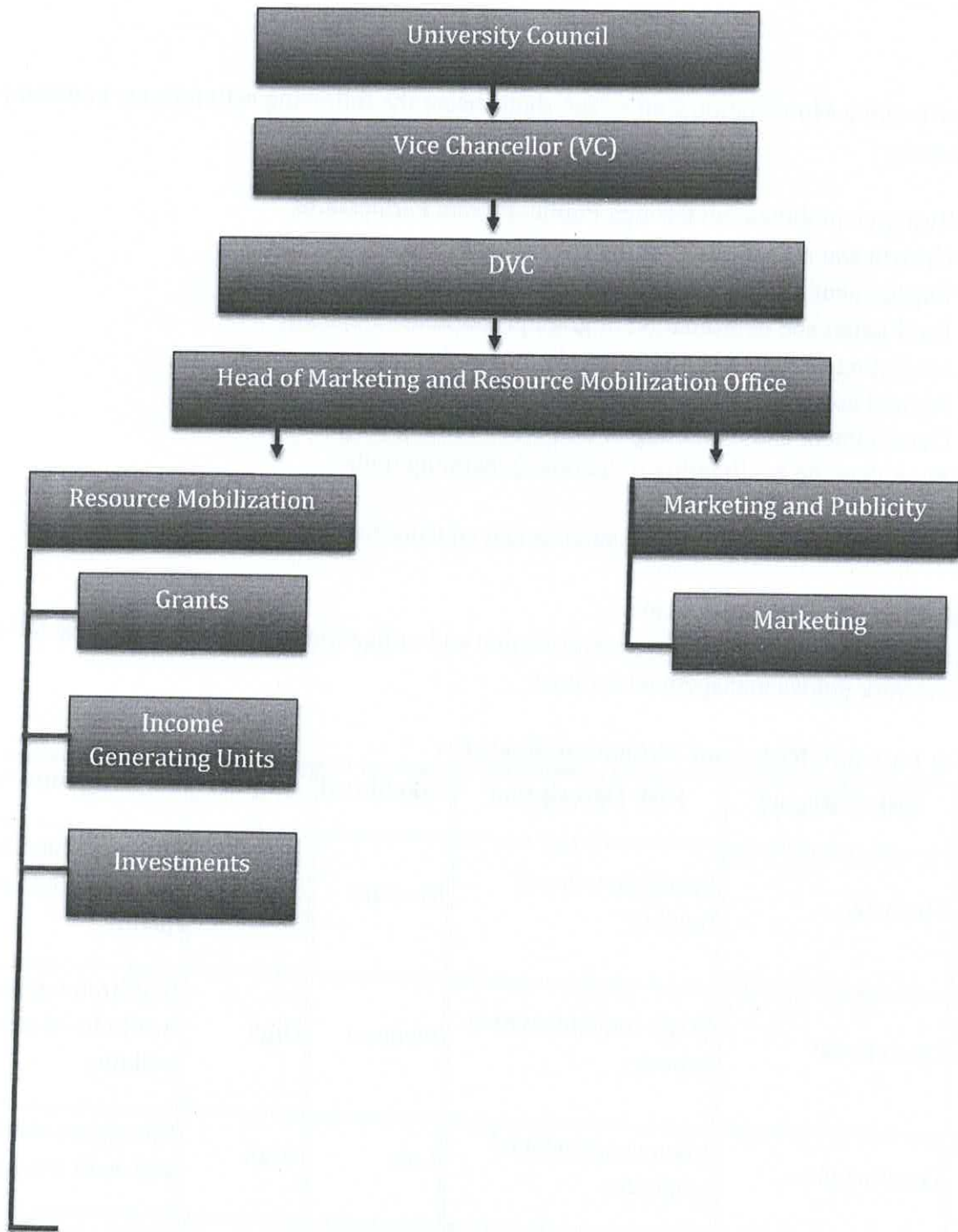
The committee shall be constituted as follows:

- a. The Vice Chancellor– Chairperson
- b. The Deputy Vice Chancellor (s)
- c. Alumni Association Representative
- d. Representative (s) of the Deans of Schools appointed by the Vice Chancellor
- e. Dean Graduate School \_
- f. Any other member (s) appointed by the Vice Chancellor

#### Responsibilities of the Resource Mobilisation Committee

The Committee shall be responsible for:

- a) Overseeing implementation of the Resource Mobilization Policy and Strategy
- b) Setting resource targets and monitoring achievement
- c) Reviewing implementation progress and performance
- d) Ensuring prudent utilization of mobilized resources
- e) Receiving and approving quarterly reports and annual work plans
- f) Advising University Management through



The Resource Mobilization Committee shall ensure the following activities are undertaken the University:

- a) Resource mobilization through Public–Private Partnerships
- b) Growth and management of the endowment fund
- c) Engagement of strategic partners for infrastructure development
- d) Facilitation and coordination of grant proposal development
- e) Marketing of fundable and bankable proposals
- f) Alumni engagement and fundraising initiatives
- g) Development and marketing of corporate training programs
- h) Strengthening profitability of income-generating units

These activities will expand revenue streams and enhance institutional sustainability.

### 5.3 Risk Management Framework

Successful implementation requires identification and mitigation of potential risks. The following risk framework guides management actions:

**Table 4: Potential Risks and Mitigation Measures**

	<b>Risk Category</b>	<b>Risk Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measures</b>
1	Financial	Insufficient donor funding	Medium	High	Diversify funding sources and strengthen proposal quality
2	Operational	Weak implementation capacity	Medium	High	Staff training and institutional capacity building
3	Governance	Mismanagement of resources	Low	High	Strengthen internal controls and audit mechanisms
4	Reputation	Negative public perception	Low	Medium	Enhance transparency and communication
5	Compliance	Regulatory and statutory gaps	Medium	Medium	Align statutes and policies with legal requirements

	<b>Risk Category</b>	<b>Risk Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measures</b>
6	Partnership	Donor disengagement	Medium	High	Maintain regular engagement and reporting
7	Technological	ICT system vulnerabilities	Low	Medium	Invest in cybersecurity and ICT infrastructure

### **Risk Mitigation Strategy**

- a) Regular risk assessments and monitoring
- b) Strengthening internal control systems
- c) Capacity building for staff and management
- d) Transparent reporting and accountability
- e) Proactive stakeholder engagement

These measures enhance institutional resilience and sustainability.

## CHAPTER SIX

### IMPLEMENTATION FRAMEWORK FOR THE RESOURCE MOBILIZATION POLICY AND STRATEGY

#### Implementation Plan

The University's high level of institutional effectiveness enables efficient management of funds and resources. Through the institutional website and communication platforms, the University will showcase achievements to current and potential development partners. This transparency builds donor confidence and supports sustainable resource mobilization.

A cost-sharing and communication strategy will enhance consistency, efficiency, and productivity. Investments in technology will promote online meetings, training, and consultations, reducing operational costs and expanding access to knowledge. Where appropriate, training workshops and module presentations will be delivered through online platforms.

#### Implementation Matrix

	Strategic Goal	Specific Objectives	Activities	KPI	Responsible Person(s)
1	Develop structures for strengthened financial collaboration	Streamline Resource Mobilization Strategy and institutional programs	Embed resource mobilization in the programming model; align regional and sub-regional initiatives	Increased transparency and donor confidence	Vice Chancellor Dean Graduate School
2	Improve funding needs assessment and resource prioritization	Engage stakeholders in defining resource requirements	Dedicated planning processes and annual budget consultations	Predictable resource allocations aligned to priorities	Vice Chancellor Dean Graduate School
3	Explore innovative financial mechanisms	Identify new revenue streams and funding models	Financial innovation and investment strategies	Diversified revenue sources	Vice Chancellor University Controller

	<b>Strategic Goal</b>	<b>Specific Objectives</b>	<b>Activities</b>	<b>KPI</b>	<b>Responsible Person(s)</b>
4	Harness alumni contributions	Establish online alumni contribution system	Alumni engagement and donation platforms	Increased alumni contributions	Alumni Relations Office/ Convocation Office
5	Strengthen marketing and communication	Promote institutional achievements and donor impact	Marketing communication strategy and success stories	Enhanced institutional brand recognition	Marketing and Public Relations Office
6	Establish partnerships and donor cooperation	Expand donor base and private sector engagement	Partnership strategy and donor trend analysis	New strategic partnerships	Vice Chancellor
7	Build resource mobilization capacity	Enhance staff skills in proposal development and fundraising	Training and workshops	Improved proposal success rates	Human Resources Office and Deans of Schools

### **Implementation Approach**

1. Strategic Alignment - Resource mobilization activities will align with the Strategic Plan and institutional priorities to ensure donor confidence and program effectiveness.
2. Stakeholder Engagement - Members, partners, and donors will participate in defining resource requirements and monitoring outcomes, enhancing transparency and ownership.
3. Performance Monitoring - Quarterly reporting and evaluation mechanisms will track progress and inform continuous improvement.
4. Financial Innovation - New revenue mechanisms, including partnerships and online contribution systems, will diversify funding sources.
5. Capacity Development - Training and skills development will strengthen institutional capability in resource mobilization and donor engagement.

## **6.0 MONITORING, EVALUATION, AND CONTINUOUS IMPROVEMENT**

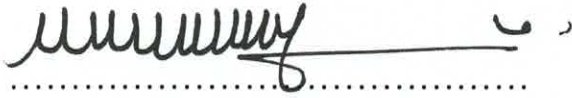
- (1) An annual Resource Mobilisation Status Report will be presented to University Management. Following University Management consideration, the Report will be submitted to the University Council for consideration.
- (2) Periodic reviews shall be conducted to assess impact and effectiveness.
- (3) Feedback from key stakeholders shall inform improvements.

## **7.0 POLICY REVIEW**

This Policy shall be reviewed every five (5) years or earlier as may be required by the University Council on the recommendation of university management or council committee.

Signed on this .....27th.....day of .....March..... 2026

By:



**Chairperson, University Council**



**Vice Chancellor**

