The Inter-University Council for East Africa

Rolling Strategic Plan
2011/12 – 2015/16

September 2011

TABLE OF CONTENTS

LIST OF ACRONYMS

AAU	Association of African Universities
AFIRE	African forum for the exchange of resources on internationalization of education (AFIRE)
AfriQAN	African Quality Assurance Network
ANIE	African Network for Internationalization of Education
AU	African Union
CATS	Credit Accumulation and Transfer System
COREVIP	Conference of Rectors, Vice-Chancellors and Presidents of African Universities
CPR	Corporate and Public Relations
CREATING	Co-operative research on East African territorial integration within Globalisation
DAAD	Deutscher Akademischer Austausch Dienst (German Academic Exchange Service)
DES	Deputy Executive Secretary
DfID	Department for International Development (DFID), UK
EAC	East African Community
EALP	EAC/AMREF Lake Victoria Basin Partnership
ES	Executive Secretary
GATS	General Agreement on Trade in Services
HR	Human Resources
IA	Internal Audit
IMIS	Integrated Management Information System
INQAAHE	International Network of Quality Assurance Agencies in Higher Education
IUC	Inter-University Committee
IUCEA	Inter-University Council for East Africa
M&E	Monitoring and Evaluation
MIS	Management Information System
MRCI	Mobilizing Regional Capacity Initiative
ODeL	Open, Distance and e-Learning
P&P	Programmes and Projects
QA	Quality Assurance
RCU	Research Coordination Unit
RECs	Regional Economic Communities
RMU	Resources Mobilization Unit
RSP	Rolling Strategic Plan
Sida	Swedish International Development Agency
TQM	Total Quality Management
UNECA	United Nations Economic Commissions for Africa
UNESCO	United Nations
WCHE	World Conference on Higher Education

FOREWORD

This Strategic Plan for the period 2011-2016 has been developed to implement the IUCEA ten-year Perspective Plan (2006-2015) and to enable the Secretariat to coordinate the functions specified in the IUCEA Act 2009. The operationalization of the perspective plan began with the implementation of the Five-Year Rolling Strategic Plan (2006-2011), whose purpose was to transform IUCEA into an effective regional advocate and catalyst for the strategic development and management of higher education in East Africa.

IUCEA has gradually been mainstreamed into the EAC institutional framework and this Strategic Plan has been developed in consonance with the IUCEA Act 2009 and the 4th East African Community (EAC) Development Strategy 2011-2016. Whereas, the Act provides for the need to mainstream IUCEA into the EAC institutional framework, thereby making IUCEA a truly strategic institution of EAC, the strategic interventions spelt out in the 4th EAC Development Strategy focuses on the need to transform IUCEA into a regional institution responsible for developing and building human resource capacity and coordinating research to meet the development needs of the Community. Consequently, this Strategic Plan has taken into consideration the above expectations and provides strategic directions for IUCEA to respond to the dynamics and development trends in higher education in the EAC Partner States and beyond.

Unlike the previous Strategic Plan that was developed by a consultant, IUCEA staff members carried out the development of this Strategic Plan, while getting inputs from stakeholders. This has demonstrated the existence at the IUCEA secretariat of the capacity to develop strategic policies for the institution.

On behalf of IUCEA management and staff and on my own behalf, I wish to gratefully thank the Governments of the EAC Partners States, member universities, higher education commissions/councils in the EAC Partner States, development partners, the private sector, and the general public for the harmonious working relationship and continued support given to IUCEA during the implementation of the preceding Strategic Plan for 2006-2011. I look forward to continued cooperation, support and participation in the implementation of this Strategic Plan.

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Executive Secretary, IUCEA   **September, 2011**

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

The IUCEA Rolling Strategic Plan for 2011-2016 reflects a systematic review of the mission and vision of IUCEA that have been used to develop specific strategic goals, objectives and activities. IUCEA's performance has been examined and evaluated in terms of strengths, weaknesses, goals, resource requirements and future strategic directions aimed at building a strong and effective institution responsible for the development of human resources and research by coordinating higher education institutions in the East African Community region.

This Strategic Plan has been developed through a participatory and consultative approach. An IUCEA staff retreat provided the opportunity to analyze the progress of implementation of the previous strategic plan for 2005-2011, and to propose a new vision, mission and strategies in light of the expanded mandate, functions and expectations of the stakeholders. The IUCEA Strategic Planning Team consolidated inputs from staff and stakeholders into a draft Strategic Plan that was reviewed and validated. The Strategic Plan is divided into five parts : PartOne gives a historical background to IUCEA and the methodology used to develop the Strategic Plan.

PartTwo provides an analysis of the status of implementation of the previous strategic plan, based on the targets set and the constraints to the implementation of the previous strategic plan are explained.

Part Three contains a critical analysis of the current situation and external factors influencing the performance of IUCEA as the strategic institution of EAC responsible for the development of human resources and research by coordinating higher education institutions in the Community. The IUCEA's strengths, weaknesses, opportunities and threats/challenges have been analyzed, and strategic issues that need to be addressed by the Strategic Plan, generated.

 The Mission, Vision, Motto, Core Values and, Strategic objectives targets, actions and budget are given in PartFour. There are six strategic objectives, which are:

1: Strengthened institutional governance, management and operational framework;
2: Enhanced resource mobilization and institutional sustainability strategies;
3: Enhanced support to university academic and networking systems;
4: Enhanced research development, coordination and support systems;
5: Strengthened university support in ICT application in academic, research and other functions; and
6: Developed quality assurance and higher education harmonization systems.

A log-frame matrix is presented with details of the strategic objectives, targets, activities, timeframe, budget, indicators as well as the offices responsible for overseeing the implementation of each activity. PartFive has details of the strategic plan, implementation, and monitoring and evaluation.

PART1

INTRODUCTION

1.1 Historical Background

Following the dissolution of the University of East Africa in 1970 and the establishment of the University of Dar es Salaam in Tanzania, Makerere University in Uganda and the University of Nairobi in Kenya, an Inter-University Committee (IUC) for East Africa was established under the former East African Community (EAC) to facilitate collaboration among the three universities. IUC functioned very well under the aegis of the former Community. In 1977 the former EAC collapsed but IUC survived and it continued to coordinate cooperation between the three universities albeit with resource constraints that severely limited its functions. In 1980, after consultations involving permanent/principal secretaries responsible for higher education in Uganda, Tanzania and Kenya, the vice chancellors of the three universities agreed to continue maintaining cooperation between their universities within the IUC framework. In that regard they signed a memorandum of understanding and that led to the transformation of IUC into the current Inter-University Council for East Africa (IUCEA) but retaining the same objectives as those of IUC.

The process of reviving the East African Community that began in the late 1990s identified IUCEA as one of the surviving institutions of the previous Community. In order to revitalize IUCEA, in 1998 the Commonwealth Higher Education Management Services (CHEMS) was commissioned to carry out a study. In 2000 IUCEA underwent revitalization following the recommendations of the study by CHEMS. The revitalized IUCEA was expected to play a significant role in the development of higher education in the then EAC Partner States of Kenya, Tanzania and Uganda. In 2002, a Protocol was signed by the Heads of the three Partner States and this gave IUCEA a legal status and paved the way for mainstreaming the activities of IUCEA into the EAC framework. In July 2007, Burundi and Rwanda joined the East African Community and higher education institutions within these Partner States became eligible for IUCEA membership.

In order to facilitate the legal alignment of IUCEA to the EAC framework, in 2009 the East African Legislative Assembly enacted the Inter-University Council for East Africa Act 2009 as the legal framework for IUCEA. The Act that became operational from 18th December 2009, spells out the objectives, functions and institutional setup of IUCEA. The functions include strengthening regional cooperation through networks that link universities in the region to universities and other institutions in East Africa and globally; initiating, assisting and encouraging the development of higher education institutions in East Africa; and encouraging collaboration in regional research thereby contributing to development of centres of excellence in higher education and research.

1.2 Mandate and Current Institutional Status

IUCEA derives its mandate from the need to meet developmental aspirations in the EAC Partner States. Thus, IUCEA is set to contribute towards strategic development of higher education and research by facilitating contact amongst universities in East Africa; providing a forum for discussion on a wide range of academic and other matters relating to higher education and research in the region; working closely with national higher education councils/commissions in the Partner States; and facilitating the attainment of high and comparable higher education academic standards in East Africa.

Over the years, the context in which universities in East Africa operate has changed significantly. For instance, at the inception of the Inter-University Committee (IUC) in 1970 there were only three universities in the founding three EAC Partner States (Kenya, Tanzania and Uganda), all of which were

government-owned. Currently, there are close to 90 universities in the region that are members of IUCEA, and the private universities are the majority. Furthermore, IUCEA membership has been expanded to include degree-granting institutions. This expansion is likely to continue, particularly also following the admission of Rwanda and Burundi into the EAC and the increasing demand for higher education access in the region. This growth and expansion has generated new challenges as well as opportunities for IUCEA.

IUCEA is one of the autonomous EAC institutions and one of the strategic interventions in the 4th EAC Development Strategy 2011-2016 focuses on the transformation of IUCEA into an all-embracing research and human resources development institution in East Africa. In addition, the IUCEA Act 2009 provides for mainstreaming of IUCEA into the EAC institutional framework. As a consequence of operationalizing the Act, alignment of the IUCEA institutional framework is imperative. Therefore, the institutional structure and operational framework of IUCEA is currently undergoing alignment to that of EAC and other EAC organs and institutions. The IUCEA Rolling Strategic Plan for 2011 – 2016 addresses all the above issues.

1.3   IUCEA Roadmap and Institutional Reform

IUCEA has experienced tremendous institutional growth and expansion of activities since its revitalization in 2000 albeit without a corresponding change in the organizational structure. Furthermore, as the demand for higher education increases due to increase in human population and socio-economic growth in the EAC Partner States, corresponding needs for well-trained human resources to satisfy the labour market in the region has emerged. Moreover, the current focus of EAC on regional integration and the coming into force of the Common Market Protocol in 2010 have set in motion the desire to enhance the quality of higher education and research that should be provided by universities in East Africa.

The above factors have prompted IUCEA to develop a roadmap to guide its transformation into a strategic institution responsible for coordinating research and human resources development desired for supporting the EAC's development aspirations. As such, there is need for IUCEA to develop strategies to realize such transformation through involvement of higher education institutions in the region. IUCEA considers important to initiate dialogue and strategic thinking involving stakeholder institutions and the public in order to identify and incorporate into the higher education curricula and research issues that would support human resources capacity building to sustain East Africa's development and global competitiveness.

Similar interventions are expected to promote and expand higher education opportunities for production of a critical mass of graduates required to sustain socio-economic development in the region. The elements of IUCEA Roadmap, which has guided the development of this Strategic Plan, are:

i)   Operationalizing the IUCEA Act 2009, and integrating IUCEA into the EAC institutional framework.

ii) Enhancing university support systems by promoting and supporting students and staff exchange; strengthening and supporting thematic academic forums; enhancing curriculum development strategies; systematic enhancement of university leadership skills and competences; promoting regional and international networking of universities; supporting strategic university-industry-community engagement; promoting awareness on gender issues and mainstreaming gender into university operations; and mainstreaming ICT into institutional core functions and general operations.

iii) Strengthening research support to universities and promoting strategic university-industry-community cooperation by enhancing research support systems and facilities; developing research programmes addressing developmental needs of the region; and supporting inter-university research and postgraduate training partnerships.

iv) Strengthening higher education quality assurance systems through diversification of on-going quality assurance activities so as to enhance regional and international comparability of the quality standards of education provided in the region and products therefrom; promoting harmonization of higher education quality standards and systems in the region; and establishing an East African credit transfer system to facilitate, among others, mobility of students and acquisition of knowledge and skills in academic programmes of universities in the region.

v) Enhancing regional research management and coordination so as to avail to Partner States a platform for coordination and management of research programmes that address issues of common interest to the region, and sharing of research results emanating from such and other research programmes carried out in the Partner States.

vi) Supporting higher education research in East Africa in order to create a regional repository for higher education research that would support education development and reforms at all levels of education in EAC Partner States.

vii) Establishment of an East African qualifications framework as an appropriate platform for harmonization of education and training systems on the one hand, and skills, competences and qualifications on the other so as to simplify the process for mutual recognition of qualifications, and skills and competences across the region.

viii) Supporting EAC regional integration process through various strategies, including sensitization campaigns, inter-university sports and games, and mainstreaming EAC integration ideals into IUCEA activities, curricula, research programmes and many others.

ix) Supporting establishment of systems for the university of the future so as to make universities responsive to current and future development needs, pursue excellence, offer training that is relevant to the needs of society, focus training to support knowledge-based economy and achieving national/regional competitiveness, embrace national/regional competitive advantage(s), set strategies to accommodate expanded student enrolment so as to attain a critical mass of graduate citizenry without compromising quality of education, and promote sustainable transformation and growth throughout the economy by providing learning systems that are capable of producing graduates who possess the right kind of knowledge, skills and mindset.

Within the framework of the previous Strategic Plan IUCEA institutional review was initiated as part of the effort to align IUCEA functions specified in the Act to the aspirations spelt out in the 4th EAC Development Strategy (2011 – 2016). Furthermore, the legal and operational instruments are currently being reviewed in order to make them consistent with the IUCEA mandate and meet stakeholders' expectations on IUCEA output. This Strategic Plan builds on the achievements of the previous Five-Year Strategic Plan that expired on 30th June 2011 and responds to the on-going and emerging challenges and demands in the higher education sector in the Community.

1.4 Rationale for Strategic Planning

Strategic planning is a conscious process by which an institution assesses its current state and the likely future condition of its environment, identifies possible future states for itself, and then develops organised strategies, policies, and procedures for selecting and getting to one or more of them (Hayward and Ncayiyana, 2003). The "strategic" part of this planning process is about paying continual attention to the current changes in the organization and its external environment, and how this affects

the future of the organization (McNamara, 2011). A strategic plan, therefore, gives an organization the framework within which to work, clarifies what the organization is striving to achieve and the approach it intends to pursue, without the details of specific activities. Without a strategic framework, an organization cannot determine where it is coming from, where it is going, or why and how it is going there.

In the case of IUCEA, the fundamental purpose of strategic planning is to provide an on-going process of examination and self-evaluation of institutional performance, strengths, weaknesses, goals, resources requirements and future prospects, and to set out a coherent plan to respond to the findings therefrom. In this way, a stronger and more effective institution shall be developed. The ever expanding demands for accessing good quality higher education in the region, the dynamics of the EAC regional integration goals, growth in development and application of information technology, the communication revolution, fluctuations in access to financial and human resources, and the rapid pace of change in other aspects of the environment in which higher education operates, make strategic planning at the IUCEA a crucial activity.

The IUCEA Strategic Plan is a living and dynamic entity. As such, it shall accommodate and respond to emerging issues and developments in higher education, encourage systematic thinking and stimulate quick responses to needs as they unfold, with the aim of guiding universities and higher education institutions in establishing new initiatives and priorities. In this strategic plan the mission and vision statements have been revised, specific strategic goals and objectives for the future. The revision has enabled development of strategic programmes aimed at achieving the goals and objectives through implementation of activities that would yield specific and measurable achievements. With the help of an appropriate monitoring and continuous evaluation framework in the course of operationalizing the Strategic Plan, it is envisaged that mitigation measures shall be applied in good time.

In view of the above-stated expectations, it is anticipated that this Strategic Plan will lead to the following benefits:

i) Continuously improve performance results through institutional vision, planning and goal setting. This benefit is premised on the fact that a compelling vision has power to draw people towards the future and having a clear plan for the future contributes to a greater sense of purpose and accountability amongst staff and stakeholders.

ii) Accelerate momentum and focus through futuristic thinking, re-focusing and re-energizing IUCEA, consequently building commitment to agreed-upon goals.

iii) Improved problem solving through productive planning that focuses on the most critical problems of IUCEA, choices, opportunities and competitive advantage, thereby helping to resolve challenges in a deliberate and coordinated manner.

iv) Greater control of the institutional circumstances and environment and continuously and strategically responding to problems.

v) Position IUCEA to provide strategic guidance to universities with a view to offering relevant and competitive programmes nationally, regionally and globally.

vi) Mitigating against possible risks, taking strategic actions, monitoring and evaluating performance and adjusting plans and actions based on emerging issues.

1.5   The Strategic Plan Development Process

IUCEA staff members have developed this Strategic Plan with inputs from stakeholders. A staff retreat was held in May 2011, aimed at generating ideas for institutional strengthening of IUCEA, review the previous Strategic Plan and develop a framework for the present one. A Strategic Planning Team was

appointed constituting IUCEA staff and it solicited inputs from stakeholders, reviewed several documents and collated and synthesized information into this draft Strategic Plan.

PART 2

STATUS OF IMPLEMENTATION OF THE IUCEA ROLLING STRATEGIC PLAN 2006/2011

2.1   Strategic Planning at IUCEA

The need to undertake an institutional transformation of IUCEA led to the development of a ten-year Perspective Plan (2006-2015) that defined the mission, vision, core functions and guiding theme. The perspective plan was to be implemented through a cascading set of operational plans, including the first Five-Year Rolling Strategic Plan (2006-2011), whose purpose was to transform IUCEA into an effective regional advocate and catalyst for the strategic development and management of higher education in East Africa. The renewed core functions of IUCEA as per that Strategic Plan included coordination of inter-university cooperation, facilitation of strategic development of member universities, and promotion of quality of higher education.

2.2   Implementation Status of the IUCEA Rolling Strategic Plan 2006/2011

The Rolling Strategic Plan for 2006/07-2010/11 addressed the following 13 key result areas and strategic issues:

i)   Legal and Management Framework
ii)   Human Resource Capacity and Management
iii)   Physical Infrastructure
iv)   Publicity and Marketing
v)   Financial Capacity and Sustainability
vi)   Planning, Monitoring and Evaluation
vii)   Leadership and Management Capacity of Member Universities
viii) Strategic Regional Training and Research Programmes
ix)   Inter-University Cooperation
x)   Application of ICT and Networking of Member Universities
xi)   Regional Higher Education Quality Control and Assurance
xii)   Internationalization of Higher Education and Research in East Africa
xiii) Gender Balance and Mainstreaming

Table 1 highlights achievements in the implementation of each of the key result areas.

Table 1: Achievements in the 2006 – 2011 Rolling Strategic Plan

	OBJECTIVE	TARGET	ACHIEVEMENT
1.	**Consolidate Legal and Management Framework**	1. Legal instrument reviewed and approved. 2. New organizational structure in place. 3. Management of institutional transformation strengthened.	• IUCEA governance and management efficiency improved through introduction of Standing Committees under the provisions of the Protocol to oversee activities in audit, finance, programmes and projects, ICT, quality assurance and human resources. • In 2010 the then Governing Board members were trained in corporate governance aimed at improving their management skills. • The Board developed an Internal Audit and Audit Committee Charters, and a Code of Conduct for Board members. • IUCEA secretariat enhanced its operations in quality assurance, programmes and projects and corporate public relations through recruitment of three officers. • Staff and financial regulations were revised. • ICT policy and master plans were developed. • Staff participation in the routine management and decision making processes of the Secretariat, was achieved through weekly and monthly consultative meetings.
2.	**Strengthen Human Resource Capacity and Management**	1. Competent staff recruited. 2. Training policy in place. 3. Human resource policy in place.	• Eight officers recruited including two from Rwanda and two from Burundi, in line with the EAC recruitment policy. • Three officers recruited into the VicRes Programme. • An open performance management system was introduced in 2008 to streamline performance appraisal of staff. • A number of staff members participated in conferences and training programmes related to their areas of responsibility.
3.	**Improve IUCEA Physical Infrastructure**	1. IUCEA Headquarters constructed.	• More office space was acquired and improved in order to accommodate increase in number of officers. • Modern facilities were acquired and ICT infrastructure improved. • The Government of the Republic of Uganda donated five acres of land on Kyambogo Hill, Kampala to IUCEA. • IUCEA has initiated the process of constructing its headquarters and a service provider has been contracted to design and supervise construction.

			• A special committee for the construction of the headquarters and Project Implementation Team (PIT) were constituted.
4.	**Strengthen IUCEA Publicity and Marketing**	1. Officer responsible for publicity and marketing activities appointed. 2. Publicity and marketing strategy in place. 3. Publicity products developed. 4. Website maintained. 5. Indicators for monitoring impact of IUCEA on stakeholders in place.	• Officer responsible for publicity and marketing was appointed. • A publicity and marketing strategy was developed and approved in March 2007. • IUCEA website and project websites were developed and/ or upgraded.
5.	**Strengthen Financial Capacity and Sustainability**	1. Financial management system installed. 2. IUCEA sustainability plan operationalized. 3. Partner States' support mainstreamed. 4. Trust fund established. 5. Policy linking member benefits to member commitment developed. 6. Tangible member services defined.	• Additional staff was recruited and capacity of the finance function enhanced. • The planning and budgeting process was improved through the involvement of heads of units. The budgeting process and financial reporting has been linked to the strategic plan and benefits from guidance and support of the Finance and Audit Committees. • Following enactment of the IUCEA Act 2009, new budget approach that is in line with the EAC procedures and formats has been adopted. IUCEA budget of 2011/12 was approved by EALA. • The final accounts for the year ended 2009/10 were audited by the EAC Audit Commission. • In addition to the annual budgetary support from the Partner States, funds for projects were sought through proposal writing. IUCEA has signed memoranda of understanding with Sida, DAAD, AAU/DfID, UNECA, European Commission and IFS in support of regional research, quality assurance, ICT and other activities. • IUCEA has worked with the EAC Resources Mobilization Directorate to explore funding opportunities.
6.	**Strengthen Planning, Monitoring and Evaluation capacity**	1. Officer responsible for strategic planning appointed. 2. Strategic	• A policy for managing IUCEA projects and programmes was developed. • A draft monitoring and evaluation system was developed. • Various proposals were developed and funded. • Quarterly and Annual reports were presented to management,

		programmes/projects developed. 3. M & E Officer recruited 4. M & E system developed 5. Training on M & E conducted.	Committee and Board meetings. • Officers were recruited to oversee planning, monitoring & evaluation.
7.	**Develop Leadership and Management Capacity of Member Universities**	1. Training in effective academic management conducted. 2. Best practices in academic management and administration documented and shared. 3. Training of institutional leaders in management of institutional reforms conducted. 4. Training of institutional leaders in national, regional and international networking conducted.	
8.	**Promote Strategic Regional Training and Research Programmes**	1. Standardization of curricula for programmes with regional demands. 2. Enhancement and modernization of training and pedagogical practices in member universities. 3. Research framework developed and operationalized. 4. Research capacity built in member universities. 5. Funds for strategic regional research on environment	• Thematic cluster meetings were introduced in 13 core areas and replaced the subject and specialized committee meetings. • VicRes and Bio-Earn programmes supported researchers in the region in various thematic areas. • Various development partners, including Ford Foundation, UNECA, CIDA, Sida, DAAD, DfID, AAU and the European Commission, supported projects. • In response to the resolutions of 2010 EAC summit in Arusha, climate change and food security was prioritized in research areas and a programme in this area is being developed. • VicRes programme published call for proposals on climate change and six projects have been funded to the tune of USD 1,200, 000 per year.

		management and HIV/AIDS mobilized.	
9.	**Promote Inter-University Cooperation**	1. Scholarship fund for academic mobility/exchange in place. 2. Information resources on higher education in East Africa and elsewhere established and disseminated. 3. On-line information resources for supporting member institutions in teaching, research and public service established and managed. 4. Member institutions facilitated to access international and national databases and publications. 5. Subject meetings/conferences supported. 6. Scholarships for staff solicited. 7. Joint publications supported.	• Thematic cluster meetings were facilitated to enable universities work together and share experiences at programme and disciplinary levels. • Staff exchange programme has continued. • The current students' exchange programme between public universities in Tanzania and Uganda has continued. However, there is now a proposal to establish an endowment fund that would enable the programme to involve all member institutions of IUCEA. • A feasibility study was undertaken on how to establish a regional e-repository for universities in East Africa. Following this study, the IUCEA website was upgraded. • Within the EC-supported (7th Framework Programme) project (CREATING), a database (Tanganyikabase) of resources on humanities was developed.
10.	**Promote Application of ICT and Networking of Member Universities**	1. ICT training programmes to address strategic needs of member universities developed. 2. Ongoing initiatives to develop inter-university e-networks supported. 3. Shared e-learning platforms	• With DFID support a project on "Enhancing the capacity of East African universities to utilize ICT for sustainable regional development" was implemented. • e-learning and open/distance education practices in East African universities was surveyed. • A framework for sharing e-learning resources was developed. • An ICT training needs assessment for staff of IUCEA member universities was undertaken and a training curriculum developed,

		promoted. 4. Application of distance education promoted. 5. Common/regional approaches to reduce bandwidth costs instituted.	validated and in use by universities in East Africa. • A study was undertaken on strategies to reduce bandwidth costs for universities in East Africa and the recommendations are due for implementation. • Through UNECA support, an East African network for research excellence was established and an observatory was developed for researchers to upload their profiles and interact with one another. • In partnership with ANIE (MRCI funding), an African forum was established for the exchange of resources on internationalization of education (AFIRE). • The East African universities Yearbook is available in print format for disseminating information and statistics about member universities.
11.	**Regional Higher Education Quality Control and Assurance Institutionalized**	1. Regional QC/QA framework developed. 2. An officer for managing QC/QA system appointed. 3. Staff trained to conduct quality assurance system audit. 4. Mechanism for auditing member universities for certification purposes instituted.	• A Quality Assurance Unit was established and two officers employed. • Guidelines on quality assurance for higher education called "The Road Map to Quality" were developed. • A critical mass of quality assurance coordinators (about 47) was trained to spearhead and mainstream QA processes in the universities. • Ten officers from Councils/Commissions responsible for Higher Education (National Regulatory Agencies) were trained on regional QA framework. • A long-term regional strategy for holistic implementation and sustainability of QA being developed. • Dialogue and QA sensitization workshops were conducted for Vice-Chancellors, Deputy Vice-Chancellors, Deans and Heads of Departments. • Instruments for external evaluation were developed and piloted in 45 programmes. • A guide for total quality management was developed and piloted in three universities. • A framework for East African quality assurance system is being finalized.
12.	**Increase Internationalization of Higher Education and**	1. Research on internationalization conducted. 2. Enrolment of international	• IUCEA in partnership with the African Network for Internationalization of Education (ANIE) developed a project with the following components: o Enhancement of the research capacity of African academia on

	Research in East Africa	students promoted. 3. Mechanisms to attract international faculty to East African universities under international staff exchanges developed. 4. Participation of East African universities in the international cutting edge research projects promoted.	internationalization issues, o Development of human resource capacity for research on internationalization of higher education o Development of a virtual forum for exchange of experiences, o Enhancement of capacity for dissemination of research outputs and sharing of information. • IUCEA and ANIE in organized two conferences on internationalization of education, one at Moi University, Kenya in August 2009 and the other at Speke Hotel Munyonyo in Kampala, Uganda in November 2010.
13.	**Promote Gender Balance and Mainstreaming**	1. Research on how East Africa higher education institutions can address gender issues conducted 2. Capacity building of member universities in gender issues conducted	• Two thematic cluster meetings on gender and youth were held. • In the EALP HIV and AIDS programme, the gender and rights-based approach to HIV/AIDS was mainstreamed into the curricula and administrative systems of universities.

2.3   Challenges

A number of challenges inhibited total achievement of IUCEA objectives during the planned period. First, the preceding Strategic Plan was developed in 2006 when IUCEA was operating under the IUCEA Protocol. When IUCEA Act, 2009 was enacted, it became necessary to review the operationalization framework of the Strategic Plan in view of the provisions spelt out in Act. For instance, the Act was not clear on how IUCEA should report to EAC because the IUCEA structure was not aligned to that of EAC. Secondly, National Higher Education Commissions/Councils became less involved in the IUCEA decision-making process, which is contrary to the provisions in the Act. Thirdly, IUCEA as a strategic institution of EAC is expected to contribute to the achievement of regional integration through promotion and strengthening of higher education systems and research coordination framework with in the region. In effect, through the Act the IUCEA's mandate and functions had expanded, thus creating the need to review the strategic direction of the institution.

In addition, support to the IUCEA budget by the EAC Partner States had neither been timely nor adequate during most of the planning period, thereby making it difficult to undertake planned activities. Although the number of officers increased and human resource capacity strengthened, the optimal capacity had not been reached to enable successful implementation of planned activities. These factors provided the impetus to evaluate the implementation of the strategic plan and develop a successor Plan that would take into consideration the extent to which the strategic objectives of the previous Plan were achieved or not achieved.

PART3
SITUATION ANALYSIS

3.1 Introduction

In this Part , the current developments and dynamics in higher education in East Africa that are envisaged to influence the functions of IUCEA during the implementation of this Strategic Plan are reviewed. The developments are reviewed in relation to institutional setup, legal framework, organizational structure, human and financial resources, as well as the roles of member universities and national higher education regulatory agencies (commissions/councils for higher education). Also included in the analysis is the external environment such as governments of the EAC Partner States, the East African Community, Africa and the international community.

3.2 The External Environment

The external environment comprises factors that are outside the immediate control of IUCEA but that may affect its operations, including government policies, international conventions and agreements, and any other dynamics affecting the development of higher education. The following sections highlight the factors that have direct influence on the functions of IUCEA.

3.2.1 East African Community

The EAC Treaty and other Protocols, Acts and strategic policies guide the operations of IUCEA. The Treaty is a pathway for Partner States to promote access and equity to higher education opportunities, implement quality assurance and accreditation systems that permit credit transfer, and student and labour mobility in the region. All these are aimed at ensuring that higher education meets the demands for the labour force and development needs of the East African Community.
Articles 5 and 102 of the Treaty state that "the Partner States shall agree to undertake concerted measures to foster cooperation in education and training within the Community." In pursuit of the aspiration envisioned in these Articles and taking into account the need to implement provisions in the 4th EAC Development Strategy, IUCEA and its member universities shall focus efforts on human resources development, quality assurance, and harmonization of curricula, information exchange and research.

Article 11 of the Common Market Protocol provides for "harmonization and mutual recognition of academic and professional qualifications" in order to ensure the free movement of labour in the Community. In line with Article 42 on Research and Technological Development, IUCEA shall work with the Partner States to promote market-led research and technological development to support sustainable production of goods and services and enhance international competitiveness.

3.2.2 African Union

According to the African Union **(AU)**, education is a critical sector whose performance directly affects and even determines the quality and magnitude of Africa's development. It is the most important means in order to develop human resources and impart appropriate skills, knowledge and attitudes. Education forms the basis for developing innovation, science and technology in order to harness our resources, industrializes, and participates in the global knowledge economy, and for Africa to take its rightful place in the global community. It is also the means by which Africa will entrench a culture of peace, gender equality and positive African values.

The 2nd Decade of Education for Africa 2006-2015 has a vision of an integrated, peaceful, prosperous Africa, driven by its own people to take its rightful place in the global community and the knowledge economy. This vision is premised on the need for the development of Africa's human resources focusing on tertiary education, education management information systems and quality management. It is through this aspiration that AU is implementing the agenda of the 2nd

Decade of Education for Africa for the continent through Regional Economic Communities (RECs), one of them being EAC. The RECs have the responsibility of coordination and monitoring country-level activities, development of regional programmes and projects, facilitation of regional consultative meetings, provision of country and regional reports to the AU Commission, and publication of region-specific reports. In that regard, IUCEA is the implementing institution of the EAC agenda on higher education, and therefore of the AU higher education development strategy.

3.2.3 Arusha Convention

The Arusha Convention is a regional convention on the recognition of studies, certificates, diplomas, degrees and other academic qualifications in higher education in the African States. The Convention contributes to UNESCO's efforts towards promotion of international academic mobility. It is also expected to facilitate implementation of the African Union Charter on regional co-operation and training of human resources and improve quality of higher education. The Convention offers IUCEA with the opportunity to spearhead the development of strategies for a harmonized regional qualification framework for East Africa, whose development will be carried out as part of implementation of this Strategic Plan.

3.2.4 Association of African Universities

The Association of African Universities (AAU) is mandated by the African Union to implement activities leading to the harmonization of African Higher Education system. Under its "Quality Assurance Support Programme", AAU facilitates networking and information exchange between and among African quality assurance agencies towards establishing regional and continental networks in higher education. Through this initiative, several African countries have come together to establish a strong link among their quality assurance organizations to enable them address the challenges of higher education in Africa. This led to the launching of the African Quality Assurance Network (AfriQAN) as an official platform for the cooperation of African quality assurance organizations. Thus, there is need for IUCEA to strengthen the existing partnership with AfriQAN in order to achieve common goals of quality assurance in Africa.

The Conference of Rectors, Vice-Chancellors and Presidents of African Universities (COREVIP) is an assembly of the chief executive officers of AAU member institutions. The Conference is held every two years with the purpose of examining collectively themes identified as common concerns and priorities for the development of higher education in member institutions in particular and Africa in general. The sub-themes of COREVIP 2011 included creating an African higher education space; the role of ICT; regional centres of excellence and promoting open and distance learning. The main focus of the conference was on the implementation of the Arusha Convention and establishment of a regional credit transfer system; promoting the use of ICT in African higher education institutions; development of open educational resources; creation of open universities and use of ODL in traditional universities. IUCEA has taken into consideration these regional dynamics and trends in developing this Strategic Plan.

3.2.5 Pan African University and Nelson Mandela African Institute of Science and Technology

The establishment of the above institutions as regional centres of excellence of Africa in Nairobi Kenya and Arusha Tanzania respectively, provides a noble opportunity for IUCEA to exploit and develop a niche with them in pursuing the integration agenda of the East Africa Community. There is therefore a need for IUCEA to collaborate and enable member universities share resources with these institutions.

3.2.6 Global Perspective

Other initiatives exist at the global level, which may be taken into consideration as IUCEA defines a new strategic path for itself. The General Agreement on Trade in Services (GATS) creates borderless market opportunities for higher education, which allows for academic programmes to be

offered across international boundaries through student, programme, and/or institutional mobility. The provisions of GATS call for IUCEA to develop regional strategies and interventions that will ensure appropriate quality assurance mechanisms and accreditation systems administered by national higher education commissions/councils.

The UNESCO World Conference on Education (WCHE, 2009) identified challenges and opportunities of higher education in Africa and how to enhance its relevance and responsiveness to the political, social and economic realities of African countries. Thus, IUCEA needs to continue collaborating with other institutions pursuing related mandates such as the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), a worldwide association of organizations active in the theory and practice of quality assurance in higher education.

3.3 Internal Environment

The internal environment comprises those factors that are under the immediate control of IUCEA, as highlighted in the following sections.

3.3.1 Physical Facilities

IUCEA is currently renting office space, which is grossly inadequate to cater for the expansion occasioned by the envisaged institutional growth. Due to this limitation, IUCEA has been unable to put in place a state-of-the-art information resource centre and registry. Some of the security and ICT infrastructure cannot be installed on rented premises. Other important facilities that are currently not available include, among others, adequate parking space, storage facilities, conference facilities and visitors' waiting room. This problem is currently being addressed as the process to construct the IUCEA Headquarter premises has already started.

3.3.2 Governance, Organization and Management Structure

The IUCEA Act 2009 is significantly deficient on some provisions to fully operationalize the Act in view of integrating IUCEA into the EAC framework. The Act does not have precise provisions for the representation of the Executive Committee in the EAC decision-making organs and vice versa. There is lack of direct linkage of the decision-making process to the ministries responsible for higher education and the Council of Ministers. Currently, universities are the decision makers on matters of IUCEA instead of being advisors to EAC. The IUCEA budget approval process does not follow the same channel as the other EAC organs and institutions of similar status. The role of the national higher education councils/commission in the governing organs of IUCEA is not clear. Furthermore, the existing lean organizational structure does not adequately facilitate IUCEA to effectively discharge its mandate. This requires an institutional functional and job analysis to be carried out so as to enable IUCEA develop an optimal structure. This process is currently in progress.

3.3.3 Human Resources

There is inadequate staffing in most units at IUCEA Secretariat, especially for professional staff, and as a result most of them spend their time on operational issues rather than focusing on strategic issues aimed at taking the institution to higher levels of prosperity. Again, this matter has been addressed adequately in the on-going IUCEA institutional review.

3.3.4 Financial Resources

IUCEA has been experiencing cash-flow problems over the recent past, mainly due to delayed contribution from the EAC Partner States. Furthermore, the IUCEA budget has remained static for the last decade despite the growth in staff numbers and operations. In addition to inadequate financial resources, there is inadequate prioritization and allocation of the resources to core activities of the institution, due to the existing cash flow problems.

3.3.5 Information Management

There is lack of an efficient system for generating capturing, dissemination and managing relevant information for IUCEA while there is enormous data emanating from various activities carried out and coordinated at IUCEA Secretariat and from member universities and other stakeholders. There is no culture of making and submitting reports after completion of assigned tasks and activities. This anomaly need prompt attention.

3.4 Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

This section gives a brief analysis of the external and internal environment of IUCEA that will guide development of the new strategic plan. The strengths, weaknesses, opportunities and threats will form the basis of this analysis.

3.4.1 Strengths

(i) Institutional operations guided by a legal framework based on EAC regional cooperation framework
(ii) Adequate provision for staff participation in institutional affairs
(iii) Adequate staff motivation and retention strategies
(iv) Experience in coordinating research projects, programs, quality assurance processes, student and staff exchange, and academic dialogue forums at regional level
(v) Large number of member university institutions with diverse academic strengths and profiles
(vi) Modernized working environment supported by adequate ICT resources, policy and master plan
(vii) Adequate institutional support by member universities
(viii) Structured institutional operations supported by appropriate policies and procedures
(ix) Experience in forging local and international cooperation and partnerships for supporting core activities of universities
(x) Availability of land for constructing IUCEA institutional headquarter premises

3.4.2 Weaknesses

(i) Low financial resource base making it difficult to carry out all the core activities
(ii) Deficiencies in the IUCEA Act 2009 affecting its operationalization and adequate institutional linkage to EAC
(iii) Inadequate human resource capacity at the IUCEA Secretariat
(iv) Inadequate/unavailability of operational policies, such as a human resource policy, etc.
(v) Inadequate systems to support a corporate culture at the IUCEA Secretariat
(vi) Inadequate systems for prioritization and proper allocation of financial resources to core activities
(vii) Unclearly defined staff roles and functions, and in some cases staff titles not adequately aligned to job functions and institutional responsibilities
(viii) Inadequate institutional visibility to internal (regional) and external (international) stakeholders
(ix) Lack of permanent institutional office premises for the Secretariat
(x) Lack of resource mobilization policy and strategies at the Secretariat
(xi) Weak support to universities in terms of university leadership and management skills development and re-positioning, curriculum development strategies, facilitation for scholarly publications, access to e-teaching and e-learning materials, and absence of a regional e-library accessible by all member universities

3.4.4 Opportunities

(i) IUCEA being an intergovernmental body under EAC has legitimacy to mobilize resources from difference sources to foster higher education and research development in the region

(ii) Increased demand for higher education at national, regional and global levels poising IUCEA to be an important institution to support regionally coordinated strategies for fostering higher education and research development in the region

(iii) Increasing number of universities in the region for which IUCEA is a sound coordination platform in promoting collaborative efforts among the universities

(iv) Increasing drive towards harmonization of higher education systems nationally, regionally and globally as a means to safeguard global competitiveness of quality of educational programmes offered in the region, for which IUCEA plays a regional coordinating role

(v) Increasing demand for ICT to support university core functions and operations, and the increasing demand for open and e-mediated distance education delivery so as to expand higher education access in the region, for which IUCEA offers an appropriate coordination platform to promote sharing of these resources at the regional level

(vi) IUCEA mainstreamed into EAC as a strategic institution of the Community for human resource and research development, and in fostering regional integration

(vii) Recognition of IUCEA as a role model in Africa in coordinating higher education quality assurance practices at regional level

(viii) Establishment of centres of excellence in higher education and research, such as the Nelson Mandela African Institute of Science and Technology in Arusha, Tanzania, and the Pan African University in Nairobi, Kenya, that could work closely together with IUCEA in promoting higher education development and research in the region, particularly focusing on science, technology and innovation systems development

(ix) Existence of appropriate higher education policies in Partner States and at the regional level as spelt out in the EAC Treaty

(x) Increased national, regional and global networking of East African universities, for which IUCEA is a regional coordinating platform.

(xi) Existence of sector-based national and regional development programs in education.

3.4.5 Threats/Challenges

(i) Insufficient and irregular financing from Partner States and from other sources

(ii) Shortcomings in the IUCEA Act 2009 that, among others, does not adequately articulate the institutional linkage of IUCEA to EAC

(iii) Inadequate university leadership and management skills within member universities, that hinders the universities to tackle appropriately new challenges in higher education management dynamics, leading to inadequate institutional reforms and service delivery inefficiencies

(iv) Human resource shortages in member universities thus hampering institutional expansion and diversification

(v) Inadequate quality of education and services delivery systems

(vi) Differentiated tuition fees among EAC Partner States thus posing challenges in promoting cross-border student mobility in the region.

(vii) Different usage of medium of instruction in universities in the region between English and French, thus creating challenges to harmonize education delivery systems

(viii) Absence of a regional quality assurance system, academic credit system, and qualification framework affecting harmonization of curricula and education systems

(ix) Disharmonized education systems among EAC Partner States thus posing challenges and disparities in education curricula and the attained qualifications, hence hampering eased student and labour mobility in the region as intended for in the EAC Common Market Protocol

(x) IUCEA not playing an effective role in promoting and coordinating regional research initiatives as had been intended for in the EAC development strategy

(xi) Absence of a regional repository on higher education research and development that would also feed into the development and reforms in the lower levels of education

(xii) Inadequacy of locally authored textbooks and reading materials for use in universities.

(xiii) Decreasing student enrolment trends in science and technology in universities.

(xiv) Mismatch between university graduates and current economic development needs.

PART 4

VISION, MISSION, CORE VALUES AND STRATEGIC OPBEJCTIVES

4.1   Vision

IUCEA becomes an EAC strategic institution responsible for promoting, developing and coordinating human resources development and research in the region.

4.2   Mission

To promote strategic and sustainable development of higher education systems and research for supporting East Africa's socio-economic development and regional integration

4.3   Motto

United for Knowledge and Prosperity

4.4   Core Values

Professionalism; Accountability; Creativity; Integrity; Quality; Teamwork; Transparency; Fairness

4.5   STRATEGIC OBJECTIVES AND ACTION PLAN

4.5.1 Introduction

In order to carry out the mandates as stipulated in the IUCEA Act 2009 and operationalize interventions spelt out in the IUCEA Roadmap, six Strategic Objectives have been identified within the framework of this IUCEA Strategic Plan for 2011 – 2016 as presented in thisPart. The Targets to be accomplished for each of the strategic objectives have also been spelt out together with the strategies on how the targets could be achieved and the corresponding activities to be undertaken.

The six strategic objectives are as follows:

Strategic Objective 1: Strengthened Institutional Governance, Management and Operational Framework
Strategic Objective 2: Enhanced Resource Mobilization and Institutional Sustainability Strategies
Strategic Objective 3: Enhanced Support to University Academic and Networking Systems
Strategic Objective 4: Enhanced Research Development, Coordination and Support Systems
Strategic Objective 5: Strengthened University Support in ICT application in academic, research and other functions
Strategic Objective 6: Developed Quality Assurance and Higher Education Harmonization Systems

This part r gives the details of the Strategic Objectives, targets and strategies for achieving them. The implementation matrix is presented in Section 5.8 while the Action Plan indicates the budget for each activity.

4.5.2 Strategic Objective 1: To strengthen Institutional Governance, Management and Operational Framework

Targets

1. Amended and Operationalized IUCEA Act 2009.
2. Reviewed IUCEA institutional structure.
3. Improved staff working environment and conditions.
4. Enhanced Publicity and Marketing among stakeholders.
5. Improved ICT environment at the Secretariat.
6. Constructed IUCEA headquarters.

Strategies	Activities
1. Revise and operationalize the IUCEA Act 2009	i. Put in place a framework for the revision of the Act. ii. Present the revised Act to governing body (Council of Ministers) for approval. iii. Develop rules and regulations to operationalize the amended Act.
2. Enhance Publicity and Marketing among stakeholders	i. Revise and operationalize advocacy and publicity strategy. ii. Redesign IUCEA logo to reflect the current membership of the Partner States. iii. Strengthen the capacity of the Corporate and Public Relations Unit
3. Review IUCEA institutional structure and align to EAC.	i. Establish a taskforce to review the structure. ii. Present the proposed structure to the governing body for approval. iii. Implement the structure.
4. Improve staff working environment and conditions	i. Revise staff and financial rules and regulations. ii. Develop and implement Human Resource policy and operational procedures. iii. Develop a staff welfare policy and establish a functional scheme. iv. Develop and implement a communication policy v. Increase human resource capacity.
5. Construct IUCEA Headquarters	i. Develop and implement a fundraising strategy for the construction of the headquarters building. ii. Procure the contractor. iii. Implement the construction plan. iv. Supply and fit modern infrastructure and facilities.
6. Improve ICT environment at the Secretariat	i. Revise ICT policy and operational procedures. ii. Maintain an up-to-date data communication infrastructure. ii. Develop functional integrated management information systems.

4.5.3 Strategic Objective 2: **To enhance Resource Mobilization Capacity, Utilization and Sustainability**

Targets

1. Diversified sources of funding of IUCEA activities
2. Optimized operational costs
3. Enhanced resource flows to universities
4. Enhanced IUCEA visibility
5. Enhanced staff morale and institutional competitiveness

Strategies	Activities
1. Diversify sources of funding	i. Develop and implement resource mobilization policy and operational procedures and strategies. ii. Establish a functional Resource Mobilization Unit. iii. Develop and market proposals for funding support. iv. Develop a functional framework for consultation with stakeholders and development partners. v. Develop a dynamic policy on membership requirements and subscription rates. vi. Develop and implement strategy on direct budget support. vii. Develop and implement strategy to recover outstanding arrears from the EAC Partner States.
2. Optimize operational and other costs	i. Prioritize allocation and utilization of financial resources. ii. Prepare and submit periodical financial performance reports. ii. Institute rational use of office services and facilities.
3. Enhance resource flows to university institutions in the region	i. Develop financial resources strategies for governments and private sector to increase their financial and other support to universities. ii. Facilitate joint development of project proposals for funding for universities. ii. Promote and support partnership of universities in the region with universities abroad.
4. Enhance IUCEA visibility	i. Expand dissemination and publicity of IUCEA activities. ii. Develop a strategy for and rebrand IUCEA. ii. Expand involvement of stakeholders in IUCEA activities. iv. Establish a functional East African higher education forum and an annual exhibition. .
5. Motivated staff and institutional competitiveness	i. Nurture creativity and innovation. ii. Involve of staff in decision-making processes. ii. Promote continuous lifelong learning system to build intellectual capital of IUCEA.

4.5.4 Strategic Objective 3: To enhance Support to University Academic and Networking Systems

Targets

1. Enhanced students and staff exchange programme among universities in the EAC
2. Integrated EAC ideals into university curricula and research programmes
3. Developed higher education internationalization programmes
4. Enhanced gender mainstreaming and equity in universities
5. Established university leadership training programmes
6. Established joint postgraduate programmes in diverse academic disciplines
7. Developed strong collaborative academic clusters and other academic forums

Strategies	Activities
1. Expand and diversify students and staff exchange programme	i. Establish a functional endowment fund to support scholarships for student exchange. ii. Develop and share with member universities structures for harmonization of fees structure, qualifications and curricula in the region. iii. Develop and operationalize a staff and students exchange policy.
2. Integrate EAC ideals into university curricula and research programmes	i. Develop and share guidelines on mainstreaming EAC integration ideals into university curricula. ii. Support research on various thematic areas of regional integration. iii. Establish forums for scholars and stakeholders to share integration ideals.
3. Enhance gender mainstreaming and equity in universities	i. Develop and share guidelines for gender mainstreaming in universities. ii. Promote and sensitize member universities and stakeholders on gender issues. iii. Develop strategies for promotion of women participation in university management. iv. Develop and share strategy for universities to implement affirmative action on gender equity in student enrollment and participation in university activities.
4. Establish university leadership training programmes for the region	i. Prepare and share training programme for different levels of university leadership and future leaders. ii. Mobilize and utilize resources for the leadership programme. iii. Establish and share mentorship programme for junior lecturers. iv. Establish a functional forum for student leaders to share ideas and experiences.
5 Establish joint postgraduate programmes in diverse academic disciplines	i. Facilitate the establishment of centres of excellence in various academic disciplines. ii. Promote and support joint supervision of

	postgraduate students.
	iii. Mobilize and utilize resources for postgraduate scholarship fund.
	iv. Promote enrollment in Science, Technology and Engineering related disciplines.
6. Develop higher education internationalization programmes for the region	i. Facilitate East African students' internships outside the region. Establish functional exchange programmes for students and academic staff between East African universities in universities outside the region.
	ii. Work with other organizations (such as ANIE) to internationalize higher education.
	iii. Promote joint teaching, supervision and examination of students with professors in universities outside the region.
7. Develop strong collaborative academic clusters	i. Mainstream the Thematic Clusters into regional priorities.
	ii. Develop a dissemination strategy on thematic cluster meeting outputs.
	iii. Promote the establishment of networks of experts in various thematic areas.
	iv. Facilitate joint curriculum development in the programmes of Thematic Clusters.
	v. Promote local authorship of textbooks and other academic materials.

4.5.5 Strategic Objective 4: To enhance Research Development, Coordination and Support Systems in the Community

Targets
1. Established a functional research coordination unit at IUCEA
2. Increased demand-driven research programs for universities
3. Enhanced creativity, innovation and research & development support
4. Increased research capacity in universities
5. Established a functional higher education research repository at IUCEA

Strategies	**Activities**
1. Establish a functional research coordination unit at IUCEA	i. Assess requirements for establishment of a functional research coordination unit at IUCEA.
	ii. Develop the structure and functions of the research unit.
	iii. Appoint staff of the unit.
	iv. Establish research nodes at universities.
	v. Organize capacity building workshops for staff of IUCEA and universities on research management and coordination.
2. Increase demand driven research programs for universities	i. Facilitate cooperation and engagement between universities, industry and government in research.
	ii. Develop and support networks for collaboration between university-based researchers and private sector.
	iii. Establish regional research priorities/themes.

		iv.	Establish functional database on researchers and research activities in the region.
		v.	Identify institutions with strength in particular disciplines for development of functional centres of excellence.
3.	Enhance creativity and innovation and support Research & Development	i.	Develop and share strategies to support and promote creativity and innovation among university students and staff.
		ii.	Develop and operationalize an innovation fund for universities.
		iii.	Document and share innovations for regional development.
		iv.	Develop a functional Research and Innovation unit at IUCEA Secretariat.
		v.	Promote the establishment of research and innovation units in universities.
		vi.	Support research in priority thematic areas by universities.
		vii.	Harmonize and promote utilization of IPR regimes in the Partner States.
		viii.	Promote involvement of industry and other stakeholders in development of demand-driven curricula and research agenda.
4.	Increase research capacity in universities	i.	Promote and support the development of centres of excellence in research.
		ii.	Provide training in research management in universities.
		iii.	Establish functional database on researchers and research activities in the region.
		iv.	Support infrastructure improvement for research in selected universities.
		v.	Create incentives for the promotion of high quality research outputs in universities.
		vi.	Solicit resources from governments and other stakeholders to support research in universities.
		vii.	Promote regional research partnership and networking
5	Establish a functional higher education research repository at IUCEA	i.	Coordinate and support research for development of higher education in the region.
		ii.	Develop a functional database on education and higher education research in the region.
		ii.	Establish a functional database of universities with education programmes.
		iv.	Identify and support academic staff involved in higher education research.
		v.	Develop functional education research programmes.
		vi.	Mobilize resources for education research in the region.
		vii.	Establish a functional education research repository at IUCEA.

4.5.6 Strategic Objective 5: To strengthen University Support in ICT Application for Academic, Research and Other Functions

Targets
1. Improved ICT policy framework to support universities in the region
2. Established data and communication infrastructure to support networking of universities
3. Improved integrated MIS support to universities
4. Enhanced use of ICT in teaching, learning and research in universities
5. Developed system for accessing and sharing of academic and research information and resources among universities
6. Developed guidelines for ICT application in universities
7. Diversified application of ICT in open and distance education programmes
8. Established various databases on higher education in the region

Strategies	Activities
1. Improve ICT policy framework to support universities institutions in the region	i. Revise and share ICT policy plan focusing on supporting IUCEA member universities. ii. Revise and share ICT policy and master plan. iii. Support the development of ICT policies in universities.
2. Establish data and communication infrastructure to support networking of universities	i. Support universities to improve their local ICT infrastructure. ii. Establish university consortia for accessing Internet bandwidth at reduced cost. iii. Enhance ICT interconnectivity within and between universities.
3. Improve integrated MIS support to universities	i. Assess current MIS needs and solutions in universities. ii. Develop and share guidelines for implementing IMIS. iii. Promote adoption of integrated MIS by universities.
4. Enhance use of ICT in teaching, learning and research in universities	i. Promote mainstreaming of ICT use in teaching and learning delivery modes. ii. Enhance pedagogical skills of staff. iii. Facilitate development and sharing of e-content. iv. Promote joint development and use of instructional materials.
5. Develop system for accessing and sharing of academic and research resources among universities	i. Establish state-of-the-art information resource centre. ii. Maintain a dynamic and up-to-date web system. iii. Establish a virtual library for universities. iv. Improve access and sharing of global e-resources by universities.
6. Develop guidelines for ICT application in universities	i. Undertake an ICT skills gap assessment. ii. Facilitate development of ICT training programmes. iii. Facilitate technical and administrative staff's ICT skills enhancement. iv. Support strategic ICT human resource capacity development.
7. Intensify application of ICT in open and distance education	i. Assess and document distance education practices in universities.

programmes	ii. Establish strategies for increased use of distance modes of delivering university education.
	iii. Support establishment of distance education units and openuniversity systems in the region.
	iv. Enhance sharing of e-learning educational resources among universities.
8. Establish databases on higher education in the region	i. Identify and document sectors that require higher education information and data.
	ii. Develop and operationalize a database system for dissemination of information on East African higher education.
	iii. Improve the East African Universities Yearbook.

4.5.7 Strategic Objective 6: To develop Quality Assurance and Higher Education Harmonization Systems

Targets

1. Developed regional quality assurance framework for East African universities
2. Enhanced quality assurance (QA) capacity in universities
3. Developed system for mutual recognition of academic qualifications
4. Established a regional higher education accreditation system
5. Developed framework for creative and innovative higher education curricula production
6. Developed an MIS for quality assurance in East Africa

Strategy	Activities
1. Develop regional quality assurance framework for East African universities	i. Develop and operationalize a Regional Quality Assurance System.
	ii. Develop specific subject benchmark standards.
	iii. Develop an East African Credit Accumulation and Transfer System (CATS).
	iv. Establish an East African higher education quality seal
2. Enhance quality assurance capacity in universities	v. Develop a framework for establishment of QA units in universities.
	vi. Promote and support universities to embrace Total Quality Management (TQM) practices.
	vii. Develop quality assurance skills and competence in universities.
	viii. Develop, publish and continuously improve QA training modules.
	ix. Establish a regional network of quality assurance practitioners in East Africa.
3. Develop system for mutual recognition of academic qualifications	i. Document all academic qualifications in the Partner States.
	ii. Develop and operationalize an East African Qualification Framework.
	iii. Sensitize stakeholders about the East African qualification framework.

4. Establish a regional higher education accreditation system	i. ii. iii.	Identify existing accreditation systems in the Partner States Develop a harmonized regional framework for programm and institutional accreditation. Operationalize a regional accreditation framework i collaboration with the National Councils/Commissions fo Higher Education in the Partner States
5. Develop framework for creative and innovative higher education curricula production	i. ii. iv.	Document the practices on curriculum development in Ea African universities so as to identify weakness Develop guidelines for curriculum development and review Build capacity of staff in member universities on creativ and innovative curricula development and production.

IMPLEMENTATION MATRIX OF THE IUCEA STRATEGIC PLAN 2011-2016

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	TIME FRAME	RESPONSIBLE	BUDGET (US$)	ASSUMPTIONS/ RISKS
Strategic Objective 1: Strengthened Institutional Governance, Management and Operational Framework							
1. Amended and Operationalized IUCEA Act 2009	Revise and operationalize the IUCEA Act 2009	i. Put in place a framework for the revision of the Act ii. Present the revised Act to governing body (Council of Ministers) for approval iii. Operationalize the new IUCEA Act	• A framework in place • Approved Act • Regulations and procedure for operationalizing the Act in place	2011/12 2012/13 2012/16	ES	3,700,000	• Stakeholders give their inputs • Executive Committee & EALA approve the Revised Act • Correct interpretation of the Act
2. Enhanced corporate image among stakeholders	Enhance corporate image of the IUCEA among stakeholders	i. Revise and Operationalize publicity strategy ii. Promote and Support inter university games, debates, competitions iii. Redesign the IUCEA logo to incorporate Rwanda and Burundi	• Revised Publicity strategy in place • Support to universities • Redesigned logo	2011/12 2011/16 2011/12	ES, PR, ICT	1,500,000	• Stakeholders are willing to participate
3. Reviewed IUCEA institutional structure	Review the institutional structure	i. Establish a taskforce and processes to review the structure ii. Seek approval of the proposed structure from the governing body. iii. Implement the structure	• Task force in place Approved structure • Implemented structure	2011/12 2011/12 2012/16	ES	30,100,000	• Governing body approves the structure • Staff and other stakeholders willing to adopt the new structure
4. Improved staff working environment and conditions	Improve staff working environment and conditions	i. Revise staff and financial rules and regulations ii. Develop HR policy and operational procedures	• Staff & Financial rules & regulations in place • Approved and operationalized HR policy	2011/13 2012/13	ES, HR & Admin, CPR	18,600,000	• Governing body approves the policy • People with desired skills are available

		iii. Develop a staff welfare scheme iv. Develop a communication policy v. Increase human resource capacity	• Staff Welfare Scheme in place • Communication Policy in place • Number of staff recruited • Inventory of staff trained	2012/14 2011/13 2011/16 2011/16			
5. Constructed IUCEA headquarters	Construct IUCEA Headquarters	i. Mobilize funds for construction ii. Procure the contractor iii. Implement the construction plan iv. Supply and fit modern infrastructure	• Construction contract in place • constructed Headquarters • Modern office equipment fitted	2012/13 2011/16 2013/14	ES, Finance and HR & Admin	36,000,000	• Resources available
6. Improved ICT environment at the Secretariat	Improve ICT environment at the Secretariat	i. Revise ICT policy and operational procedures ii. Maintain an up-to-date data communication infrastructure iii. Develop integrated management information systems iv. Digitize the IUCEA Archives	• Revised ICT Policy in place & operational • Infrastructure in place • Integrated MIS in place • Digitize previous IUCEA Board Minutes	2012/13 2012/16 2012/16 2011/16	ES, HR & Admin; ICT	7,550,000	• Expertise available • Headquarter constructed

Strategic Objective 2: Enhanced Resource mobilization Capacity, utilization and Sustainability

1. Diversified sources of funding of IUCEA activities	Diversify sources of funding	i. Develop a resource mobilization policy ii. Establish a Resource Mobilization Unit iii. Develop Proposals for funding iv. Develop a framework for consultation with stakeholders and development partners	• Resource mobilization policy in place • Unit established & staffed • Number of proposals funded • Increased financial resources	2011/12 2011/12 2011/16 2011/13 2011/13	ES, DES, Finance, P&P, HR & Admin; IA	1,350,000	• Willingness of potential funders

		v. Develop a dynamic policy on membership requirements and subscription rates	• Framework in place	2013/16				
			• Membership policy in place					
		vi. Develop a strategy on direct budget support		2011/16				
			• Direct budget support approach in place					
		vii. Develop a strategy to recover outstanding arrears from the EAC Partner States	• Outstanding arrears fully recovered	2011/16				
2. Optimized operational costs	Optimize operational and other costs.	i. Prepare a realistic annual budget	• Above 80% achievement of budgeted activities	2013/14	ES, ICT, Finance, P&P, Admin	220,000	• Willingness to change mindset by IUCEA staff
		ii. Prioritize allocation and utilization of financial resources	• Core IUCEA activities carried out	2013/16				
		iii. Prepare and submit periodical financial performance reports	• Regular Financial Reports	2011/16				
		iv. Institute rational use of office services and facilities.	• Cost cutting measures and guidelines in place	2011/16				
			• Reduction in costs per unit	2011/16				
3. Enhanced resource flows to university institutions in the region	Enhance resource flows to university institutions in the region	i. Lobby governments and private sector to increase their financial and other support to universities	• Increased resource flows to universities from governments and private sector	2011/16	ES, ICT, Finance, P&P, Admin	900,000	• Willingness by potential funders
		ii. Facilitate joint development of project proposals for funding for universities	• Number of joint projects developed	2011/16				
		iii. Promote partnership of EAC universities with universities abroad	• Number of partnerships	2011/16				

4.	Enhanced IUCEA visibility	Enhance IUCEA visibility	i. Expand dissemination and publicity of IUCEA activities ii. Rebrand IUCEA iii. Expand involvement of stakeholders in IUCEA activities iv. Establish an East African higher education forum v. Establish an East African universities exhibition gala	• Number of dissemination and publicity campaign/activities • Number of exhibitions and forums organized • Increased level of participation of IUCEA in relevant stakeholders forums	2011/16 2011/16 2011/16	ES, ICT, Finance, CPR; Admin	2,600,000	• Willingness of stakeholders to participate in IUCEA activities
5.	Enhanced staff morale and institutional competitiveness	Enhance staff morale and institutional competitiveness	i. Nurture the culture of creativity and innovation ii. Involvement of staff in decision making iii. Promote continuous lifelong learning culture to build intellectual capital of IUCEA	• Increased staff performance • Frequency of staff meetings • Noticeable improvement of skills and increased sharing of knowledge among staff	2011/16 2011/16 2011/16	ES, ICT, Finance, P&P, Admin	260,000	• Enthusiasm by secretariat staff to embrace new ideas
Strategic Objective 3: Enhanced Support to University Academic and Networking Systems								
1.	Revamped exchange of students and staff among universities in the Community	Revamp students and staff exchange programme	i. Establish an endowment fund ii. Promote harmonization of fees structure, qualifications and curriculum in the region iii. Develop and operationalize a staff and students exchange policy	• . Endowment Fund in place • Number of universities that adopt the harmonized fee structure • Staff & student exchange policy in place	2012/16 2012/16 2012/13	DES, Project & Research Unit, RMO	**5,000,000**	• Stakeholders willing to come on board
2.	Integrated EAC ideals into	Integrate EAC ideals into	i. Develop a curriculum framework on regional	• Framework in place	2012/13	DES, QA P&P and Unit	3,000,000	• Willingness of universities to

university academic curricula and research programmes	university academic curricula and research programmes		integration ideals		2011/16		participate
		ii.	Support research on various thematic areas of regional integration	• Number of research projects supported			
		iii.	Develop a strategy for mainstreaming integration ideals into IUCEA activities	• Strategy in place	2012/13		
		iv.	Establish forums where scholars may share on integration ideals	• Number of forums organized	2011/16		
3. Developed higher education internationalization programmes for the region	Develop higher education internationalization programmes for the region	i.	Facilitate East African students to get internships abroad	• Number of students on internship abroad	2012/16	DES, QA, P&P	17,571,000	• Availability of potential institutions • Willingness of identified institutions to collaborate • Stakeholders willing to participate in international exchange
		ii.	Establish exchange programmes for students and lecturers between East African universities and other universities abroad	• Number of exchange programmes in place	2011/13		
		iii.	Work with other organizations (such as ANIE) active in the area of internationalization	• Number of partnerships	2011/16		
		iv.	Promote joint teaching, supervision and examination of students with professors from universities abroad	• Number of students in joint programmes	2011/16		
4. Enhanced gender mainstreaming and equity in universities	Enhance gender mainstreaming and equity in universities	i.	Develop a framework for gender mainstreaming	• Framework in place	2012/13	DES, RMU, Finance, P&P	215,400	• Favorable policy environment within universities
		ii.	Promote and sensitize member universities and stakeholders on gender issues	• Number of sensitization campaigns arranged	2012/16		
		iii.	Advocate for more active participation of				

			women in university management	• Increase in number of women in university management	2011/16			
		iv. Advocate for universities to take affirmative action on gender equity in student enrollment	• Increased number of female students enrollment	2011/16				
6. Established university leadership training programmes for the region	Establish university leadership training programmes for the region	i. Prepare the training framework and modules on specific areas of leadership and management	• Framework & training modules in place	2011/13	ES, RMU Finance, P&P	4,512,000	• Willingness of university managers to participate
		ii. Establish a mentorship programme for junior lecturers by Senior lecturers	• Number of junior lecturers mentored	2011/16				
		iii. Establish a leadership programme for senior university managers	• Number of senior university managers trained	2011/16				
		iv. Establish a forum for student leaders to share ideas	• Number of forums arranged	2011/16				
7. Established joint postgraduate programmes in diverse multidisciplinary academic fields in the region	Establish joint postgraduate programmes in diverse multidisciplinary academic fields	Facilitate the establishment of centres of excellence in various academic disciplines	• Number of centers of excellence established	2012/16	DES, P&P; Finance	8,000,000	• Willingness of universities and students to participate
		. Promote joint supervision of graduate students						
		i. Promote enrollment of S&T related disciplines	• Number of students jointly supervised	2011/16				
			• Increased enrollment in S&T	2011/16				

No. / Output	Strategy	Activities	Indicators	Timeframe	Responsibility	Budget	Assumptions
8. Developed strong collaborative academic clusters and other academic forums in the region	Develop strong collaborative academic clusters	i. Streamline existing Thematic Clusters in line with current regional priorities	• Number of regional priorities incorporated in Thematic Clusters agenda	2011/16	ES; DES; P&P	1,632,000	• Universities are willing to participate
		ii. Develop a dissemination strategy on thematic cluster meeting outputs	• Strategy in place	2011/14			
		iii. Promote the establishment of networks of experts in various thematic areas	• Number of networks	2011/16			
		iv. Foster joint curriculum development of cluster programmes	• Number of joint curriculum developed	2011/16			
		v. Promote the development of locally authored textbooks and other teaching materials	• Number of locally authored books and teaching materials	2011/16			
Strategic Objective 4: Enhanced Research Development, Coordination and Support Systems							
1. Established a research coordination unit at IUCEA	Established a research coordination unit at IUCEA	i. Undertake a capacity assessment study on how to establish a research coordination unit at IUCEA	• Assessment report	2011/12	ES; DES	2,000,000	• Approval of structure by the governing body
		ii. Develop a structure and functions of a research unit	• Approved structure	2012/13			
		iii. Appoint staff of the research unit	• Appointed staff	2013/14			
		iv. Establish research nodes at universities	• List of research nodes	2013/16			
		v. Organize capacity building workshops of IUCEA core staff on research management and coordination	• Workshop reports	2013/16			

2.	Increased demand driven research programs undertaken by universities in the Community.	Increase demand driven research programs undertaken by universities in the Community	i. Facilitate cooperation between universities, industry and community in research ii. Develop and support networks for collaboration between researchers and private sector.	• Increased interaction between universities and industry	2012/16	ES, RCU & ICT	13,000,000	• Willingness of universities and industry to participate • Favourable policies in place
			iii. Establish regional research priorities/themes for the community	• List of research themes	2012/16			
			iv. Establish database on researchers and their current activities within the community	• Database in place	2012/14			
			v. Identify potential institutions that have a niche in certain research areas	• List of institutions	2014/16			
3.	Enhanced creativity, innovation and research & development support in the community.	Enhance creativity, innovation and research & development support in the community	i. Promote the spirit of innovation among students	• Number of awards/ grants	2012/16	DES; RCU; ICT; QA; P&P	13,000,000	Willingness of students to participate
			ii. Develop an innovation fund iii. Provide support to innovation and creative ideas. iv. Document innovations and contributions in the EAC v. Support research on identified thematic areas by academics from universities	• Incremental number of innovations documented	2012/16			
			vi. Harmonize and promote utilization of existing IPR regimes within the	• Number of patents registered	2014/16			

36

			community.					
		vii. Promote involvement of industry/ stakeholders in development of demand driven curriculum	• Increased employability of graduates	2013/16				
3. Increased research capacity in universities in the community.	Increase research capacity in universities in the community.	i. Promote centers of excellence in research	• Number of centres of excellence	2012/16	DES; RCU; ICT; P&P	12,000,000	Basic infrastructure in place Willingness of universities to participate
		ii. Provide training in research management	• Number of training	2012/16			
		iii. Establish database on researchers and their current activities in the Community	• Database in place	2014/16			
		iv. Support infrastructure improvement for research in identified institutions	• Type of infrastructure supported	2012/16			
		v. Create incentives for research among teaching staff and students	• Number of awards	2012/16			
		vi. Lobby governments and other stakeholders to support research in universities	• Increased research funds	2012/16			
		vii. Promote regional research networking	• Number of networks	2012/16			
4. Established a higher education research repository for the Community.	Establish a higher education research repository for the Community	i. Coordinate and support research that emphasize the development of higher education in the region	• Number of researches supported	2012/16	DES; RCU; ICT	8,000,000	Availability of strong education units in universities
		ii. Develop a data base on existing information on education, research on higher education	• Database in place	2013/14			
		iii. Establish a database of	• Database in place	2013/14			

			universities that have education as an academic discipline iv. Map researchers that are active in, or have the potential for education research	• List of researchers	2013/14			

Strategic Objective 5: Strengthened University Support in ICT Application in Academic, Research and Other Functions

1. Improved ICT policy framework to support university institutions in the region	Improve ICT policy framework to support university institutions in the region	i. Revise ICT policy plan focusing on supporting member universities ii. Revise ICT policy master plan ii. Support the development of ICT policies by universities in East Africa	• Revised ICT policy and master plan • Number of universities supported in ICT policies	2011/12 2012/16	ES, ICT, P&P; CPR	1,500,000	Availability of experts
2. Established data and communication infrastructure to support networking of universities	Establish data and communication infrastructure to support networking of universities	i. Support universities to improve their local ICT infrastructure ii. Establish university consortia to negotiate for cheaper Internet bandwidth ii. Enhance interconnectivity with and between universities	• Number of universities supported • List of consortia	2012/16 2012/16	ICT	3,500,000	Basic infrastructure available within universities
3. Improved integrated MIS support to universities	Improve integrated MIS support to universities	i. Assess current MIS needs and existing solutions within universities ii. Develop guidelines for implementing IMIS iii. Promote the adoption of integrated MIS at universities	• Assessment report • Guidelines document • Number of universities supported	2013/14 2014/15 2013/16	ICT	2,000,000	Availability of expertise

4.	Enhanced use of ICT in teaching, learning and research within universities	Enhance use of ICT in teaching, learning and research within universities	i. Promote mainstreaming of ICT use in teaching and learning delivery modes ii. Enhance pedagogical skills of staff in new teaching methods iii. Facilitate development and sharing of e-content iv. Promote joint development and use of instructional materials	• Number of universities using e-learning mode • Number of staff trained • Content developed and shared • Number of instructional materials jointly developed	2012/16 2012/16 2012/16 2012/16	ICT	5,000,000	• Universities are willing to adopt to e-learning • Staff are willing to use ICT in delivery of their work • Basic infrastructure in place
5.	Developed system for access and sharing of academic and research information and resources among universities	Develop system for access and sharing of academic and research resources among universities	i. Establish a state-of-the-art information resource centre ii. Maintain a dynamic and up-to-date web system iii. Establish a virtual library for universities iv. Improve access and sharing of global e-resources by universities	• Resource centre in place • Website • Virtual library URL • Number of journals subscribed	2013/14 2012/16 2012/15 2012/16	ICT, CPR	7,000,000	• Availability of experts and basic infrastructure
6.	Developed ICT application skills in universities	Develop ICT application skills in universities	i. Undertake an ICT skills gap assessment ii. Facilitate development of ICT training programmes iii. Facilitate technical and administrative ICT skills enhancement for staff iv. Support strategic ICT human resource capacity development	• Assessment report • Number of training programmes • Number of staff trained • Number of graduates	2013/14 2012/14 2012/14 2012/16	ICT	3,000,000	• Universities willing to participate

7.	Intensified application of ICT in open and distance education programmes	Intensify application of ICT in open and distance education programmes	i. Assess existing distance education practices within universities	• Assessment report	2012/13	ICT, QA	1,500,000	• Favorable polices on open and distance education
			ii. Establish strategies for increased use of distance modes of delivering university education	• Strategies in place	2013/15			
			iii. Support the establishment of distance education departments and open universities	• Number of DE units and open universities	2013/16			
			iv. Enhance sharing of e-learning educational resources among universities	• Resources shared	2012/16			
8.	Established databases on higher education in the Community	Establish databases on higher education in the Community	i. Establish areas in which information is required about universities in the Community	• List of relevant information	2012/13	DES; ICT; CPR	1,500,000	• Universities willing to provide information
			ii. Develop and implement a database system that disseminates relevant information on East African higher education	• Database in place	2013/16			
			iii. Improve the East African Universities Yearbook	• Revised year book	2012/16			

Strategic Objective 6: Developed Quality Assurance and Higher Education Harmonization Systems							
1. Developed regional quality assurance framework for East African universities	Develop regional quality assurance framework for East African universities	i. Develop and operationalize a Regional Quality Assurance System ii. Develop specific subject benchmark standards iii. Develop an East African Credit Accumulation and Transfer System (CATS) iv. Establish an East African higher education quality seal	• Framework in place • Number of benchmarks • CATS in place • Seal in place	2011/13 2011/16 2011/16 2012/13	DES, QA	6,000,000	• Willingness of universities and other stakeholders to participate • Conducive policy in the Partner States
2. Enhanced quality assurance capacity in universities	Enhance quality assurance capacity in universities	i. Develop a framework for establishment of QA units in universities ii. Promote, guide and motivate universities towards next levels of quality from programme Quality Assurance to Total Quality Management iii. Establish a regional network of quality assurance practitioners iv. Develop quality assurance skills and competence in universities v. Develop and publish QA training modules	• Number of QA units • Number of universities • Network in place • Number of staff trained • Number of modules	2011/16 2011/16 2011/13 2011/16 2012/13	DES, QA	3,000,000	• Universities willing to adopt the QA guidelines
3. Developed	Develop a system	i. Map all academic	• List of academic	2011/12	DES,	2,500,000	• Conducive policies

system for mutual recognition of academic qualifications	for mutual recognition of academic qualifications	qualifications in the community ii. Develop and operationalize an East African Qualification Framework iii. Sensitize stakeholders about the East African qualification framework	• qualifications • Qualification framework in place • Sensitization reports	2011/14 2011/16	QA		within partner states
4. Established a regional higher education accreditation system	Establish a regional higher education accreditation	i. Identify discrepancies of existing accreditation systems in the Community ii. Develop a harmonized framework on programme and institutional accreditation iii. Operationalize the framework in collaboration with the National Councils/Commissions of Higher Education of the Partner States	• List of discrepancies • Framework in place • Harmonized accreditation	2011/12 2012/13 2013/14	DES, QA	1,500,000	• Conducive policies within partner states
5. Developed framework on creative and innovative curriculum development	Develop a framework on creative and innovative curriculum development	i. Document the current practices on curriculum development in East African universities ii. Develop a generic framework on best practices on creative and innovative curriculum development iii. Carry out capacity building to member universities staff on creative and innovative curriculum development	• Report in place • Framework in place • Number of staff trained	2011/13 2012/14 2014/16	DES, QA	2,300,000	• Willingness of stakeholders to participate

PART5

IMPLEMENTATION, MONITORING AND EVALUATION

5.1   Implementation of the Strategic Plan

Implementation of this Strategic Plan for 2011 – 2016 will be the responsibility of IUCEA management and staff through the Programmes and Projects (P&P) Unit. The P&P Unit will be required to prepare periodic implementation reports for review by Management Committee. Each unit shall develop an annual work plan based on the Strategic Plan and approved budget, in order to guide implementation and reporting of the activities.

5.2   Monitoring and Evaluation (M&E)

Activities for the implementation of the Strategic Plan shall be monitored periodically in order to ensure that they are executed according to plan. Deviations from the plan shall be identified and mitigation measures put in place. Outcomes and impact of interventions shall be evaluated and reported accordingly. Monitoring and Evaluation shall be a participatory process.

5.2.1   Monitoring and Evaluation Method

IUCEA Monitoring and Evaluation Guidelines and related instruments shall be developed and then used to guide implementation of this Strategic Plan. In addition, the information provided in Tables 6.1 and 6.2 shall be used in the Monitoring and evaluation process. Performance reports from units shall be used to assess the level of achievement of each target in the annual work plan in relation to the Strategic Plan. Other methods shall include site visits, consultative meetings and electronic Monitoring and Evaluation questionnaire to be filled by staff.

5.2.2   Reporting

Units shall use the Monitoring and Evaluation guidelines to prepare and submit monthly, quarterly, semi-annual and annual reports to the P&P unit for consideration by IUCEA Management and the Executive Secretary.

5.2.3   Evaluation

The Strategic Plan shall be evaluated mid-way in the duration and at the end of the planning period. The evaluation shall focus on:
- Level of attainment of objectives, deviations and reasons for deviations.
- Adequacy and utilization of resources during implementation of the plan.
- Impact of the plan.

5.3   Review of the Strategic Plan

The Strategic Plan shall be reviewed and rolled over every year in order to make it dynamic and accommodate emerging issues and unforeseen events that are crucial to the functions of IUCEA. Therefore, IUCEA will hold annual meetings to review the Strategic Plan implementation status.

APPENDICES

TABLE 5.1

Progress report on the implementation of the strategic plan

For the period covering ……........................……..…….

Strategic Objectives ..…………………………………….........………………………..…….

Strategies	Planned		Achievements			Planned
	Planned activities	Planned targets	Performed activities	Targets achieved	Reasons for deviation	**Remedial Actions**

TABLE 5.2

Financial report on the implementation of the Strategic
Plan for the period covering ………………….............................
to …………….........…................…
Name of the unit:…..........................……
………………………………………………………………..…........................

S/No.	Planned activities	Planned budget (USD)	Actual Expenditure	Variance (USD)	Remarks

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