NCHE

National Council for Higher Education

Ensuring Quality for Excellence

STRATEGIC PLAN

2025/2026 - 2029/2030

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National Council for Higher Education
P. O. Box 76, Kyambogo, Kampala

Contacts:
Tel: (+256) 0393 262 140
(+256) 0393 262 141
E-mail: info@unche.or.ug
Website: www.unche.or.ug
@NCHEUganda
NCHE UGANDA

Cover Page: The Artistic impression of the NCHE Main Building at Plot M834, Kigobe Road, Kyambogo

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FOREWORD

The National Council for Higher Education (NCHE) Strategic Plan 2025/26 – 2029/30 clearly states the priorities and aspirations of NCHE as per its mandate enshrined in the Universities and Other Tertiary Institutions (UOTIA) Act, Cap. 262. This Plan builds on the achievements registered over the last five years, 2020/21 - 2024/25, and sets out the strategic priorities for the next planning period. It is aligned with key global, continental, regional, and national development frameworks, including the Sustainable Development Goals (SDGs), particularly SDG 4 on quality education; the African Union Agenda 2063; the East African Vision 2050; Uganda Vision 2040; the Fourth National Development Plan; and the national Tenfold Growth Strategy.

The NCHE Strategic Plan 2025/26-2029/30 endeavours to address issues affecting the higher education sub-sector by providing broad-based strategies that build on lessons from the previous Strategic Plan. It consequently represents a proactive effort by NCHE to tackle the underlying challenges facing this subsector.

The Plan is a product of a consultative and participatory process of multiple stakeholders in higher education. It is hence a commitment by NCHE to ensuring the quality of higher education. I wish to emphasise that this plan is a statement of intent. Its key result areas will only be realised if it is effectively implemented. The responsibility for the execution of the strategies rests with all stakeholders.

I would like to thank the Government of Uganda, the Ministry of Education and Sports (MoES), the Ministry of Finance, Planning and Economic Development (MoFPED), the NCHE Council, Management and Staff, for their support in enabling NCHE to execute its mandate.

I sincerely thank all those who participated in the development of the Strategic Plan for their ideas and commitment.

Professor Joy C. Kwesiga
CHAIRPERSON COUNCIL

ACKNOWLEDGEMENT

I am pleased to present the National Council for Higher Education (NCHE) Strategic Plan 2025/26 – 2029/30, which is aligned with Uganda's "Ten-fold Growth Strategy" of growing the economy from about USD 50 billion in 2023 to USD 500 billion by 2040, the NDP IV, and Uganda's Vision 2040. Uganda's overall development agenda is guided by Vision 2040 which envisages a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years.

We are cognizant of the fact that the status of NCHE as the regulator of Higher Education in Uganda confers a big responsibility in promoting, sustaining and ensuring quality higher education, which impacts national human resource development. To achieve its mandate, NCHE will employ a participatory and inclusive approach in working with the relevant Government Ministries, Agencies and Departments, universities, the private sector and other relevant stakeholders in the development of competitive quality higher education, training and research programmes.

1. NCHE acknowledges the achievement of certain targets from the concluded Strategic Plan 2020/21-2029/2030. Notable achievements from this planning period include recruitment of staff to support the Directorates of; Quality Assurance and Accreditation, ICT Research and Innovation; Finance, Planning and Administration, and the Legal Department. The staffing levels increased from 38.4% to 55.2% during the strategic planning period.
2. Rebranding of the NCHE as well as enhancing customer care, improving corporate image and better visibility.
3. Kick-starting the construction of the NCHE Main Building to address the office space and functionality gap, establishing the E-Learning facility, and expanding the Library, Research Hub and data Recovery Centre.
4. The ICT system for NCHE was upgraded to support improved service delivery and effective regulation of HEIs.
5. The audit, monitoring and compliance strategy was developed and approved by the NCHE Council.
6. The ODeL capacity indicators to support mainstreaming of online/e-Learning in HEIs were developed and rolled out.

The new Strategic Plan articulates the shared vision, mission, core functions, policy priorities, strategic objectives and resource requirements of NCHE for the period 2025/26-2029/30. In developing this Strategic Plan, NCHE's strengths, weaknesses, opportunities and threats were put into consideration. Similarly, NCHE has been able to fully appreciate some of the underlying challenges facing the sector. In realising its Vision and Mission, the Council is guided by its mandate, key result areas and

strategic objectives, which also take into consideration the environment within which the Council operates.

To actualise the strategies and activities outlined in this document, the Council shall continue to prioritise strategic engagement with key stakeholders. The operational processes will be reviewed continuously to allow for any necessary strategic adjustments.

The formulation of this Strategic Plan was a product of a consultative and participatory process of all stakeholders in Higher Education, and is hence a commitment of NCHE to ensuring the quality of Higher Education. We thank the Ministry of Education and Sports for the continued support and guidance. We profoundly acknowledge the professional input provided by Assoc. Professor Gerald Kagambirwe Karyeija and his team of consultants on the Strategic Plan.

We acknowledge the contribution of the NCHE Council, Management, Staff and all the stakeholders who contributed to the formulation of this document.

Professor Mary J. N. Okwakol

EXECUTIVE DIRECTOR

LIST OF ABBREVIATIONS

AU	African Union
BTVET	Business Technical Vocational Education Training
DR&BC	Disaster Recovery and Business Continuity
DRFP&A	Directorate of Finance, Planning, and Administration
DICT, R&I	Directorate of Information, Communication, Technology, Research and Innovation
DQAA	Directorate of Quality Assurance and Accreditation
EAC	East African Community
ESA	Education Situational Analysis
ESSP	Education and Sports Strategic Plan
GDP	Gross Domestic Product
GER	Gross Enrolment Ratio
HE	Higher Education
HEIs	Higher Education Institutions
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoES	Ministry of Education and Sports
MoH	Ministry of Health
NCHE	National Council for Higher Education
NDP	National Development Plan
NRM	National Resistance Movement
ODeL	Open Distance and e-Learning
PAQAF	Pan African Quality Assurance and Accreditation Framework
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
RENU	Research and Education Network of Uganda
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SP	Strategic Plan
STEM	Science, Technology, Engineering and Mathematics
STI	Science Technology and Innovations

STISA	Science, Technology and Innovation Strategy for Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
UN	United Nations
UNHS	Uganda National Household Survey
UNCST	Uganda National Council for Science and Technology
UOTIA	Universities and Other Tertiary Institutions Act
WDI	World Development Indicator

LIST OF TABLES

EXECUTIVE SUMMARY

The National Council for Higher Education (NCHE) Strategic Plan 2025/26–2029/30 has been developed to reposition NCHE to effectively deliver its mandate over the next five years, in alignment with the Fourth National Development Plan (NDP IV). The plan has been developed based on the review of the previous plan 2020/21 – 2024/25, analysis of the context and strategic fit as well as wide consultations with key internal and external stakeholders of the Council. It builds on the achievements and success of the previous plan and outlines the Council's revised strategic direction, priorities and actions for the next five years.

The NCHE 2025/2026 - 2029/2030 SP envisions "Quality, Accessible, Equitable and Transformative Higher Education." In pursuit of this Vision, NCHE has a Mission "to regulate higher education and ensure the provision of relevant, quality, and equitable higher education in Uganda". To effectively undertake this Mission, the Plan outlines the core values for all players and stakeholders. These are: Independence, Professionalism, Integrity, Accountability, and Responsiveness. The NCHE Strategic Plan has four Strategic Objectives and expected Outcomes as listed below:

Strategic Objectives and Corresponding Expected Outcomes

Strategic Objective	Outcome
Strategic Objective (SO) 1: To enhance quality assurance and compliance in higher education	Improved access to quality higher education and training
	Increased graduate employability
Strategic Objective (SO) 2: To strengthen digital transformation within NCHE and Higher Education Institutions for regulation and management	Improved operational efficiency
Strategic Objective (SO) 3: To advance relevant research and innovation and strengthen the usage of Higher education statistics for regulation and management	Improved evidence-based policy outcomes
Strategic Objective (SO) 4: To strengthen corporate governance, institutional capacity and development at NCHE.	Increased stakeholder participation

In terms of structure, this plan is structured as follows;
Chapter One presents the introduction to the Strategic Plan, including the background to NCHE, the rationale for the Strategic Plan, alignment with global, regional, national development frameworks, and the strategic planning process.
Chapter Two provides the situation analysis, highlighting the performance of the concluded Strategic Plan, institutional capacity, key achievements, challenges, lessons learnt, SWOT analysis, stakeholder analysis, emerging issues, and cross-cutting issues affecting higher education.
Chapter Three of this strategic plan presents details of the strategic actions under each strategic objective, as well as an analysis of the cross-cutting issues, including HIV and AIDS, Gender and Equity, Malaria Control, Pandemics, and Environment.

Chapter Four outlines the financing strategy and provides for the estimated budget for the 2025/2026 - 2029/2030 five-year strategic direction, which is UGX 298.51 billion, allocated as follows:

Description	**Projected financial resources in billion Uganda shillings**					**Total**
	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	
Projected Resource Estimates	33.960	56.020	66.360	69.310	72.860	298.51
Projected GOU Funding (MTEF) commitment	17.049	19.013	21.047	23.967	27.408	108.484
Funding Gap	17.015	37.01	45.313	45.343	45.452	-190.026

NCHE will develop and implement a robust resource mobilisation strategy to address the funding gap and ensure that the planned initiatives in the five years are actually implemented. In order to achieve results from the plans under this strategic direction, the Council will also develop and implement a robust communication strategy in order to promote upstream and downstream feedback among key stakeholders. The Strategic Plan outlines a Risk Management Strategy in order to ensure the prevention and mitigation of listed risks.

Chapter Five is implementation mechanisms, including institutional and sustainability arrangements. It describes the concrete measures that NCHE aims to undertake to translate strategic intent into actions that produce results over the next five years.

The implementation strategy forms the basis of detailed annual operational plans and performance contract targets developed by NCHE at the beginning of each financial year. Implementation is based on strategic objectives aligned and supported by the organisational structures, support systems, processes, human skills, resources, and incentives.

Chapter Six presents the communication strategy for the Strategic Plan, including approaches for stakeholder engagement, public awareness, dissemination of information, feedback mechanisms, and strategies for strengthening NCHE's image and visibility.

Chapter Seven provides the risk management framework, including risk analysis, probability and impact assessment, and mitigation measures aimed at ensuring successful implementation of the Strategic Plan.

Chapter Eight outlines the Monitoring and Evaluation (M&E) framework of the Strategic Plan lays out strategies to ensure close follow-up of interventions to register the successes and constraints. This will enable consolidation of successful approaches, while also providing a remedy for the constraints that may be identified. In the process, results, their performance measures, and targets will be used to gauge achievement of the set strategic direction.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

The National Council for Higher Education (NCHE) 2025/2026 - 2029/2030 Strategic Plan has been developed to enable the Council in the delivery of its mandate for the next five years. It is aligned to the National Development Plan IV (NDP IV). The strategic plan has been developed based on the review of the previous plan 2020/21 – 2024/25; analysis of the context and strategic fit; as well as wide consultations with key internal and external stakeholders of the Council. The new strategy builds on the achievements and successes of the previous plan and outlines the Council's revised strategic direction, priorities and actions in the next five years. The Plan further outlines the background to the NCHE, the rationale for the Strategic Plan, including its alignment to the global and national planning frameworks, as well as the strategic planning process followed in formulating it.

The Strategic Plan covers a situation analysis, providing key achievements, challenges and lessons learned. The contextual analysis is provided using the SWOT, PESTEL, stakeholder analysis and risk analysis matrix. This plan provides the strategic direction and positioning of the Council in terms of Pillars, Strategic Objectives, Strategic Actions, as well as the cross-cutting issues for mainstreaming at the Council. The implementation and funding mechanisms are also provided. Additionally, the plan outlines the Monitoring, Evaluation and Learning (MEL) strategy, including the Theory of Change, the Monitoring and Evaluation cycle, the reporting flow, as well as the Results Framework.

1.2. Background to NCHE

The National Council for Higher Education (NCHE) was established under the Universities and Other Tertiary Institutions Act (UOTIA) Cap 262. The mandate of the Council is to be the regulator of higher education in Uganda, guiding the establishment of institutions of higher learning as well as ensuring the delivery of quality and relevant education to students who pursue higher education. The key functions of the Council include:

a) To implement the objects of the UOTIA Cap 262;
b) To promote and develop the processing and dissemination of information on Higher Education for the benefit of the people;
c) To advise the Minister on the establishment and accreditation of public and private institutions of Higher Education;
d) To receive, consider and process applications for the establishment and accreditation of public and private institutions of Higher Education; and the

accreditation of the academic and professional programmes of those institutions in consultation with Professional Associations and Regulatory Bodies;

e) To register all institutions of Higher Education established under the Act;
f) To receive and investigate complaints relating to institutions of Higher Education and take appropriate action;
g) To monitor, evaluate and regulate institutions of Higher Learning;
h) In co-operation with the relevant government departments, private sector, or the different institutions of Higher Education, NCHE is mandated to evaluate the overall national Human Resource requirement and recommend solutions to the requirements;
i) To ensure minimum standards for courses of study and equating of degrees, diplomas and certificates awarded by the different public and private institutions of Higher Education;
j) To set and co-ordinate national standards for admission of students to the different institutions of Higher Education;
k) To require and ensure that all universities, whether private or public, adhere to minimum criteria set by the National Council for admission to undergraduate and higher degree programmes;
l) To determine the equivalence of all types of academic and professional qualifications of degrees, diplomas and certificates obtained elsewhere with those awarded by Uganda-based institutions of Higher Education for recognition in Uganda.
m) To certify that an institution of Higher Education has adequate and accessible physical structures and staff for the courses to be offered by it;
n) To promote national interests in courses of study and professional qualifications among the different types of institutions of Higher Education; and ensure that the institutions of Higher Education provide adequate facilities and opportunities for career guidance and counselling;
o) To collect, examine and publish information relating to the different institutions of Higher Education and advise government on policy and other matters relating to institutions of Higher Education; and,
p) To perform any other function incidental to the objects of this Act or relating to Higher Education in Uganda or as may be conferred upon it by the Minister or any other law.

1.3. Rationale for the Strategic Plan

The development of this Strategic Plan is premised on the Policy and Legal mandate of the Council. This section presents the justification for this Strategic Plan stemming from the 1995 Constitution of the Republic of Uganda and the UOTIA Cap 262. The plan is well-aligned with Uganda's National Development Plan IV and Vision 2040, as well as the National Resistance Movement (NRM) manifesto. Additionally, it complies with regional and global commitments outlined in the East African Community Vision 2050, Africa's Agenda 2063, and the Sustainable Development Goals for 2030. The strategic direction is also informed by the review of the previous plan, situation analysis and wide consultations with various stakeholders (internal and external). In the section that follows, an analysis of the global and national contexts is presented.

1.3.1. The Global Context

a) Alignment with the Global Agenda 2030 (SDGs)

The 2025/2026 - 2029/2030 NCHE Strategic Plan cascades from the United Nations Sustainable Development Goals (SDGs), specifically, Goal 4 on Quality Education. The Goal emphasises that greater investment in quality education is key to alleviating poverty. Specifically, the SDGs under strategy 4.3 lay focus on ensuring equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university. Therefore, by laying focus on regulating quality education in the higher education sector of Uganda, NCHE aims to make a great contribution towards the achievement of the SDGs.

b) Alignment with the African Union (AU) Agenda 2063

The NCHE 2025/2026 - 2029/2030 Strategic Plan further cascades from the African Union (AU) Agenda 2063. The AU Agenda 2063 under Aspiration 1 is focused on "A prosperous Africa, based on inclusive growth and sustainable development". Under this aspiration, NCHE lays focus on contributing towards achievement of the Goal on "Well educated citizens and skills revolution underpinned by science, technology and innovation"[1]. NCHE contributes towards this Goal by laying focus on Quality Assurance and Accreditation; ICT, Research and Innovation; and Corporate Governance and Institutional Development, which comprise the Pillars under the 2025/2026 - 2029/2030 Strategic Plan.

c) Alignment with the East African Vision 2050

The East African Community is implementing the East African Vision 2050 towards, "An upper-middle income region within a secure and politically united East Africa, based on principles of inclusiveness and accountability"[2]. This Vision has several aspirations, where East Africans envisage a prosperous, competitive, secure and politically united region by 2050. They expect to live in a borderless single region, providing a single space for operations within the framework of an East African Federal State that is socially coherent with harmonised economic development trajectory, steered by committed leadership and empowered Community. The East Africans expect a region that is committed to itself and accountable to its citizen. Through interventions under this strategic plan, NCHE hopes to make valuable contribution towards achievement of the East Africa Vision 2050.

[1] https://au.int/sites/default/files/documents/33126-doc-framework_document_book.pdf
[2] https://www.foreign.go.tz/uploads/eac_vision_2050-_web.pdf

1.3.2. The National Context

a) Alignment to the Uganda Vision 2040

The Uganda Vision 2040, towards "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years", is the main planning framework where the NCHE should make a contribution. The Vision premises on changing from a predominantly low income to a competitive upper-middle-income country within 30 years[3]. One of the key attributes of this Vision is to have a population that is knowledgeable and skilled. Among its aspirations is the need for Ugandans to have access to affordable quality health and education services. Ugandans aspire for a healthy, literate and well-informed society. Being the regulator of the higher education sector in the country, NCHE directly makes a contribution through ensuring quality higher education.

b) Alignment with the National Development Plan IV

The fourth National Development Plan (NDP IV) came in to consolidate the gains from the NDP III. Human capital development features prominently, both as a means to providing Uganda's emerging higher value-added private sector with the human capital needed for growth and productivity; and also as a crucial means to promoting universal and equitable socio-economic development for Uganda's population (National Planning Authority, 2024). Strategic objective two of NDP IV sets out to enhance human capital development along the entire life cycle.

NDP IV highlights key higher education undertakings including: improving access, equity, and quality of education at all levels. NCHE lays focus on the action to regulate, streamline and enforce requisite Policies, Legislations, Laws, Regulations, Guidelines, Standards and Schemes of Service critical for the development of education, specifically at higher education level (NDP IV, 2024). Focus will still be on building capacity of Higher Education Institutions to meet Basic Requirements and Minimum Standards. This can be achieved by providing the threshold physical infrastructure, instruction materials and human resources; centralising and linking higher Education admission and Financing to the National Human Resources Development Plan; building capacity of HEIs to meet Basic Requirements and Minimum Standards in HEIs; prioritising investment in incubation of research into goods and services for national growth and societal wellbeing; strengthening the link between universities and industry; and ensuring strong alignment of curricular between University and the lower education sub-sectors.

c) Alignment with the ten-fold strategy to move Uganda from USD 49.5 billion to USD 500 billion by 2040 in a transformative, inclusive and sustainable manner

The Government of Uganda embarked on an ambitious strategy of growing the economy ten-fold from USD 49.5 billion as of FY 2023/2024 to USD 500 billion in the

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[3] https://www.greenpolicyplatform.org/sites/default/files/downloads/policy-database/UGANDA)%20Vision%202040.pdf

next 15 years. The NDP IV is the fourth out of the six National Development Plans for Uganda Vision 2040. It is also the last plan to deliver the Global Agenda 2030 of the SDGs[4]. The goal of NDP IV is "to achieve higher household incomes and employment for sustainable socio-economic transformation." It is premised on the theme: Sustainable industrialization for inclusive growth, employment and wealth creation."

The ten-fold strategy also cascades from the AU Agenda 2063 Aspiration One, towards "A prosperous Africa, based on inclusive growth and sustainable development". NCHE makes her contribution towards achievement of the Goal on "Well educated citizens and skills revolution underpinned by science, technology and innovation"[5]. This will be achieved when the NCHE regulates the higher education sector by ensuring quality and access.

1.4. The Strategic Planning Process

This Strategic Plan is the result of consultations and deliberations with NCHE stakeholders and the NCHE leadership. It is an outcome of a critical self-examination of experiences by the leadership, management, staff and other key stakeholders. Useful insights were generated to guide the strategy to transformatively regulate higher education in Uganda. Internal stakeholder meetings were held, with support and technical guidance of a facilitator. These processes were further informed by a comprehensive review of literature at global, continental, regional, national and sector levels and consultative engagement of key stakeholders, as well as facilitation of a three-day planning workshop comprising key NCHE stakeholders. The stakeholders' expectations, views and aspirations were collated and integrated to inform the preparation of the Strategic Plan, in line with the global, regional and national development frameworks, as well as incorporation of emerging issues in higher education.

1.5. The Structure of the Strategic Plan

The Strategic Plan is presented in Eight chapters.

Chapter One:	Introduction
Chapter Two:	Situation Analysis
Chapter Three:	Strategic Direction
Chapter Four:	Financing Strategy
Chapter Five:	Implementation Mechanism
Chapter Six:	Communication Strategy
Chapter Seven:	Risk Management Strategy
Chapter Eight:	Monitoring and Evaluation Framework

[4]https://www.independent.co.ug/inside-the-governments-ten-fold-growth-strategy

[5]https://au.int/sites/default/files/documents/33126-doc-framework_document_book.pdf

CHAPTER TWO

SITUATION ANALYSIS

2.1. Performance of the Previous Plan

This chapter covers the situation analysis highlighting the key achievements, challenges faced, and lessons learned during the previous strategic plan 2020/21 - 2024/25. It also provides several analyses including Stakeholder Analysis, SWOT Analysis, Risk Analysis and emerging issues and recommendations for the new strategic plan.

A review of the performance of the 2020/21 - 2024/25 Strategic Plan was carried out in order to measure the level of achievement of targeted results. Overall, NCHE scored 55.2% in the implementation period. This was achieved amidst challenges such as the COVID-19 pandemic that affected the first two years of the implementation, low staffing levels, inadequate transport for field work, inadequate funding and weak enforcement of the legal framework. This section gives highlights on the key: achievements, challenges faced, and lessons learned during the execution of the ending strategic direction as per the set objectives.
Table 1 below highlights the level of achievement per strategic objective:

Table 1: Highlights the level of Achievement per Strategic Objective

Strategic Objective	Outcome	Indicator	Baseline 2018/19	Target 2024/25	Actual 2024/25	Rating
SO 1: Promote and strengthen leadership and governance capacity of the NCHE	Enhanced regulatory effectiveness	% staff establishment	48	65	59.2%	Partially achieved
	Increased NTR collection	% increase in NTR	75	100	98.5%	Partially achieved
SO 2: Strengthen the licensing and accreditation function of HEIs and programmes	Improved graduate employability	Percentage of graduates employed within one year after graduation	30	(40-60%)	35%	Partially achieved
	Students' completion	% of completion	89	90	92%	Achieved

	rate	rate annually				
SO 3: Advance relevant research and innovation for HE	Institutional competitiveness	Number of publications by staff	1	1-5 books	2	Achieved
SO 4: Strengthen Standards for equating qualifications and recognition of HE qualifications.	Improved student mobility	Percentage of foreign students in a country's HE system	8%	10%	8.28%	Partially achieved
SO 5: Strengthen Monitoring, Compliance and Audit function of HEIs.	Enhanced quality standards	Percentage of the recommendations implemented	78%	90%	82%	Partially achieved
SO 6: Promote use of Information Communication Technology in all sectors of the Council and in HEIs.	Improved operational efficiency	Percentage of electronic operations	30	50	65%	Achieved

2.2. Institutional Capacity of NCHE

The tables below show the financial analysis of NCHE, highlighting the proportion of financial resources allocated against the provision in the strategic plan, the budget performance in relation to expenditure vis-a-vis releases and allocation for the periods 2020/21 - 2024/25.

Table 2: Analysis of the Budget Estimates against MTEF Allocation

Description	Financial Resource in billion Uganda shillings					Total
	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
Budget Estimates	14.500	16.400	32.700	22.200	26.300	112.100
MTEF Allocation	11.650	10.180	19.805	19.736	17.227	78.598
Funding Gap	**2.850**	**6.220**	**12.895**	**2.464**	**9.073**	**33.502**

Table 3: Analysis of the Budget Performance

Financial Year (FY)	Allocation	Released	% Released
2020/21	11.650	8.750	75%
2021/22	10.180	12.473	112.5%
2022/23	19.805	15.322	77.4%
2023/24	19.736	19.710	99.9%
2024/25	17.227	17.227	100%

The National Council for Higher Education Strategic Plan 2020/21 - 2024/25 required a robust Secretariat in function, structure and establishment. The plan provided for an establishment of 125 staff to enable NCHE accomplish its broad mandate of ensuring quality higher education. By the end of the implementation period, NCHE had 59.2% staffing levels, which is below the Government minimum requirement of 65% as indicated in the table below:

Table 4: Showing the staffing level for periods 2020/21-2024/25

Financial Year (FY)	FY 1 (2020/21)	FY 2 (2021/22)	FY 3 (2022/23)	FY 4 (2023/24)	FY 5 (2024/25)
Approved establishment	69	83	97	111	125
Filled position	46	46	56	59	74
Planned	13	14	14	14	14

Recruitment					
Actual Annual staff recruited	0	0	10	3	15
Percentage (%) filled	36.8%	36.8	37.3	47.2%	**59.2%**

NCHE's Monitoring and Evaluation (M&E) plan was deployed to track progress and assess the effectiveness of higher education policies, programmes, and projects by using defined indicators, data collection methods, and reporting mechanisms. Its core purpose was to provide evidence-based information for strategic decision-making, continuous learning, and accountability, ensuring alignment with national development goals and supporting the sustainable development of the higher education sector. The plan was informed by the Annual workplan guided in tracking and reporting through quarterly and annual performance reports.

2.3. Key Achievements, Challenges and Lesson Learnt during the 2020/21 - 2024/25 Strategic Plan

a) Key Achievements of the concluded Strategic Plan

SO1: Promote and strengthen leadership and governance capacity of the National Council for Higher Education.

i. Constituting of the Council.
ii. Recruitment of new staff – which boosted the staff establishment to 52.6%.
iii. New policies were developed and approved, thus enhancing the governance abilities of the NCHE.
iv. A Monitoring, Evaluation and Learning (MEL) system for the Council was developed and implemented.
v. The internal Audit function was strengthened.
vi. Re-branding of the NCHE as well as enhanced customer care, improved corporate image and better visibility.

SO2: Strengthen the licensing and accreditation function of Higher Education Institutions and programmes.

i. A total of 2913 programmes and 44 facilities of HEIs were accredited.
ii. At least 451 officers were trained by NCHE staff in curriculum development and strategic leadership.

SO3: Advance relevant research and innovations for higher education

i. Reviving the NCHE Journal.
ii. Partnerships with Research and Education Network for Uganda (RENU) and Uganda National Council for Science and Technology (UNCST) were established to promote research at higher education Institutions.

SO4: Strengthen Standards for equating qualifications and regulation of higher education qualifications.

i. 23 minimum standards for courses of study were developed.
ii. Guidelines for student recruitment and placement into foreign higher education institutions were developed and approved.

SO5: Strengthen Monitoring, Compliance and Audit function of HEIs.

i. The audit, monitoring and compliance strategy was developed and approved by the Council.
ii. The ODeL system and guidelines to monitor and assess HEIs and Other Tertiary Institutions (OTIs) were developed and rolled out for implementation.
iii. ODeL capacity indicators to support mainstreaming of online/E-learning in HEIs were developed and rolled.
iv. Quality enhancement initiatives and tools were developed and implemented.

SO6: Promote the use of Information Communication Technology in all sectors of Council and in HEIs.

i. An ICT system for the Council was upgraded to support improved service delivery and effective regulation of the HEIs.
ii. The Integrated Management Information System (IMIS) was institutionalised within UNCHE and rolled out to HEIs.

b) Key challenges faced in implementing the concluded Strategic Plan

i. Delays in reviewing the UOTIA Act (2001) to match with current needs for regulation of the Higher Education sub-sector.
ii. Delays in constituting the Council and infrequent sitting of Council meetings.
iii. Late release of funds and intermittent budget cuts.
iv. The Covid 19 pandemic affected the implementation of the SP in the first two years.
v. Understaffing across all directorates and departments.
vi. Limited office space at the Council.
vii. Limited funding of Council activities.
viii. Non-compliance and limited capacity at some of the HEIs to deliver quality programmes and services accredited by the Council.
ix. Lack of a national research fund for HEIs to engage in high quality research.
x. Logistical inadequacies that affect effective monitoring and compliance of HEIs, e.g., 90% of the NCHE vehicle fleet is old and needs replacement.
xi. Low capacity of HEIs in research and innovation due to inadequate funds, and few academic staff holding PhDs to support innovations.
xii. Limited infrastructure for research, office space and ICT at NCHE and in HEIs.

xiii. Low level of research within NCHE due to limited research budget allocation and limited attraction of research grants from other sources.

c) Lessons learnt from the concluded Strategic Plan

i. Adequate skilling of staff enhances provision of quality services to the Higher Education Institutions.
ii. Internal coordination among directorates and departments is key for achieving the NCHE mission and strategic objectives.
iii. Persistent engagements with various stakeholders improve resource allocation.
iv. Leadership commitment is critical for success.

There is need to consolidate the achievements of the concluded strategic plan and to respond to the changing nature and complexity of higher education in Uganda. To this end, the new Strategic Plan seeks to address the evident internal weaknesses of NCHE so as to confront the external threats effectively and leverage the Council's strengths. This will transform the available opportunities into concrete benefits for actors in higher education.

2.4. SWOT Analysis

The section presents an internal analysis of the Strengths, Weaknesses, Opportunities and Threats (SWOT). The analysis further presents proposed strategies to sustain, maintain and enhance the strengths; turn weaknesses into strengths; tap into the opportunities so that they are turned into strengths; and guard against the impact of threats so that they do not disrupt the 2025/26 - 2029/30 Strategic Plan implementation.

Table 5: SWOT Analysis

Internal Environment Scan	
Strengths	**Strategies**
1. Autonomous legal mandate to manage higher Education. 2. Conducive working Environment. 3. Existence of strong internal policies. 4. Competent, skilled and experienced staff. 5. Automated processes. 6. Functional organisational structures. 7. Funding by government (consistent). 8. Collaborative partnerships with	1. Continuous review and amendment of the Act. 2. Strengthen the human resource recruitment. 3. Periodic review of existing policies and development of new policies for emerging issues. 4. Retooling and skilling of staff. 5. Increased utilisation of ICT for improved service delivery.

Ministries, Departments and Agencies (MDAs). 9. Functional governance structure (Council, Committees, management and staff). **10.** Permanent home and address of NCHE.	6. Strengthen strategic partnerships. 7. Capacity building of Council, Management and Staff in corporate governance.
Weaknesses	**Strategies**
1. Weak standard operating procedures. 2. Gaps in the record management systems. 3. Inadequate Staffing. 4. Gaps within the regulatory framework of UOTIA, Cap 262. 5. Operating with old and inadequate regulations. 6. Inadequate working tools e.g. (cameras, laser measures). 7. Low pace of digitization of internal systems procedures. 8. Low corporate visibility. 9. Lack of a comprehensive and clear career progression pathway. 10. Lack of clear Data Collection systems to manage.	1. Develop, review and operationalize. 2. Develop a robust records and data management system. 3. Amend the UOTIA, cap.262. 4. Recruit, train and re-train. 5. Automation of NCHE processes. 6. Review and operationalize the client service charter. 7. Retooling of NCHE. 8. Strengthen human resource planning at NCHE.
External Environment Scan	
Opportunities	**Strategies**
1. Political support in form of strong legislation and funding from Government. 2. Advancement in technology to strengthen higher education and management. 3. Increased relevance of STEM/STEI in global and national development plans. 4. Increased investment in Higher Education. 5. Increased uptake in doctoral training and thus increase in quality staff to	1. Ensure proper accountability of funds received from Government and donors. 2. Strengthen collaborations with Government and other stakeholders. 3. NCHE Leadership should build useful networks/ relationships with financing / funding entities. 4. Develop and implement a digital transformation strategy.

support HE. 6. Uganda's attractive Higher Education destination within the region. 7. Increased shift to Higher Education funding. 8. Higher demand for university education.	5. Strengthen STEM/STEI regulation through minimum standards for increased enrolment. 6. Build capacity for research and innovation. 7. Develop and implement the PhD training programme. 8. Continued regulation for higher education which ensures delivery of quality higher education.
Threats	**Strategies**
1. Overlapping mandate with other agencies. 2. Commercialisation of higher education (Profit-minded institutions). 3. Drop in foreign student enrolment. 4. Increasing cost of higher education. 5. High attrition rates of students. 6. Inadequate career guidance services. 7. Quality gaps in online programmes. 8. Non-compliance of higher education institutions. 9. Increased forgery of academic documents. 10. Duplication of academic programmes in HEIs. 11. Litigation. 12. Delay in amending the UOTIA**.**	1. Engage other stakeholders in harmonising and reviewing the law (UOTIA, Cap 262). 2. To strengthen regulatory framework for quality education. 3. Formulate a regulation for tuition fees in HEI. 4. Develop clear admission requirements to ensure equity. 5. Strengthen monitoring and compliance checks. 6. Increase awareness on a need to check the authenticity of qualifications. 7. Strengthen programme accreditation mechanism. 8. Continued engagement with relevant arms of Government.

2.5. Stakeholder Analysis

The section presents an analysis of NCHE's stakeholders in terms of the level of both importance and influence on Council, and therefore the corresponding strategies of engagement. The strategies ensure that NCHE maximises the stakeholders with a lot of influence and enhances the impact of the less influential ones. The analysis further ensures that the interventions of the 2025/26 - 2029/30 strategic plan are successfully undertaken towards the achievement of the set objectives.

Table 6: Showing Stakeholder Interest and Expectation

S/n	Stakeholder	Stakeholder Interests and Expectation	Actions to meet their Expectation
1	Regulatory Bodies	- Benchmarking with NCHE. - Access to technical expertise. - Implementation of agreed resolution. - Sharing information on higher education regulation. - Maintain quality assurance standards. - Human Resource Development (HRD).	- Cooperation with other regulatory bodies. - Enforce quality assurance frameworks. - Develop policy on sharing information. - Develop common capacity development plans.
2	Professional Associations	- Good working relationships through MoUs. - Joint accreditation of programmes and facilities.	- Provide professional training. - Regulate conduct and practice of professionals.
3	Development Partners	- Submission of funding proposals - Accountability - Timely reports - Effective and efficient resource utilisation and adherence to principles of good governance.	- Funding of specific programmes and activities. - Provision of Technical Support. - Accountability, compliance and timely production of performance reports.
4	Government / Government Agencies	- Efficient utilisation of resources. - Robust policy advisory. - Efficient and improved service delivery. - Compliance with statutory requirements.	- Adequate and timely budgetary allocation to NCHE. - Provide policy guidance. - Approval of regulations. - Enabling legal and regulatory framework.
5	Higher Education Institutions	- Provide higher education and training. - Timely feedback from	- Provide guidance on management and establishment of higher

		NCHE. - Provide avenues for research and innovations. - Provide staff in specialized areas to support NCHE activities.	education. - Adherence to quality assurance standards. - Promote strategic partnerships. - Build the capacity of staff in HEIs.
6	NCHE Staff	- Conducive working environment. - Continuity of NCHE. - Improved welfare. - Job security and career growth.	- Promote a viable and vibrant NCHE. - Motivate, engage and empower staff.
7	Learners in Higher Education	- Receive quality education - Receive tailored training from HEIs. - Contribute some financing to NCHE. - Undertake research and innovations. - Enrol on accredited programme.	- Ensure Higher Education Institutions provide quality higher education. - Strengthen the quality assurance systems. - Revise and enforce the client service charter. - Provide career guidance and support services.
8.	NCHE Suppliers	- Transparent and fair procurement process. - Timely payments for goods and services	- Prompt delivery of quality goods, works and services as per the contract agreements.
9.	NCHE Council	- Strategic plan and Budget approval & implementation. - Efficiency in regulatory services to the public. - Transparency and accountability. - Improved communication between Management and the Council.	- Undertake strategic planning and budgeting process in a timely manner. - Oversight. - Avail strategic plan performance, financial statements and annual reports to the Council.
10.	Employers/Industry	- Provide feedback on the performance of graduates, and	- Linking and employing graduates. - Develop collaboration

		relevance of academic programmes. - Regular engagements. - Research and consultancies - Availability of skilled graduates. - Assure that graduates meet industry-relevant standards and skills. - Continuously improve curricula to meet market demands.	leading to signing of MOUs. - Improved quality service delivery. - Involvement in Programme development and review. - Accord students with opportunities for internship, Industrial attachment and employment.
11.	Media	- Access to information. - Continuous engagements. - Disseminate Information. - Efficiency of service delivery.	- Create awareness. - Ensure publication of accurate information. - Improved visibility of NCHE activities, outputs and outcomes.

2.6. Summary of Emerging Issues and Implications for the new Strategic Plan

The section brings out the main development implications arising from the data presented, which are critical to the success of both the National Council for Higher Education and the Higher Education sub-sector in general.

i. Strengthening STEM/STEI (Science, Technology, Engineering, Mathematics/Science, Technology, Innovation and Engineering) regulation through minimum standards for increased enrolment. STEM/STEI are key in boosting economic transformation, increasing human capital development, fostering innovation, and building a knowledge economy by prioritising education and research in these areas.

ii. Fund for Research and Innovation: Increased funding for research and innovation by developing the National PhD programme.

iii. Engaging with government and other stakeholders in harmonising and reviewing the UOTIA, Cap. 262 to address the challenge of overlapping mandates.

iv. Strengthening monitoring and compliance in higher education institutions by prioritising funding for regular monitoring and constantly engaging institutions to ensure quality standards.

v. Recruitment of additional staff and training/re-tooling the existing staff to address the skills gap.
vi. The need for automation of processes at NCHE and HEIs for improved efficiency, effectiveness and accessibility in regulation and management of higher education.
vii. Enhanced human and financial resource capacity is critical for the successful implementation of NCHE's mandate.

2.7. Analysis of Cross-cutting Issues

viii. This section presents an analysis of cross-cutting issues, including HIV and AIDS, Gender and Equity, Malaria Control, Pandemics, and Environmental sustainability.

2.7.1 HIV and AIDS

Table 7 below presents an analysis to mainstream HIV and AIDS issues at NCHE.

Table 7: Showing HIV and AIDS Mainstreaming at NCHE

Causes	Effects	Strategies for mitigation in the period
Unprotected sex	Low productivity	Safe practices
Sharing needles or syringes contaminated with HIV-infected blood.	Transmission of infections such as HIV, Hepatitis A, B, and Tuberculosis	Treatment with ART
Mother to child during pregnancy or childbirth	HIV Infection in Infants and Health Complications	Education and Awareness

2.7.2 Gender and Equity

The sub-section presents an analysis of mainstreaming Gender and Equity issues at NCHE. It presents the issues that may hamper the achievement of the Council's objectives, their causes, effects and strategies for mitigation.
Table 8 presents the Gender and Equity mainstreaming:

Table 8: Gender and Equity Mainstreaming at NCHE

Causes	Effects	Strategies for mitigation in the period
Uneven Access to Education	Economic Impact	Roll out the Open Distance and e-Learning system in institutions of higher learning
Lack of Employment Equality	Health and Well-being	Mainstreaming gender and equity at Council and in HEIs

Job Segregation	Violence and Discrimination	Revisiting and re-formulating hiring practices to eliminate bias.
Lack of Legal Protections:	Political Representation	Promoting female leadership
Cultural and Social Norms	Stigma	Fostering positive workplace culture through flexible work

2.7.3 Malaria Control

The prevalence of malaria may constrain the achievement of the strategic objectives. Table 9 presents an analysis of mainstream approaches for malaria control:

Table 9: Showing Malaria Mainstreaming

Causes	Effects	Strategies for mitigation
Work Environment	Health Impact on Employees	Preventive Measures
Travel	Economic Costs	Medication
	Operational Disruptions:	Training and Awareness
		Health Screening and Support
		Environmental Management

2.7.4 Pandemics

NCHE mainstreams for pandemics in order to lay strategies of mitigating the effects that they may cause. This sub-section presents an analysis of mainstreaming pandemics at NCHE. It presents the issues that may hamper objective achievement, their causes, effects and strategies for mitigation.
Table 10 presents an analysis of mainstreaming pandemics at NCHE:

Table 10: Showing Mainstreaming for Pandemic at NCHE

Causes	Effects	Strategies for mitigation
Shared Spaces	Health Impact on Employees	Ensure Hygiene Protocols are observed and implemented
Travel	Economic Impact	Remote Work Policies
Inadequate Hygiene Practices	Operational Disruptions	Health Screenings
Insufficient ventilation	Mental Health	Ventilation Improvements

2.7.5 Environment

This sub-section presents an analysis of mainstreaming environmental issues at the Council. Table 11 presents the mainstreaming of environmental issues at NCHE.

Table 11: Showing Environment Mainstreaming at NCHE

Causes	Effects	Strategies for mitigation in the period
Climate-related disasters can disrupt normal operations	Operational disruptions	Conducting climate and disaster risk assessment
Biological Hazards	Productivity Loss	Ergonomic Practices
Air Quality	Cost Implications	Training and Awareness Programs
Physical Hazards	Infrastructure damage	Use of Eco-Friendly Products
Waste Management		Proper Waste Management
		Emergency Preparedness

CHAPTER THREE

STRATEGIC DIRECTION

3.1. Introduction

This chapter provides the 2025/26 - 2029/30 strategic direction for the National Council for Higher Education. The chapter highlights the Council's mandate, vision, mission, and core values to be followed in the planning period. This strategic direction emerged from a participatory process of stakeholder consultations, the situation analysis, and the relevant emerging issues based on a consensus among key stakeholders of the Council.

3.2. Vision

"Quality, Accessible, Equitable and Transformative Higher Education."

3.3. Mission

"To regulate higher education and ensure the provision of relevant, quality, and equitable higher education in Uganda."

3.4. Goal

"To ensure provision of quality, relevant, and accessible higher education by regulating institutions, setting standards, promoting research and ensuring the equivalence of qualifications."

3.5 Core Values

NCHE shall abide by the following five core values, i.e., Independence, Professionalism, Integrity, Accountability and Responsiveness in order to effectively execute this strategic direction, as presented in Table 12 below.

Table 12: Core Values

Values	Description
Independence	We believe in the autonomy, discretion and independence of our consumers and staff as they make decisions and take action.
Professionalism	We are committed to continuous professional improvement and growth. We provide quality service delivery to the clients while making responsible decisions based on professional standards.
Integrity	We uphold moral principles reflected in our code of conduct and build trust through ethical and transparent actions and

	relationships in what we do.
Accountability	We believe in being fully answerable and transparent to those we serve. We accept responsibility for our actions as well as promote efficient resource use, ensure value for money, and maintain credibility by avoiding conflicts of interest.
Responsiveness	We address the concerns and needs of our stakeholders. This value entails timely decision-making, open and communication, and excellent customer care, resulting in unmatched stakeholder satisfaction.

3.6. Pillars of the Strategic Plan

The NCHE 2025/26 - 2029/30 Strategic Plan focuses on strengthening higher education over five years through three pillars namely, Quality Assurance and Accreditation; ICT, Research and Innovation; and Corporate Governance and Institutional Development.

1) Pillar 1: Quality Assurance and Accreditation
2) Pillar 2: ICT, Research and Innovation
3) Pillar 3: Corporate Governance and Institutional Development.

3.7. Strategic Objectives

NCHE's strategic plan is built around three pillars with seven strategic objectives as specified below:

Pillar 1: Quality Assurance and Accreditation

SO1: To Enhance Quality Assurance and Compliance in Higher Education Institutions.

Pillar 2: ICT, Research and Innovation

SO2: To Strengthen Digital Transformation within NCHE and Higher Education Institutions for Regulation and Management.

SO3: To Advance Relevant Research and Innovation and Strengthen usage of Higher Education Statistics for Regulation and Policy.

Pillar 3: Corporate Governance and Institutional Development.

SO4: To Strengthen Corporate Governance, Institutional Capacity and Development at National Council for Higher Education.

3.8. Strategic Outcomes, Outputs and Actions by Objectives

In the pursuance of the above strategic objectives, NCHE will implement the following strategic actions:

SO1: To Enhance Quality Assurance and Compliance in Higher Education Institutions

Outcome: Improved access and quality of higher education
Output: Quality and standards of Higher Education Institutions strengthened
Actions:

i. Strengthen Licensing and accreditation of Higher Education Institutions.
ii. Enhance Accreditation and re-accreditation of programmes.
iii. Strengthen gender and equity in the provision of higher education.
iv. Develop and review Standards and Regulations.
v. Monitor and evaluate Higher Education Institutions.
vi. Receive and investigate complaints relating to Higher Education Institutions.
vii. Recognise local qualifications.
viii. Determine the equivalence of foreign qualifications.
ix. Implement and review the Uganda Higher Education Qualifications Framework.

SO2: To Strengthen Digital Transformation within NCHE and Higher Education Institutions for Regulation and Management

Outcome: Improved operational efficiency
Output: Reduced cost of operations
Actions:

i. Strengthen technology infrastructure at NCHE and HEIs for regulation and Management.
ii. Build Capacity in Emerging Technology advancement at NCHE and HEIs.
iii. Strengthen NCHE online operations and ICT usage.
iv. Improve NCHE business processes through automation.

SO3: To Advance Relevant Research and Innovation and Strengthen usage of Higher Education Statistics for Regulation and Policy

Outcome: Increased focus on research, innovation and usage of HE statistics
Output: Improved research, innovation and statistics capacity
Actions:

i. Develop collaborative research capacity with MDAs and education development partners.
ii. Enhance mechanisms for dissemination of scholarly research findings.
iii. Strengthen the research and innovation capacity of NCHE and HEIs.

iv. Promote the development of strong links between research institutions and industry.
v. Enhance provision of data for regulation and higher education policy.

SO4: To Strengthen Corporate Governance, Institutional Capacity and Development at National Council for Higher Education

Outcome: Increased stakeholder participation in NCHE functions

Output: Improved client/stakeholder satisfaction rating

Actions:

i. Strengthen regulation by NCHE.
ii. Strengthen collaborations, partnerships and stakeholder engagements.
iii. Strengthen the decision-making and oversight role of the Council.
iv. Strengthen the internal audit and risk management functions.
v. Strengthen the image of NCHE.
vi. Advise the government on matters related to Higher Education.
vii. Enhance community engagement interventions at NCHE.
viii. Implement the resource mobilisation strategy to enhance financial sustainability at NCHE.
ix. To ensure efficient resource utilisation and accountability.
x. Strengthen the Monitoring and Evaluation function.
xi. Strengthen the planning and budgeting function.
xii. Implement development projects.
xiii. Build the capacity of HR.
xiv. Attract, recruit, retain and develop human resources at NCHE.
xv. Strengthening staff accountability and productivity.
xvi. Aligning the NCHE structure to support the implementation of the strategic direction.
xvii. Enhance the enabling working environment for staff.
xviii. Strengthen the records management system of NCHE.
xix. Strengthening the procurement and disposal function.
xx. Conduct NCHE process mapping.

Table 13 below shows the strategic objectives and the corresponding expected outcomes in the next five years, providing key indicators, baseline, target and source of data.

Table 13: Strategic Objectives and Corresponding Outcomes

	Outcome	**Indicator**	**Baseline FY23/24**	**Target FY29/30**	**Data Source**
Objective 1: To enhance quality assurance and compliance in Higher Education Institutions	Improved access to quality higher education and training	Gross Enrolment Ratio	6.7%	9%	State for Higher Education Survey Report
	Improved graduate employability	% graduates employed within one year after graduation	35%	60%	Tracer study report
Objective 2: To strengthen digital transformation within NCHE and HEIs for regulation and management.	Improved operational efficiency	Percentage of automation of NCHE services	65%	75%	Annual reports
Objective 3: To enhance relevant research and innovations and strengthen the usage of higher education statistics for regulation and policy.	Institutional competitiveness	Number of publications by staff	2	5	Annual report

	Outcome	Indicator	Baseline FY23/24	Target FY29/30	Data Source
Objective 4: To strengthen corporate governance, institutional capacity and development at NCHE.	Improved regulatory effectiveness	% of staff establishment	59.2	65%	Annual report

The table 14, below shows the interventions and actions that will enable National Council for Higher Education to achieve the strategic objectives and outcomes for the periods 2025/26 - 2029/30.

Table 14: Key Interventions and Actions

Intervention	Actions	Priority Ranking
Strategic Objective 1: To enhance quality assurance and compliance in Higher Education Institutions		
1. Accelerate the acquisition of urgently needed skills in key growth areas	1. Study, create and implement the higher education financing fund to support parental contributions towards financing long-term (future) higher education	A
	2. Develop a National Qualifications Framework	B
2. Review curricula to make them competence-based at all levels and implement competence-based curricula at all levels	1. Undertake the review of the curricula to make them competence-based at all levels	A
	2. Retool instructors/teachers to enable them implement the competence-based curricula	B
	3. Prepare and distribute the learning materials and resources aligned with	C

Intervention	Actions	Priority Ranking
	competence-based curricula	
	4. Integrate Education for Sustainable Development (ESD) into school curriculum	C
Strategic Objective 2: To strengthen digital transformation within NCHE and HEIs for regulation and management		
Promote STEM/STEI focused strategic alliances between schools, training institutions, high calibre scientists and industry	1. Prioritise STEI/STEM for programme and institutional accreditation	A
	2. Expand the scope of the Research and Innovations fund	A
Strategic Objective 3: To enhance relevant research and innovation and strengthen usage of higher education statistics for regulation and policy		
Equip TVET trainees and higher education graduates with 21st century knowledge and skills	1. Establish and implement a National Central Admission System for higher education and link higher education admissions and financing to the critical skills needs identified in the Plan	B
	2. Conduct higher education graduate tracer studies	A
	3. Promote and implement distance learning programmes	A
Strategic Objective 4: To strengthen corporate governance, institutional capacity and development at NCHE		
Provide the required physical infrastructure and equip, instruction materials, human resources and quality assurance mechanism for Higher Education and TVET Institutions including Special Needs Education (SNE)	1. Undertake construction and equipping NCHE Main Building	A
	2. Recruit staff at the Secretariat	A

CHAPTER FOUR

FINANCING STRATEGY

4.1. Introduction

The programmes and activities in this strategic plan will be financed from various sources, including government funding, grants, gifts, development partners, fees and other monies paid to the Council for rendering services. The financing strategy intends to ensure that the plan is executed in a timely manner with a broadened resource base.

4.2. Funding History at the NCHE

The funding history of the Council in Table 15 below illustrates the annual revenue by source, as compared to the annual expenditure in the period 2020/2021 to 2024/2025.

Table 15: Funding History

NCHE FINANCIAL PERFORMANCE SUMMARY IN UGANDA SHILLINGS					
FINANCIAL PERFORMANCE 2020/21-2024/25					
Description	**2020/2021**	**2021/2022**	**2022/2023**	**2023/2024**	**2024/2025 (1/2 Year)**
INCOME					
Government Support	6.95	7.773	10.105	10.036	5.807
Development Partners	-	-	-	-	-
Gifts	-	-	-	-	-
Project funding	-	-	5.000	5.000	-
Fees & Other Income	4.700	4.700	4.700	4.700	2.350
TOTAL INCOME	**11.650**	**12.473**	**19.805**	**19.736**	**17.227**
TOTAL EXPENDITURE	**7.817**	**11.159**	**15.332**	**19.736**	**8.157**
TOTAL SURPLUS	**-**	**-**	**-**	**-**	**-**
TOTAL DEFICIT	**3.817**	**1.314**	**4.473**	**-**	**9.070**

4.3. Forecast of Revenue by Source in the Next Five Years

The forecast of revenue in the next five years is based on the financial position of the Council as at January 2025. Table 16 is a summary of the expected revenue from different sources for the period 2025/26 - 2029/30.

Table 16: Revenue Projection for the Five-Year Period

	Funding Source	2025/26	2026/27	2027/28	2028/29	2029/30	Total
1.	GOU-Recurrent	24.06	45.37	52.31	59.86	63.81	245.41
2.	GOU-Development	5.00	5.00	8.00	2.00	3.00	23.00
3.	External Funding	0.00	0.50	0.75	1.00	1.50	3.75
4.	Gifts/ Others	0.20	0.40	0.50	0.60	0.65	2.35
5.	NTR	4.70	4.75	4.80	4.85	4.90	24.00
	Total Amount	33.96	56.02	66.36	68.31	73.86	298.51

4.4. Forecast of Expenditure by Objective

Expenditure forecast is based on the proposed strategic actions under the six (6) strategic objectives. It is also based on developments expected to be carried out as per the five-year (2025/26 - 2029/30) Strategic Plan. It is expected that all funds will be spent as a way of realising the set interventions in terms of costs for the stated five-year period. Table 17 presents the estimated annual expenditure by strategic objectives for NCHE.

Table 17: Estimated Annual Expenditure for the 5-Year Period

	Strategic Objectives	Annual Budget (UGX Bn)					5-Year Total (UGX Bn)
		2025/26	2026/27	2027/28	2028/29	2029/30	
1.	Wages	7.792	10.182	10.591	11.021	11.472	51.058

2.	Development Budget	5.000	5.000	8.000	2.000	3.000	23.000
3.	**SO 1:** To enhance quality assurance and compliance in HEIs	9.250	17.388	20.500	23.698	25.700	96.536
4.	**SO 2:** To strengthen digital transformation within NCHE and HEIs.	2.908	4.900	5.469	7.801	8.088	29.166
5.	**SO 3:** To advance relevant research and innovations and strengthen the usage of HE statistics for regulation and policy.	3.010	6.200	7.300	7.600	8.200	32.310
6.	**SO 4:** To strengthen corporate governance, institutional capacity and development at NCHE.	6.000	12.350	14.500	16.190	17.400	66.440
	AMOUNT	**33.960**	**56.020**	**66.360**	**68.310**	**73.860**	**298.51**

4.5. Assumptions

The following are the key assumptions of the funding forecasts:

i. Revenues have been projected at the current inflation rate of 5.4%.
ii. Implementation of the resource mobilisation strategy.
iii. Timely disbursement of funds.

4.6. Projected Five-year Revenue Envelope and Funding Gap

Based on the Medium-Term Expenditure Framework (MTEF) ceilings, the resource envelope for NCHE is expected to grow from UGX 33.96bn in FY 2025/26 to UGX 72.86bn in FY 2029/30. A comparison of the planned expenditure against the projected resource envelope indicates that the funding gap is expected to increase to UGX 189.267 billion by FY 2029/30.Table 18 below presents the projected resource envelope and funding gap.

Table 18: The Projected Expenditure, Resource Envelope and the Funding Gap

Description	Projected resources in billion Uganda shillings					Total
	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	
Projected Resource Estimates	33.960	56.020	66.360	68.310	72.860	298.51
Projected GOU Funding (MTEF) commitment	17.049	19.013	21.047	23.967	27.408	108.484
Funding Gap	17.015	37.01	45.313	44.343	45.452	-190.026

4.7. Revenue Mobilisation Strategy

The successful implementation of the strategic plan will require adequate resources. However, given the estimated shortfall of funds for the planned activities, the Council will finance the gaps through various resource mobilisation strategies. The strategies to mobilise resources in the plan period will include:

i. Seeking additional funding from Government.

The NCHE will seek additional funding to support the execution of its mandate through constant engagement with the Ministry of Finance, Planning & Economic Development.

ii. Proposal writing.

The NCHE will aim at developing fundable proposals to development partners who can support some of the activities of the strategic plan.

iii. Review and update.

Review and update of NCHE's Resource Mobilisation Strategy.

iv. Review of the fees and charges.

The Council will review and consider raising the fees and charges for the services it provides.

v. Quality assurance charges.

The NCHE will collect the gazetted fees and charges to support the implementation of the strategic plan.

4.8. Revenue Management.

The NCHE is committed to the prudent management of resources by putting in place adequate mechanisms for the efficient and effective use of resources. This includes developing and implementing clear policies and procedures for resource management and conducting regular audits and reviews. In addition, the NCHE will put in place measures to minimise wastage and loss of funds during the strategic plan's implementation. To achieve this, the NCHE will adopt the following measures:

i. Adhere to approved work plans and procurement plans.
ii. Build capacity of staff in cost cutting.
iii. Risk management.
iv. Intensify the use of Integrated Management Information Systems in the provision of its services.

CHAPTER FIVE

INSTITTUTIONAL ARRANGEMENTS

5.1. Introduction

This chapter describes the concrete measures that NCHE aims to undertake to translate strategic intent into actions that produce results over the next five years. The implementation strategy forms the basis of detailed annual operational plans and performance contract targets developed by NCHE at the beginning of each financial year. Implementation is based on strategic objectives aligned and supported by the organisational structures, support systems, processes, human skills, resources, and incentives.

5.2. Coordination of the Implementation Process

The NCHE strategy will be implemented within the planned five-year period 2025/26-2029/30. The Council will play its strategic oversight role, while Management through its three directorates will be entrusted with the day-to-day implementation modalities of the strategy. Table 19 presents the roles and responsibilities of different stakeholders.

Table 19: Showing Roles and Responsibilities of Key Stakeholders in Strategy Implementation

Responsible Centres	Roles and Responsibilities
Council	Strategic direction, prioritisation of the approved resource envelope, approval of key strategic policy documents, governance and oversight
Top Management	Preparation of key policy documents, operational efficiency and effectiveness in strategy implementation, regular quality-report production, compliance with existing laws and regulations
Ministry of Education and Sports	Providing sector policy direction, resource mobilisation, monitoring and evaluation of the strategy
Ministry of Finance, Planning and Economic Development, and the Donor Community	Offering guidance, financing the strategy, and monitoring utilisation of financial resources
Office of the Prime Minister, and National Planning Authority	Offering technical guidance and capacity building in planning; compliance monitoring and evaluation of the strategy
Uganda Bureau of Statistics	Providing reliable data to inform planning, offering technical guidance and assistance in capacity building related to data generation and management

5.3. Sustainability Arrangements

5.3.1 Governance

Section four of the Universities and Other Tertiary Institutions Act Cap 262 establishes the National Council for Higher Education (NCHE) to monitor, evaluate, and regulate higher education institutions. Council members will support the implementation of the Plan by formulating and reviewing NCHE policies, carrying out the Council's functions as outlined in the Act, setting annual performance targets, monitoring and evaluating NCHE's management performance, and supervising the management of the Council's property and business.

The Governing Council consists of eighteen members, primarily representing various social constituencies, including public and private universities, students, religious organisations, commerce, industry, agriculture, the general public, the Ministry of Education, and people with disabilities. In executing its functions, NCHE will be guided by the Minister of Education and Sports on policy matters.

5.3.2 Management

The Executive Director will lead the implementation of the SP. The Management team will be responsible for translating policies, programmes, projects, and activities into results. The day-to-day operations of the secretariat are vested in the Executive Director, who reports to the NCHE Council. In the execution of the policies of NCHE, the Deputy Executive Director and Directors, who constitute the Management Team, assist the Executive Director.

NCHE will hinge on the following key success factors to achieve the set strategic direction: Commitment of the Governing Council; Supportive policy and legal environment; E-governance and digitisation; Collaborations and networks, and continued government support.

5.4. Financial Sustainability

NCHE will enhance its financial base and sustainability through its resource mobilisation strategy. NCHE will implement the Resource Mobilisation Strategy to attract funders and development partners to finance its initiatives. It shall continue to provide strong financial management systems and structures to ensure that funds are utilised in the most frugal manner. NCHE will engage the government for additional resources, aware of the strategic mandate it plays in regulating higher education institutions. Activities under this strategy will be allocated resources according to the action plan and budget estimates.

5.5. Partnerships and Collaborations

Partnerships and collaborations are essential for the successful implementation of the National Council for Higher Education's strategic plan, ensuring sustainable growth and development in the higher education sector. The NCHE will continue to strengthen its networks and collaboration with development partners for resource mobilisation and accountability.

5.6. Human Resource Plan including the Recruitment Plan

National Council for Higher Education (NCHE) Strategic Plan (2025/26 - 2029/30) requires a robust Secretariat in function, structure and establishment. The Strategic Plan provides for the establishment of **125 staff** to enable NCHE accomplish its broad mandate of ensuring quality Higher Education. NCHE plans to review and realign its structure in line with its mandate. Priority will be to resource the Secretariat with the required staffing levels for optimal success. NCHE has a 59.2% staffing level, a figure below the Government minimum requirement of 65%. Below is a table indicating the staffing projection over the next planning cycle. A detailed breakdown per annum has been provided to show the required human resources for implementation of the strategy.

Table 20: Showing the Staffing Level for the period 2025/26-2029/30

Financial Year (FY)	**FY 2024/25**	**FY 2025/26**	**FY 2026/27**	**FY 2027/28**	**FY 2028/29**	**FY 2029/30**
Current No. of staff		73	84	94	104	114
No. of staff recruited, annually		10	10	10	10	11
Total No. of staff	**74**	**84**	**94**	**104**	**114**	**125**
Percentage Increase (%)		14%	12%	11%	10%	10%

To address the staffing gap, NCHE plans to recruit 10 staff annually in the first four years and 11 staff in the fifth and last year of the planning cycle.

CHAPTER SIX

COMMUNICATION STRATEGY

6.1. Introduction

Effective communication is critical for NCHE to realise the success of the planning work and its resulting outcomes. As part of reaching out to clients, stakeholders, and the public, the NCHE Top Management Team will develop a strategic communication Plan to integrate the vision, mission, and values into the NCHE's communications. Similarly, key components and milestones of the strategic plan will be incorporated into activities undertaken by all staff in their day-to-day work with clients, stakeholders and the public. Resources are planned towards communication and information distribution to the internal staff. Regular staff briefing, sensitization and training will be undertaken to build understanding and staff commitment towards the strategy. The Council will develop communication materials and utilise, among others, the following channels to deliver the messages to different stakeholders:

i. Regular workshops
ii. Stakeholder consultation forum
iii. Talk shows
iv. Publication of printed materials (brochures, fliers)
v. Directorate and departmental meetings
vi. Lunch and learning sessions
vii. Regular updates on NCHE Website, intranets and emails
viii. Social and traditional media engagements
ix. Newsletters, annual reports and presentations

The NCHE will design opportunities for timely feedback and response that include suggestion boxes placed at strategic points to source the public's views on areas of approval and improvement, use of annual client satisfaction surveys and strengthening an open-door policy.

6.2. Approach to Communicating the Plan

Table 21 presents an analysis of the strategies that will be laid out towards promoting effective communication:

Table 21: Communication Strategy

Objectives	Actions	Target audience	Timeframe	Annual Budget (Bn)	Responsible Person
To strengthen the NCHE's internal & external functions and capacities	• Production and dissemination of information, promotional & educational materials. • Organise meetings, retreats and workshops	• Council • MDAs • NCHE staff • HEIs staff • Students • Public	Year 1-5	0.05	Public Relations & Corporate Affairs
	Create a content development plan for effective use and management of the website and the social media platforms	All stakeholders	Year 1-5	-	Public Relations & Corporate Affairs
To increase public awareness & understanding of the NCHE mandate, roles and function	Arrange press conferences and media coverage about NCHE.	Public	Year 1-5	0.05	Public Relations & Corporate Affairs
	Organise the Annual Higher Education Exhibition	• HEIs • Secondary schools, • Public	Annually	0.100	Public Relations & Corporate Affairs
	Organise the Annual Higher Education Conference	• HEIs • Researchers • Academia	Year 1-5	0.200	Public Relations & Corporate Affairs
	Prepare and disseminate	• All stakeholders	Year 1-5	0.04	Public Relations &

	topical and timely press releases				Corporate Affairs
	Package information for prospective employees and suppliers	• Media • Employers • Suppliers	Year 1-5		Public Relations & Corporate Affairs
	• Organise sensitisation workshops	• Policy Makers • HEIs • Education partners • MDAs	Year 1-5	0.100	
To improve NCHE's Image, reputation and brand	Development, production, and dissemination /distribution of assorted branded products	• Public • All stakeholders	Year 1-5	0.100	Public Relations & Corporate Affairs
	Organise selected CSR activities	• Public	Year 1-5	0.05	Public Relations & Corporate Affairs
	Participate in national and regional engagements	• MDAs • Regional Bodies • Local Governments	Year 1-5	0.150	Public Relations & Corporate Affairs

6.3. Mechanisms for generating feedback from stakeholders

Sharing feedback with key stakeholders of NCHE is the main precursor to the successful implementation of this strategic plan. NCHE shall therefore come up with deliberate strategies to share feedback with key stakeholders as summarised in the Communication Strategy presented in Table 21 above. Within the strategic planning period (2025/26 - 2029/30), NCHE will develop a comprehensive Public Relations and Communication Strategy to inform the improvement of its engagement with stakeholders. The Council, Executive Director, Deputy Executive Director, Directors and all staff shall steer NCHE's efforts towards enhanced public relations and communication. This will aim at improving NCHE's image and reputation and as such lead to more attraction both locally and internationally.

CHAPTER SEVEN

RISK MANAGEMENT

7.1. Introduction

Following the SWOT analysis, Stakeholder analysis, Logical Framework analysis and general mainstreaming for cross-cutting issues, several risks have been identified. The risk management chapter, therefore, presents further analysis of the risks while also outlining mitigation strategies.

7.2. Risk Analysis

The section presents an analysis of the risks that may hamper the successful implementation of this Strategic Plan. The analysis shows the probability of occurrence, the magnitude of impact if a particular risk occurs and the proposed strategies to mitigate the risk. Table 22 presents the risk analysis for NCHE.

Table 22: Risk Analysis

S/N	Risk	Probability level (H/M/L)	Impact level (H/M/L)	Mitigation Measures
1	Budget cuts due to changes in government priorities and external policies	High	High	Operationalisation of the NCHE Resource Mobilisation Strategy
2	High operational costs due to rising prices of goods and services	High	High	Encourage priority-driven budgeting in all Departments and Units
3	Inadequate Strategic Plan monitoring mechanisms	High	High	Structured arrangement for monitoring of the Strategic Plan
4	Inadequate guidance on policy and implementation of strategies	High	High	Identifying skills gaps through annual self-assessments as per the Council Procedures Manual
5	Council Committees are not monitoring risks within their areas of responsibility	High	High	Improve risk monitoring/oversight at Committee level
6	Inadequate Integration of	High	High	i) Align strategies with

	strategies with financial planning.			financial plans ii) Align annual workplans and budgets to the Strategic Plan
7	Gaps in the Universities and Other Tertiary Institutions Act, Cap 262, and regulations which affect implementation of the NCHE mandate	High	High	Follow up with relevant stakeholders to revise and amend the Act and regulations
8	Litigation arising from: i) NCHE's failure to adhere to laws, regulations and guidelines ii) Gaps in the UOTIA, Cap 262 iii) Gaps in some NCHE policies and manuals iv) Electoral processes v) Unauthorised disclosure of confidential information.	High	High	i) Departments and Units to seek guidance from NCHE legal team on matters requiring legal counsel ii) Review the previously proposed amendments to the Act, incorporate emerging trends iii) Periodically review NCHE's policy and procedure manuals iv) Strengthen the processes for equating and recognising of academic qualifications v) Ensure all staff adhere to the provisions of the NCHE Communication Strategy.
9	Failure to maintain effective corporate governance arrangements at both Council and Management level	High	High	Promote ethical behaviour and adherence to the principles of good governance
10	Reduced Service Delivery as a result of delays or failure to implement planned and mandated activities.	High	High	i) Increase staffing levels ii) Develop realistic work plans.

CHAPTER EIGHT

MONITORING AND EVALUATION FRAMEWORK

8.1. Introduction

The Monitoring and Evaluation (M&E), strategy for NCHE Strategic Plan 2025/26 - 2029/30 provides a framework for tracking and reporting progress of implementation of the strategic plan and evaluating the success of the strategic plan in terms of meeting its objectives and intended outcomes, including the NCHE's contribution to NDP IV programme outcomes. The M&E strategy is intended to provide answers to the key performance measurement, monitoring and evaluation questions such as:

i. Were resources availed and used as planned?
ii. Were the planned activities implemented as planned?
iii. Did the execution of activities result in the planned outputs?
iv. Did or will outputs result in the expected outcomes?
v. Did or will the plan create the desired impact on the target beneficiaries?

This chapter provides the M&E strategy for the five-year strategic planning period. It presents the monitoring and evaluation process, theory of change for the period and the M&E cycle and plan. It then covers the reporting flow and the M&E results framework matrix.

8.2. Monitoring and Evaluation processes

The following monitoring and evaluation processes underline the proposed M&E strategy for the NCHE Strategic Plan. They include: progress reporting for internal stakeholders to aid decision making, annual performance reviews, mid-term reviews and an end-of-term evaluation of the plan; for the benefit of internal and external stakeholders.

8.2.1 Progress Reporting:

This refers mainly to periodic regular reporting of progress of implementation of the NCHE Strategic Plan, conducted to aid management decisions. These shall be carried out on a quarterly basis to capture key milestones towards the annualized target performance of the plan.

8.2.2 Performance Annual Review:

Annual implementation reviews of the NCHE Strategic Plan will be conducted to assess the achievement against set milestones and performance targets. The annual performance review of the strategic plan shall be undertaken and reported on as part of the NCHE annual reports.

8.2.3 Mid-term Evaluation:

This shall be conducted halfway into the implementation of the strategic plan to establish whether the implementation of the plan is on course or not. In addition, the mid-term evaluation will help in the assessment of whether the plan is likely to achieve the targets and implementation processes. The review will help to detect any variations in target performance and provide strategic measures for addressing them. It will further allow for the development of a summary on the lessons learnt from the first implementation phase, which might be useful for subsequent phases.

8.2.4 End-of-Term Evaluation:

This aims at assessing the extent to which the NCHE Strategic Plan objectives will have been achieved, pointing at 'what worked', 'what did not work' and the reasons as to why it did not work. In order to satisfy the data requirements for the different processes, a robust M&E system shall be developed to collect data for measuring the NCHE's performance at output and outcome levels. The output level indicators shall measure the milestones attained in the execution of specific interventions of the strategic plan which are useful for annual performance reviews and period progress reporting. The outcome indicators shall measure the level of achievement of the set objectives of the strategic plan, and will therefore be useful for both the mid-term reviews and end-of-term evaluation of the strategic plan. The periodic/quarterly progress reporting and annual implementation reviews shall be conducted internally (jointly with key stakeholders). The mid-term and end-of-term evaluations shall be undertaken by external resource persons to enhance the independence of assessments.

8.3. Theory of Change

The Theory of Change presents the expected results during implementation of this strategic plan. It illustrates that on the assumption that the required resources in terms of funds, expertise, materials and technical assistance are provided in time, NCHE shall be able to undertake the planned core activities. In Figure 1 presented below is an illustration of the Theory of Change for the 2025/26 - 2029/30 strategic direction of the Council.

8.4. Results Framework

The results framework/matrix presented in this section will enable effective assessment of results accruing from the effective implementation of this five-year strategic plan. The M&E framework presents the interventions, and actions under the strategic objectives, key performance indicators, five-year targets, baseline values as of 2023 and annual targets, all of which will be useful in measuring progress and achievement of the strategic objectives. Table 23 below presents the NCHE's Results Framework for the 2025/26 - 2029/30 strategic direction.

CHAPTER NINE

PROJECT PROFILE

9.1 Projects in the Public Investment Pipeline

9.1.1 National Council for Higher Education Infrastructure Project

Project Title:	National Council for Higher Education Infrastructural Development Project
NDPIV Program:	Human Capital Development
Implementing Agency	National Council for Higher Education
Project Status	Prefeasibility
MFPED PIP Code:	00003-520
Location:	Kampala
Estimated Project Cost	23,300,000,000 UGX
Project Financier:	Government of Uganda
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration: 5 years
Responsible Officer:	Officer Title: Executive Director Officer Email: ed@unche.or.ug
	Officer Title: Project Coordinator / Principal Planning Officer Officer Email: domvia@unche.or.ug
Project Introduction	
Project Brief	The National Council for Higher Education (NCHE), established under the Universities and Other Tertiary Institutions Act, 2001, is mandated to regulate and ensure quality and relevant higher education in Uganda. As of FY2018/19, NCHE regulated 248 Higher Education Institutions (HEIs) with a total enrolment of 275,254 students. However, Uganda continues to face critical challenges in

<table>
<tr><td></td><td>higher education:

Low enrolment in STEM/STEI disciplines (36.7%), below the 40% UNESCO benchmark.
A Gross Enrolment Ratio (GER) of only 6.81%, far below the global average (24%).
Inadequate research output, with HEIs investing only a small fraction of their budgets in research.
Poor ICT and digital learning infrastructure, limiting the scale-up of Open, Distance, and e-Learning (ODeL).
Insufficient office space, staffing (43.5% of the approved structure), and institutional enforcement capacity.

To address these gaps, NCHE proposes the construction of a new Headquarters Complex on its 1.6-acre land in Kyambogo, including:

A Resource and E-Learning Centre with ICT and video conferencing facilities to support digital learning and ODeL.
An off-site Disaster Recovery Centre to ensure business continuity for HEIs' data systems.
A Research and Innovation Hub to strengthen institutional research capacity and foster innovation, especially in STEM/STEI.

The project aligns with Vision 2040 and the Fourth National Development Plan (NDPIV), reinforcing Uganda's aspirations for a knowledge-based, innovation-driven economy. It is a strategic investment to expand access, improve regulatory effectiveness, and enhance the resilience, relevance, and quality of Uganda's higher education system.</td></tr>
<tr><td colspan="2">Project Objective</td></tr>
<tr><td>Primary Objective</td><td>i. To house a Resource Centre with video conferencing facilities and provide space, ICT facilities to support digital learning (ODeL)
ii. To provide an offsite disaster recovery centre for Higher Education Institutions to enable business continuity.
iii. To establish a research hub to advance relevant research and innovation and promote STEM/STEI for Higher Education Institutions.</td></tr>
<tr><td>Project Output</td><td>i. A Resource and E-Learning Centre with ICT and video conferencing facilities to support digital learning and ODeL.
ii. An off-site Disaster Recovery Centre to ensure business continuity for HEIs' data systems.
iii. A Research and Innovation Hub to strengthen institutional</td></tr>
</table>

	research capacity and foster innovation, especially in STEM/STEI				
Strategic Fit	Vision 2040 aims at transforming Uganda from a predominantly peasant and low-income country to a competitive upper middle-income country. Higher education contributes to achieving of the Vision through the development of improved technology, knowledge transfer, research, support to innovation and increases productivity. NCHE plays a big role in helping the nation to achieve the set Vision by regulating Higher Education Institutions such that they can develop the relevant capacities. NDP IV provides for strengthening of NCHE through increased funding and staffing, to improve quality assurance in universities and other institutions of higher learning. The project will support Higher Education to strengthen digital learning, leverage and reposition Science, Technology and Innovation and curriculum development and infrastructure aligned with the goals of national development strategic frameworks such as NDP IV and Vision 2040. Both strategies aim to optimise human capital development in science and technology to harness global technological advancements. The science and technology interventions in Higher Education Institutions will build capacity for competence in e-learning delivery and management, and ensure high-end skills for emerging technology fields related to the Fourth Industrial Revolution (4IR). Indeed, the human capital development programme prioritises STEM/STEI for programme and institutional accreditation in Higher Education.				
Project Disbursement (UGX. Billions)					
Output	2025/26	2026/27	2027/28	2028/29	2029/30
Total	8.000	8.000	4.300	3.000	-

9.2. Ongoing Projects

Project Title:	Institutional development of National Council for Higher Education
NDPIV Program:	Public Sector Transformation
Implementing Agency	National Council for Higher Education
Project Status	Implementation
MFPED PIP Code:	00004-164
Location:	Kampala
Estimated Project Cost	8,600,000,000 UGX
Project Financier:	Government of Uganda
Project Duration:	Start Date: FY2025/26, End Date: FY2029/30, Duration: 5 years
Responsible Officer:	Officer Title: Executive Director Officer Email: ed@unche.or.ug
	Officer Title: Project Coordinator / Principal Planning Officer Officer Email: domvia@unche.or.ug
Project Introduction	
Project Brief	The National Council for Higher Education (NCHE), established under the Universities and Other Tertiary Institutions Act, 2001, is mandated to regulate and ensure quality and relevant higher education in Uganda. As of FY2018/19, NCHE regulated 248 Higher Education Institutions (HEIs) with a total enrolment of 275,254 students. However, Uganda continues to face critical challenges in higher education: Unfortunately, since its establishment, NCHE has been inadequately funded. In the face of inadequate funding, NCHE is unable to fully execute its mandate. This consequently threatens the delivery of quality higher education, given the inability of NCHE to keep a watchful eye on the now 267 higher education institutions under its supervision. The NCHE is currently allocated 17.227bn, which remains inadequate. Currently NCHE has 74 staff against the approved structure of 125 staff, translating to 59.2% staffing levels, a figure below the Government minimum requirement of 65%. As a result, NCHE

	has neither been able to employ the required number of qualified staff, nor adequately perform some of its critical functions such as compliance and monitoring of institutions. The funding gaps have persisted and yet NCHE needs constant resources for the smooth flow of operations and management functions. In addition is the need for acquisition of office furniture and fittings, motor vehicles, office equipment such as computers and repairs, maintenance and renovation of its premises; all of which are key to an effective office and smooth working environment. Currently NCHE has only 22 executive office desks, 20 executive high back leather chairs, 24 higher back mesh chairs, 17 printers and 24 computer sets that are not sufficient for staff. To ensure the smooth flow of operations and planned requisitions, NCHE has formulated an institutional development project which is charged with the responsibility of addressing the above challenges. The NCHE continues to face major challenges relating to inadequate transport capacity for both office operations and field activities and insufficient furniture, lack of proper equipment and a deteriorating work environment. NCHE has five (5) vehicles for fieldwork to oversee over 237 Higher Education Institutions. Four (4) of the Vehicles are beyond the recommended five-year period and are thus due for disposal, while one (1) was due for disposal in FY 2021/22. These inadequacies have left NCHE operating below the required capacity and have adversely affected and hampered it from fully performing its core functions as mandated by UOTIA, Cap. 262.
Project Objective	
Primary Objective	To strengthen the capacity of NCHE to deliver quality, accessible and equitable higher education.
Project Outcome	i. Improved working conditions of staff ii. Efficient and effective delivery of services.
Project output	i. Office equipment procured ii. ICT equipment procured iii. Vehicles procured
Strategic Fit	Vision 2040 aims at transforming Uganda from a predominantly peasant and low-income country to a competitive upper middle-income country. Higher education contributes to the

	achieving of this Vision through the development of improved technology, knowledge transfer, research, support to innovation and increases productivity. NCHE plays a big role in helping the nation to achieve the set Vision by regulating Higher Education Institutions such that they are able to develop the relevant capacities. NDP IV provides for strengthening of NCHE through increased funding and staffing to improve quality assurance in universities and other institutions of higher learning.				
Project Disbursement (UGX. Billions)					
Output	2025/26	2026/27	2027/28	2028/29	2029/30
Total	1.600	1.600	1.700	1.800	1.900

Table 23: NCHE Implementation Action Plan (Results Framework and Detailed Cost Implementation Matrix)									
Program Name: Human Capital development									
Program Goal: A healthy, knowledgeable, skilled, ethical and productive population									
NCHE Goal: "To ensure provision of quality, relevant, and accessible higher education by regulating institutions, setting standards, promoting research and ensuring the equivalence of qualifications."									
Programme Objective 2: To produce appropriate knowledgeable, skilled and ethical labour force (with strong emphasis on Science and Technology; STEI/STEM in higher education and TVET)									
Strategic Objective 1: To enhance Quality Assurance and Compliance in Higher Education Institutions									
Results	**Indicator**	**Baseline**	**Target 2025/26**	**Target 2026/27**	**Target 2027/28**	**Target 2028/29**	**Target 2029/30**	**Data Source**	**Responsible Office**
Outcome 1.1: Improved access to quality higher education and training	Gross Enrolment Ratio (GER %)	6.7%	7%	7%	8%	8%	9%	Annual Report /SHE report	ILA & DMS Department
	Percentage of institutions meeting BRMS	50%	60%	65%	70%	75%	80%	Annual report	ILA
Strategic intervention 1.1.1: Accelerate the acquisition of urgently needed skills in key growth areas									
Output 1.1.1.1. Quality and standards of Higher Education Institutions strengthened	Number of HEIs licensed	261	20	20	20	20	20	Annual reports	ILA
	Number of Higher Education institutions chartered	14	2	2	2	2	2	Annual reports, Council minutes	ILA
	Number of awareness initiatives on HEIs licensing conducted	4	4	4	4	4	4	Annual reports, Council minutes	ILA

	Number of administrative visits to HEIs conducted	20	20	20	20	20	20	Annual reports, Council minutes	ILA
	Number of institutional audits conducted	10	16	16	16	16	16	Annual reports, Council minutes	ILA
	Number of institutional assessors trained	100	50	50	50	50	50	Annual reports, Council minutes	ILA
	Number of institutional managers and owners trained	100	120	120	120	120	120	Annual reports, Council minutes	ILA
	Number of programmes accredited	5210	1500	1500	1500	1500	1500	Annual reports, Council minutes	PA
	Number of programmes audited	20	10	10	10	10	10	Annual reports, Council minutes	PA
	Number of MoUs with professional and practitioners signed	5	2	2	2	2	2	Annual reports, Council minutes	PA
	Number of programme reviewers trained	200	100	100	100	100	100	Annual reports, Council minutes	PA

	Number of awareness workshops on programme accreditation held	1	1	1	1	1	1	Annual reports, Council minutes	PA
	Number of participants sensitised on programme accreditation matters	60	100	100	100	100	100	Annual reports, Council minutes	PA
	Number of publications in a journal/conference proceeding	0	2	2	2	2	2	Journal, Annual reports	ILA/PA
	Number of awareness workshops on gender & equity	1	2	2	2	2	2	Annual reports, Council minutes	G&E
	Number of capacity building trainings conducted	0	2	2	2	2	2	Annual reports, Council minutes training reports	G&E
	Gender and equity policy developed	0	1`	0	0	0	0	Annual reports	G&E
	Number of institutions visited on needs assessment	10	30	30	30	30	30	Annual reports	G&E
	Number of minimum standards developed	12	2	2	2	2	2	Annual reports	SRE

	Number of minimum standards reviewed	6	1	1	1	1	1	Annual reports	SRE
	Number of institutional standards developed	7	2	2	2	2	2	Annual reports	SRE
	Number of capacity indicators reviewed	1	1	0	1	0	0	Annual reports	SRE
	Number of complaints received and investigated	25	20	20	20	20	20	Annual reports	AMC
	Number of regional capacity building workshops conducted	2	2	2	2	2	2	Annual reports	AMC
	Number of regional mapping studies conducted	2	2	2	2	2	2	Annual reports	AMC
	Number of administrative visits conducted	20	20	20	20	20	20	Annual reports	AMC
	Number of radio talk shows	4	4	4	4	4	4	Annual reports	AMC
	Number of benchmark visits conducted	1	0	0	1	0	0	Annual reports	AMC
	Number of institutions monitored	50	60	60	60	60	60	Annual reports	AMC
	Review monitoring and evaluation strategy	0	0	0	1	0	0	Annual reports	AMC
	Number of local qualifications recognized	120	150	150	150	150	150	Annual reports	SRE

	Number of foreign qualifications equated	1400	1500	1500	1500	1500	1500	Annual reports	SRE
	Number of refugee qualifications equated	300	300	300	300	300	300	Annual reports	SRE
	UHEQF reviewed	-	0	1	0	0	0	Annual reports	SRE
	MQF reviewed	-	0	1	0	0	0	Annual reports	SRE
	RPL policy in place	-		0	1	0	0	Annual reports	SRE
	Number of career guidance sessions held	1	2	2	2	2	2	Annual reports	SRE
VIAP Actions		**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Budget 2027/28**	**Budget 2028/29**	**Budget 2029/30**	**Data Source**	**Responsible Office**
Licensing and accreditation of Higher Education Institutions			**1.450**	**2.400**	**2.800**	**3.400**	**3.700**	Annual report	
License Higher Education Institutions			0.241	0.440	0.440	0.540	0.540	Annual report	ILA
Accredit Higher Education institutions - charter			0.300	0.500	0.600	0.600	0.700	Annual report	ILA
Conduct awareness initiatives on institutional licensing			0.230	0.400	0.400	0.500	0.500	Annual report	ILA
Conduct administrative visits to HE institutions			0.229	0.400	0.400	0.500	0.500	Annual report	ILA
Conduct institutional audit of HE institutions			0.200	0.260	0.360	0.460	0.460	Annual report	ILA

Conduct training of institutional assessors		0.100	0.200	0.300	0.400	0.500	Annual report	ILA
Conduct training for institutional managers/owners		0.150	0.200	0.300	0.400	0.500	Annual report	
Accreditation and re-accreditation of programmes		**1.450**	**2.400**	**2.700**	**3.400**	**3.700**	Annual report	
Accredit programmes of study from HE institutions		0.380	0.600	0.700	0.800	0.800	Annual report	PA
Conduct audit of Higher Education Institutions		0.250	0.355	0.455	0.555	0.655	Annual report	PA
Develop MoUs with professional bodies and practitioners		0.100	0.300	0.300	0.450	0.450	Annual report	PA
Conduct capacity building training for programme reviewers		0.200	0.330	0.430	0.580	0.580	Annual report	PA
Conduct awareness workshops on programme accreditation matters		0.230	0.425	0.425	0.525	0.625	Annual report	PA
Publish on emerging issues from institutional and programme accreditation matters		0.290	0.390	0.390	0.490	0.590	Annual report	PA/ILA
Strengthen gender and equity in the provision of higher education		**0.200**	**0.250**	**0.500**	**0.700**	**0.800**		
Conduct sensitisation workshop on gender & equity		0.050	0.060	0.150	0.200	0.150	Annual report	G&E
Conduct capacity building training on gender and equity		0.050	0.070	0.150	0.200	0.250	Annual report	G&E

Develop and implement gender and equity policy		0.020	0.020	0.050	0.100	0.150	Annual report	G&E
Undertake needs assessment on HE institutions for gender mainstreaming		0.080	0.100	0.150	0.200	0.250	Annual report	G&E
Enhancing quality assurance in higher education Institutions		**3.150**	**6.218**	**7.300**	**7.898**	**8.900**		
Develop minimum standard		0.325	0.630	0.730	0.830	0.930	Annual reports	SRE
Review minimum standards		0.200	0.500	0.600	0.698	0.798	Annual reports	SRE
Develop institutional standards		0.430	0.730	0.830	0.930	1.030	Annual reports	SRE
Review capacity indicators		0.300	0.600	0.700	0.700	0.800	Annual reports	SRE
Receive and investigate complaints		0.330	0.630	0.730	0.730	0.832	Annual reports	AMC
Conduct regional capacity building workshops		0.340	0.670	0.770	0.870	0.970	Annual reports	AMC
Conduct regional mapping studies		0.290	0.590	0.690	0.790	0.890	Annual reports	AMC
Conduct administrative visits		0.315	0.620	0.720	0.720	0.820	Annual reports	AMC
Conduct radio talk shows		0.100	0.488	0.670	0.670	0.770	Annual reports	AMC
Conduct benchmark visits		0.430	0.760	0.860	0.960	1.060	Annual reports	AMC

Strengthen compliance in higher education institutions			**3.000**	**6.120**	**7.200**	**8.300**	**8.600**		
Monitor institutions			0.700	1.000	1.100	1.300	1.300	Annual reports	AMC
Review monitoring and evaluation strategy			0.100	0.300	0.400	0.500	0.600	Annual reports	AMC
Recognise local qualifications			0.300	0.600	0.700	0.800	0.800	Annual reports	SRE
Equate foreign qualifications			0.600	0.800	0.900	1.000	1.000	Annual reports	SRE
Equate refugee qualifications			0.400	1.120	1.400	1.500	1.500	Annual reports	SRE
Review the Higher Education Qualification Framework (UHEQF)			0.200	0.500	0.600	0.700	0.800	Annual reports	SRE
Review Military Qualification Framework (MQF)			0.100	0.300	0.400	0.500	0.600	Annual reports	SRE
Draft a Recognition of Prior Learning (RPL) policy			0.500	1.000	1.100	1.300	1.300	Annual reports	SRE
Conduct career guidance sessions			0.100	0.500	0.600	0.700	0.700	Annual reports	SRE
Strategic Objective 2: To strengthen Digital Transformation within NCHE and HEIs for Regulation									
Results	**Indicator**	**Baseline**	**Target 2025/26**	**Target 2026/27**	**Target 2027/28**	**Target 2028/29**	**Target 2029/30**	**Data Source**	**Responsible Office**
Outcome 2.1: Improved operational efficiency	Percentage of automation of NCHE services	40%	60%	65%	70%	75%	80%		

Strategic Intervention 2.1.1: Promote STEM/STEI focused strategic alliance between schools, training institutions, high calibre scientists and industry									
Output 2.1.1.1: Cost of operation reduced	Number of ICT audits conducted	0	1	1	1	1	1	Annual report	ICT
	Upgrade points & PBX system	0	1	1	1	1	1	Annual report	ICT
	Percentage of hardware & software requirements procured	60%	63%	65%	70%	73%	75%	Annual report	ICT
	Number of staff trained on AI and big data	0	10	10	10	10	10	Annual report	ICT
	Number of sensitisation/digital learning sessions on AI organised	0	-	1	-	1	-	Annual report	ICT
	Upgrade NCHE website	1	1	1	1	1	1	Annual report	ICT
	Number of staff trained on the new tools and system	0	10	10	10	10	10	Annual report	ICT
	Functional IMIS system designed	0	-	1	-	-	-	Annual report	ICT
	Functional compliance dashboard designed	0	1	-	-	-	-	Annual report	ICT

VIAP Actions	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Data Source	Responsible Office
Improve ICT infrastructure, capacity and processes at NCHE and in HEIs		**2.908**	**4.900**	**5.469**	**7.801**	**8.088**	Annual report	ICT
Conduct ICT audits		0.390	0.611	0.680	0.940	0.940	Annual report	ICT
Upgrade points & PBX system		0.380	0.600	0.600	0.860	0.860	Annual report	ICT
Procure hardware & software requirement		0.360	0.580	0.680	0.940	0.940	Annual report	ICT
Conduct capacity building training for staff on AI & Big Data		0.350	0.570	0.670	0.930	0.930	Annual report	ICT
Conduct sensitisation/digital learning sessions on AI for HEIs		0.300	0.524	0.524	0.784	0.884	Annual report	ICT
Upgrade NCHE website		0.400	0.620	0.620	0.872	0.872	Annual report	ICT
Train staff on the new tools and system		0.200	0.420	0.520	0.780	0.880	Annual report	ICT
Design functional IMIS system		0.350	0.573	0.673	0.933	0.933	Annual report	ICT
Design functional compliance dashboard		0.258	0.402	0.502	0.762	0.849	Annual report	ICT

Strategic Objective 3: To enhance Relevant Research & innovation and Usage of Higher Education Statistics for Regulation and Policy									
Results	**Indicator**	**Baseline**	**Target 2025/26**	**Target 2026/27**	**Target 2027/28**	**Target 2028/29**	**Target 2029/30**	**Data Source**	**Responsible Office**
Outcome 3.1: Improved evidence-based policy outcomes	The percentage of policy recommendations implemented Based on evidence from research and statistics		50%	55%	60%	65%	70%		DM&S/ R&I
Strategic Intervention 3.1.1: Promote the generation and use of research, innovation and statistics at NCHE and in institutions of higher learning									
Output 3.1.1.1 Improved uptake of research and statistical data for regulation	Number of MoUs signed	3	3	3	3	3	3	Annual report	R&I
	Number of papers published	0	1	1	1	1	1	Annual report	R&I
	Annual Higher Education conference organised	1	1	1	1	1	1	Annual report	
	Annual Higher Education exhibition	1	1	1	1	1	1	Annual report	Lib.& Doc.
	Dissemination workshops held	0	1	1	1	1	1	Annual report	Data Mgt & R&I
	A national HE library established	0	-	1	-	-	-	Annual report	Lib.& Doc.
	NCHE institutional repository created	0	-	-	1	-	-	Annual report	Lib.& Doc.

	Number of grant proposals developed & funded	1	1	1	1	1	1	Annual report	R&I
	Number of impact assessment studies conducted	0		1		1		Annual report	R&I
	Number of capacity building seminars conducted	0	1	1	1	1	1	Annual report	R&I
	NCHE research policy reviewed	1	1					Annual report	R&I
	Research-industry collaboration platform established	0	1	1	1	1	1	Annual report	R&I
	Statistics strategy developed and reviewed	0		1				Annual report	Data Mgt.
	State of higher education survey conducted	1	1	1	1	1	1	Annual report	Data Mgt.
	Tracer study survey conducted	1	1	1	1	1	1	Annual report	Data Mgt.
	Unit cost study conducted	1	1	1	1	1	1	Annual report	Data Mgt
	Capacity building training for technical officers	1	1	1	1	1	1	Annual report	Data Mgt.

VIAP Actions	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30	Data Source	Responsible Office
		1.505	**3.100**	**3.650**	**3.800**	**4.100**	Annual report	R&I
Establish partnerships in research with stakeholders		0.150	0.280	0.280	0.280	0.280	Annual report	R&I
Publish emerging issues from ICT, research and innovation		0.100	0.230	0.230	0.280	0.280	Annual report	R&I
Organise Annual Higher Education conference		0.200	0.330	0.430	0.430	0.530	Annual report	R&I
Organise Annual Higher Education exhibition		0.150	0.280	0.380	0.430	0.530	Annual report	R&I
Organise dissemination workshops		0.120	0.250	0.250	0.300	0.300	Annual report	R&I
Establish a national HE library		0.180	0.310	0.310	0.310	0.310	Annual report	R&I
Create the NCHE institutional repository		0.055	0.185	0.185	0.185	0.185	Annual report	R&I
Develop grant proposals		0.100	0.230	0.230	0.230	0.230	Annual report	R&I
Conduct impact assessment studies		0.180	0.300	0.400	0.400	0.500	Annual report	R&I
conduct capacity building seminars on research		0.150	0.325	0.425	0.425	0.425	Annual report	R&I
Review the NCHE research policy		0.020	0.150	0.200	0.200	0.200	Annual report	R&I

Establish a research-industry collaboration platform			0.100	0.230	0.330	0.330	0.330	Annual report	R&I
			1.505	**3.100**	**3.650**	**3.800**	**4.100**	Annual report	R&I
Develop and review statistics strategy			0.200	0.519	0.629	0.679	0.679	Annual report	Data Mgt.
Conduct a state of higher education survey			0.301	0.620	0.730	0.780	0.880	Annual report	Data Mgt.
Conduct a tracer study survey			0.301	0.620	0.730	0.780	0.880	Annual report	Data Mgt.
Conduct a unit cost study			0.301	0.620	0.730	0.730	0.830	Annual report	Data Mgt.
Conduct capacity building training for technical officers			0.402	0.721	0.831	0.831	0.831	Annual report	Data Mgt.
Strategic Objective 4: To strengthen corporate governance, institutional capacity and development at NCHE									
Results	**Indicator**	**Baseline**	**Target 2025/26**	**Target 2026/27**	**Target 2027/28**	**Target 2028/29**	**Target 2029/30**	**Data Source**	**Responsible Office**
Outcome 4.1: Increased stakeholder participation in NCHE functions	Rate of customer/stakeholder satisfaction with NCHE services	65%	65%	70%	75%	80%	85%	Annual report	

Strategic intervention 4.1.1: Provide the required physical infrastructure and equip, instructional materials, human resources and quality assurance mechanism for Higher Education and TVET institutions including Special Needs Education (SNE)									
Output4.1.1.1: Improved client/stakeholder satisfaction rating	Number of engagement meetings organised	3	1	1	1	1	1	Annual report	Legal
	Number of regulations developed	7	8	8	8	8	8	Annual report	Legal
	Number of regulations reviewed	3	1	1	1	1	1	Annual report	Legal
	Number of legal compliance audits undertaken	0	1	1	1	1	1	Annual report	Legal
	Number of national, regional & international engagements participated in	4	6	6	6	6	6	Annual report	Office of ED
	NCHE ISO certified	0				1		Annual report	Office of ED
	Number of regional standards and regulations harmonised	1	1	1	1	1	1	Annual report	Office of ED
	Number of joint conferences and symposia conducted	0	1	1	1	1	1	Annual report	Office of ED
	Number of institutional policies and manuals reviewed, approved and implemented	10	5	5	5	5	5	Annual report	Office of ED

	Number of Council sittings held	20	4	4	4	4	4	Annual report	Office of ED
	Number of capacity building initiatives for Council conducted	2	1	1	1	1	1	Annual report	Office of ED
	Number of top management meeting held	20	4	4	4	4	4	Annual report	Office of ED
	Number of internal audits undertaken	4	8	8	8	8	8	Annual report	IA
	Number of follow-up compliance audits undertaken	1	4	4	4	4	4	Annual report	IA
	Number of annual risk assessment undertaken	1	1	1	1	1	1	Annual report	IA
	Risk Management framework reviewed	0		1				Annual report	IA
	Number of training and CPD for staff	1	1	1	1	1	1	Annual report	IA
	Number of training for committees of council, management and staff	1	1	1	1	1	1	Annual report	IA
	Number of benchmarking activities undertaken	0	1		1			Annual report	IA

	Number of PR policies developed and reviewed	2		1	1	1	1	Annual report	PR&CA
	Number of adverts and publicity materials published	7	7	7	7	7	7	Annual report	PR&CA
	Number of media engagements held	4	6	6	6	6	6	Annual report	PR&CA
	Number of branded materials developed and printed	150	240	240	240	240	240	Annual report	PR&CA
	Number of IEC materials developed and disseminated	1000	2000	2000	2000	2000	2000	Annual report	PR&CA
	Number of CRS activities engaged in	1	1	1	1	1	1	Annual report	PR&CA
	Number of policy briefs prepared and submitted	1	1	1	1	1	1	Annual report	Office of ED
	Number of structured engagements with government	0	1	1	1	1	1	Annual report	Office of ED
	Stakeholder engagement strategy developed	0		1				Annual report	PR&CA
	Number of stakeholder mappings conducted			1	1	1	1	Annual report	PR&CA

	Number of stakeholder meetings with DLG organised	0	1	1	1	1	1	Annual report	PR&CA
	Resource Mobilisation Strategy reviewed	0	1	1	1	1	1	Annual report	P&D
	Number of fundable proposals developed	2	1	1	1	1	1	Annual report	P&D
	Number of capacity building initiative - RMS	1	1	1	1	1	1	Annual report	P&D
	Number of compliance follow-up initiatives undertaken	4	4	4	4	4	4	Annual report	P&D
	Percentage of payment aligned to work plan and budget	65%	70%	75%	80%	85%	90%	Annual report	FD
	Number of internal controls established	5	1	1	1	1	1	Annual report	FD
	Number of financial reports produced	8	8	8	8	8	8	Annual report	FD
	Up-to-date financial records maintained	1	1	1	1	1	1	Annual report	FD
	Number of compliance budgeting and reporting procedures adhered to	4	4	4	4	4	4	Annual report	FD

	Number of M&E tools/framework developed/ reviewed	3	2	2	2	2	2	Annual report	M&E
	Annual M&E plans developed	0	1	1	1	1	1	Annual report	M&E
	Number of evaluation activities undertaken	4	4	4	4	4	4	Annual report	M&E
	Number of capacity building initiatives in M&E undertaken	1	1	1	1	1	1	Annual report	M&E
	Number of disseminations on M&E carried out	0	1	1	1	1	1	Annual report	M&E
	Annual work plan and budget developed	1	1	1	1	1	1	Annual report	P&D
	Midterm review of the strategic plan	1			1			Annual report	P&D
	Number of Budget performance monitoring reviews conducted	4	4	4	4	4	4	Annual report	P&D
	End-term review of the strategic plan conducted						1	Annual report	P&D

	Number of capacity building initiatives on planning and budgeting matters	1	1	1	1	1	1	Annual report	P&D
	Proportion of NCHE Main Building construction completed	30%	40%	80%	100%			Annual report	P&D
	Detailed project plan developed		1					Annual report	P&D
	Percentage of staff leaving other than on retirement	<4%	<3	<3	<3	<3	<3	Annual report	HRA
	Recruitment Plan developed	1	1	1	1	1	1	Annual report	HRA
	Percentage of new staff inducted	100%	100%	100%	100%	100%	100%	Annual report	HRA
	Recognition and reward policy approved	0	1					Annual report	HRA
	Staff recognised and rewarded	0	1	1	1	1	1	Annual report	HRA
	HR policies and procedure manuals reviewed and updated	1	1					Annual report	HRA

	Annual updating of job descriptions and roles undertaken	1	1	1	1	1	1	Annual report	HRA
	Staff rotation plan developed and implemented	0	1	1	1	1	1	Annual report	HRA
	Staff development needs assessment conducted	0	1	1	1	1	1	Annual report	HRA
	Staff training plan developed	1	1	1	1	1	1	Annual report	HRA
	Number of leadership and management development program conducted	0	1	1	1	1	1	Annual report	HRA
	Annual membership subscription for staff paid	1	1	1	1	1	1	Annual report	HRA
	Percentage of employees supported to attend at least one career development training per year	0%	5%	6%	7%	8%	10%	Annual report	HRA
	Percentage of staff participating in at least one capacity building training programme annually	80%	85%	90%	95%	95%	100%	Annual report	HRA

	Organisational structure reviewed and approved	1	1					Annual report	HRA
	Percentage of staff appraised annually	87%	100%	100%	100%	100%	100%	Annual report	HRA
	Percentage of employees completing their bi-annual reviews on time	0	60%	80%	90%	100%	100%	Annual report	HRA
	Staff sensitisation meetings on performance management organised	0	1	1	1	1	1	Annual report	HRA
	Staff insurance policy in place	1	1	1	1	1	1	Annual report	HRA
	Wellness guidelines developed and approved	0	1					Annual report	HRA
	Number of training sessions on wellness conducted	2	2	2	2	2	2	Annual report	HRA
	Number of physical fitness sessions conducted	35	52	52	52	52	52	Annual report	HRA
	Number of general staff meetings conducted	4	4	4	4	4	4	Annual report	HRA

	Number of vehicles procured	13	4	4	4	4	4	Annual report	FPA
	Maintenance of office vehicles	1	1	1	1	1	1	Annual report	Admin.
	Maintenance schedule of buildings and structures developed	1	1	1	1	1	1	Annual report	Estates
	Well maintained and functional buildings, structure and grounds	1	1	1	1	1	1	Annual report	Estates
	Health and safety audit conducted	0	1	1	1	1	1	Annual report	Estates
	Building insurance policy in place	1	1	1	1	1	1	Annual report	Estates
	Functional central registry and archive centre established	0		1				Annual report	Records
	Percentage of the requirements for central registry procured	30%	40%	50%	60%	70%	80%	Annual report	Records
	Percentage of record digitised	20%	30%	40%	50%	70%	80%	Annual report	Records
	Number of trainings for staff in record management	0	1	1	1	1	1	Annual report	Records
	Appraisal of NCHE records conducted	0	1	1	1	1	1	Annual report	Records

	No. of contract committee meetings	60	12	12	12	12	12	Annual reports	PDU
	Annual procurement plan developed	1	1	1	1	1	1	Annual report	PDU
	Number of training workshop organised	0	3	3	3	3	3	Annual report	PDU
	Updated database of service providers in place	1	1	1	1	1	1	Annual report	PDU
	Number of procurement reports submitted	12	12	12	12	12	12	Annual report	PDU
	Number of processes mapped and documented	0	3	3	3	3	3	Annual report	FPA
	A process mapping exercise for NCHE conducted	0	1					Annual report	FPA
VIAP Actions		**Budget 2024/25**	**Budget 2025/26**	**Budget 2026/27**	**Budget 2027/28**	**Budget 2028/29**	**Budget 2029/30**	**Data Source**	**Responsible Office**
			6.000	**12.350**	**14.500**	**16.190**	**17.400**		
Organise engagement meetings on the amendment of UOTIA Cap 262			0.060	0.110	0.200	0.600	0.600	Annual report	Legal
Develop new regulations			0.050	0.070	0.100	0.400	0.400	Annual report	Legal
Review existing regulations			0.030	0.030	0.080	0.280	0.280	Annual report	Legal

Carry out legal compliance audit		0.040	0.040	0.090	0.290	0.290	Annual report	Legal
Participate in national, regional & international engagements		0.020	0.020	0.050	0.250	0.250	Annual report	Office of ED
Obtain ISO certification		-	-	-	0.200	-	Annual report	Office of ED
Harmonise regional standards and policies		0.070	0.070	0.160	0.160	0.160	Annual report	Office of ED
Conduct joint conferences and symposia		0.200	0.200	0.200	0.300	0.310	Annual report	Office of ED
Develop and review institutional policies and manuals		0.050	0.050	0.100	0.100	0.100	Annual report	Office of ED
Facilitate the functioning of Council business		0.300	0.300	0.300	0.300	-	Annual report	Office of ED
Conduct capacity building initiatives for the Council		0.100	0.100	0.100	0.100	0.200	Annual report	Office of ED
Facilitate top management meetings		0.100	0.100	0.100	0.100	0.100	Annual report	Office of ED
Undertake internal audits		-	-	-	-	-	Annual report	IA
Undertake follow-up compliance audits		0.120	0.120	0.150	0.200	0.300	Annual report	IA
Conduct annual risk assessments		-	-	-	-	-	Annual report	IA
Review the Risk Management framework		-	-	-	-	-	Annual report	IA

Training and CPD for staff		0.060	0.060	0.100	0.100	0.100	Annual report	IA
Train committees of council, management and staff		0.100	0.100	0.100	0.100	0.100	Annual report	IA
Undertake benchmarking of audit activities		-	-	0.200	-	-	Annual report	IA
Develop and review PR policies		0.020	0.020	0.050	0.050	0.050	Annual report	PR&CA
Publish adverts and publicity materials		0.080	0.080	0.160	0.200	0.200	Annual report	PR&CA
Media engagements		0.030	0.030	0.050	0.100	0.100	Annual report	PR&CA
Develop, print and distribute branded materials		0.060	0.060	0.120	0.180	0.180	Annual report	PR&CA
Develop and disseminate IEC materials		0.050	0.050	0.050	0.200	0.200	Annual report	PR&CA
Promote CRS activities		0.070	0.070	0.100	0.100	0.100	Annual report	PR&CA
Prepare and submit policy briefs on critical HE matters		-	-	-	-	-	Annual report	Office of ED
Initiate structured engagements with government		0.020	0.020	0.050	0.180	0.180	Annual report	Office of ED
Develop a stakeholder engagement strategy		-	0.100	-	-	-	Annual report	PR&CA
Conduct stakeholder mappings		-	0.100	0.100	0.300	0.100	Annual report	PR&CA

Organise stakeholder meetings with DLG		0.020	0.020	0.050	0.100	0.200	Annual report	PR&CA
Review the Resource Mobilisation Strategy		0.050	0.050	0.100	0.220	0.220	Annual report	P&D
Develop fundable proposals		0.020	0.020	0.020	0.240	0.240	Annual report	P&D
Build the capacity of staff in Resource mobilisation		0.040	0.040	0.040	0.260	0.260	Annual report	P&D
Undertake follow-up on student collection from HEIs		0.120	0.120	0.140	0.260	0.360	Annual report	P&D
Align work plans to the budget		-	-	-	-	-	Annual report	P&D
Establish and strengthen internal controls		-	-	-	-	-	Annual report	Finance
Prepare financial reports		-	-	-	-	-	Annual report	Finance
Maintain financial records		-	-	-	-	-	Annual report	Finance
Ensure compliance budgeting and reporting procedures		-	-	-	-	-	Annual report	Finance
Develop and review M&E tools/framework		0.080	0.080	0.080	-	-	Annual report	M&E
Develop annual M&E plans		-	-	-	-	-	Annual report	M&E
Undertake M&E activities		0.020	0.020	0.050	0.290	0.290	Annual report	M&E

Undertake capacity building initiatives in M&E		0.040	0.040	0.080	0.200	0.200	Annual report	M&E
Disseminate M&E activities		0.060	0.060	0.070	0.280	0.280	Annual report	M&E
Develop annual work plans and budget		-	-	-	-	-	Annual report	P&D
Undertake a midterm review of the strategic plan		-	-	0.200	-	-	Annual report	P&D
Conduct budget performance monitoring reviews		-	-	-	-	-	Annual report	P&D
Conduct end-term review of the strategic plan		-	-	-	-	0.350	Annual report	P&D
Conduct capacity building initiatives on planning and budgeting		2.000	8.000	8.000	-	-	Annual report	P&D
Monitor progress of the NCHE Main Building construction		-	-	-	-	-	Annual report	P&D
Develop a detailed project plan		0.080	0.080	0.160	-	-	Annual report	P&D
Undertake staff retention initiatives		-	-	-	-	-	Annual report	HRA
Develop a recruitment plan		-	-	-	-	-	Annual report	HRA
Induct new staff		-	-	-	-	-	Annual report	HRA
Develop a recognition and reward policy		-	-	-	-	-	Annual report	HRA

Recognise and reward staff		-	-	-	-	-	Annual report	HRA
Review and update the HR policies and procedure manuals		0.050	-	-	-	-	Annual report	HRA
Undertake annual updating of job descriptions and roles		-	-	-	-	-	Annual report	HRA
Develop and implement a staff rotation plan		-	-	-	-	-	Annual report	HRA
Conduct staff development needs assessment		-	-	-	-	-	Annual report	HRA
Develop a staff training plan		-	-	-	-	-	Annual report	HRA
Organise leadership and management development programs		0.100	0.100	0.100	0.350	0.450	Annual report	HRA
Annual membership subscription for staff paid		0.050	0.050	0.100	0.200	0.200	Annual report	HRA
Support employees to attend at least one career development training		0.050	0.050	0.100	0.200	0.200	Annual report	HRA
Staff participation in at least one capacity building training		0.050	0.050	0.100	0.200	0.300	Annual report	HRA
Review and approve organisational structure		0.040	0.040	0.080	0.220	0.220	Annual report	HRA
Appraise staff		-	-	-	-	-	Annual report	HRA
Conduct staff bi-annual reviews		-	-	-	-	-	Annual report	HRA

Organise staff sensitisation meetings on performance management		0.030	0.030	0.060	0.200	0.300	Annual report	HRA
Staff insurance policy in place		0.350	0.400	0.430	0.250	0.250	Annual report	HRA
Develop and approve wellness guidelines		-	-	-	-	-	Annual report	HRA
Conduct training sessions on wellness		0.010	0.010	0.050	0.200	0.200	Annual report	HRA
Conduct physical fitness sessions		0.010	0.010	0.050	0.200	0.200	Annual report	HRA
Conduct general staff meetings		0.010	0.010	0.050	0.200	0.200	Annual report	HRA
Procure new motor vehicles		0.500	0.500	1.000	5.000	5.000	Annual report	FPA
Maintenance of office vehicles		0.150	0.150	0.150	0.400	0.500	Annual report	Estates
Maintenance schedule of buildings and structures developed		-	-	-	-	-	Annual report	Estates
Well maintained and functional buildings, structure and grounds		0.040	0.040	0.080	0.200	0.300	Annual report	Estates
Conduct a health and safety audit		0.030	0.030	0.070	0.280	0.380	Annual report	Estates
Insure NCHE Building		0.010	0.010	0.050	0.250	0.250	Annual report	Estates
Establish a functional central registry and archive centre		-	0.200	-	-	-	Annual report	Records

Procure central registry equipment		0.060	0.060	0.100	0.300	0.400	Annual report	Records
Digitise and automate records management		0.050	0.050	0.050	0.200	0.200	Annual report	Records
Train staff in record management		0.050	0.050	0.050	0.200	0.200	Annual report	Records
Conduct record appraisal for compliance to standards		-	-	-	-	-	Annual report	Records
Conduct contract committee meetings		0.050	0.050	0.050	0.220	0.220	Annual report	Procurement
Develop annual procurement plan		-	-	-	-	-	Annual report	Procurement
Organise training workshop		0.030	0.030	0.080	0.180	0.280	Annual report	Procurement
Update database of service providers		-	-	-	-	-	Annual report	Procurement
Submit procurement reports		-	-	-	-	-	Annual report	Procurement
Number of processes mapped and documented		-	-	-	-	-	Annual report	FPA
A process mapping exercise for NCHE conducted		0.100	-	-	-	-	Annual report	FPA

NCHE

National Council for Higher Education

Ensuring Quality for Excellence

P.O.Box 76 Kyambogo - Kampala
Tel: (+256) 0393 262 140, (+256) 0393 262 141
Email: info@unche.or.ug
Website: www.unche.or.ug
: @NCHEUganda : NCHE UGANDA