



THE REPUBLIC OF UGANDA

SOROTI UNIVERSITY TASK FORCE

Project of the Ministry of Education and Sports

Plot 10 Engwau Road

P.O. Box 211 Soroti

SOROTI UNIVERSITY

Historical Background

The Government of the Republic of Uganda (GoU) is expanding its higher education network to address the growing demand for higher education fuelled by the expanding national population projected to reach over 35 million by 2014 and growing regional initiative like the East African Federation framework. The expansion of higher education is in line with GoU strategic Vision 2040 of transforming Uganda into a middle income economy which is supported by skilled labor force. GoU is investing heavily in science and technology as anchors of economic transformation. To achieve this vision GoU intends to put a lot of effort into building fundamentals which will act as structural elements of the economy. This includes: world class physical infrastructure; ICT infrastructure, Science and Technology, Innovation and Engineering (STIE); and globally competitive human resource (Uganda Vision, 2040). The setting up of Soroti University is one of the efforts towards the realization of that dream.

Soroti University is planned to be a Science and Technology-based University nesting on the principle of Vocationalisation of education. The defining character of the University is linked to the core priorities of Central Government as specified in the country's National Development Plan 2010/2011 - 2014/2015. The Plan lists the primary growth sectors (Agriculture, Manufacturing, Mining, Oil and Gas Forestry, Housing, Tourism, ICT and Business). Complimentary Sectors which include among others Trade Development, Science, Technology and Innovation. The Social Sectors that include skills development, Education and Sports. Collectively education which is the responsibility of a University is the developer and supplier of the human resources necessary to move and exploit other sectors.

Soroti University intends to anchor its life on five thematic areas to address the human resources gaps in Uganda, in the region and/or develop more capacity to enable society to cope with poverty, unemployment, inadequacy of skilled workers in key sectors endemic problems like health. It will also address national concerns such as modernizing agriculture, supporting industry, raising the level of technical skills for

operating small and medium size businesses, raising science education, increasing ICT diffusion and business education. The thematic areas in priority order in which academic programmes are being developed include:

1. Medical Education (*Medicine, Nurses, Allied Health,*)
2. Applied Science and Science Education
(*Mathematics, Physics, Chemistry, Biology, Agriculture ICT, Vocational Subjects, Sports Science, Education Methods Education Courses and Communication Skills*)
3. Technology Engineering and ICT(*Civil, Electronics, Mechanical, Architecture, Electricity And Manufacturing*)
4. Value addition courses in short term and academic diploma/degree Programmes in long term(*in agriculture and animal resources*)
5. Environmental and earth sciences(*irrigation, water management, dry land management courses*)
6. Entrepreneurship (*shall be a stand-alone Programme and also cross cutting course for some Programmes*)

2.0 Information about the Location of Soroti University

1. *Location:* Soroti University is being established near Soroti town which is well serviced with a standard highway which originates from Kenya through Uganda to Southern Sudan. It is also serviced by Air transport facility (Soroti Airfield) that provides an elaborate connectivity to the country, the region and the world at large. Communication services (Mobile, Fixed landline, Broadband data and internet) are available with the current service providers (MTN) and Uganda Telecom, Orange and Airtel) Postal Services at Soroti Post Office for letters and parcels.
2. *Accessibility to Utilities:* Electricity is available in all sites or institutions. Piped water is adequately provided from Awoja, Water Treatment Plant. Fixed Telephone lines to Soroti are available and functioning. Soroti Hospital and various denominational health Units in Soroti Town serve the area.
3. Churches and mosques are located in all parts of the Town to cater for moral values. Taxi and Bus services to Katakwi, Lira, Moroto and Kotido districts provide easy means of transport. Hostels privately owned have been or are being built in anticipation for a University. Soroti Central Market and other Divisional Markets serve the area. Soroti Sports Ground and Soroti Stadium are accessible for the University.
4. There are five (5) local Radio Stations (Voice of Teso, Kyoga and Calvary in Soroti Municipality. Continental Radio in Kumi and other Radio Stations in Mbale and Jinja serve the area in addition to the National Radio Uganda and Uganda Television. (j) Demands of Universal Education. UPE/USE is part of Millennium Development Goals (MDGs) but championed by government.



Solot Rocks found in the Middle of Soroti District where the University is Located a few Kilometres away. It's also a symbol of strong Education foundation as strong as a rock

Vision

To be a renowned Centre that produces Visionaries and Innovations for building healthier and prosperous world.

Motto

We create, inspire and innovate.

Mission

We are committed to being a Fountain of knowledge and innovation that supports sustainable development and transformation of the world. To offer Education that liberates the mind of students to explore, to create, to challenge, to lead and to serve society.

Philosophy

A university providing excellence in education for the transformation of peoples' and community lives while responding to national and global needs.

Purpose and Objectives

The following is the purpose and objectives for which Soroti University has been established. These objectives will be used as underlying guidelines in formulating the roadmap for setting up Soroti University. They are as follows:

- (a) To develop an innovative institutional and educational model for vocationalizing education and extension system so as to increase the productive and entrepreneurial capacity in students/youth and communities;
- (b) To create programmes that combine lecture room activities with field work (service learning), projects and research and coordinate internships with business, government and Non-Governmental Organizations related to the national development;
- (c) To promote appropriate skills training, technology and innovations for regional integration and development;
- (d) To promote student-based community service and training through internships and assist the youth or students to gain employability and offer service in various community settings;

- (e) To conduct specialized and enterprise based short-term training and non-degree capacity building;
- (f) To promote among students appropriate skills for production and employment in community, office and related industry;
- (g) To promote value addition and entrepreneurship development, outreach and extension in all aspects of the University education.
- (h) To promote technology development, outreach and extension in all aspects of University education;
- (i) To plan and conduct research on all aspects of business, health science and technology, value addition on agricultural products, food security and bio-technology.
- (j) To contribute to the attainment and sustainability of Soroti University, the country and partners.
- (k) To improve on the teaching of sciences in education sector
- (l) To contribute to the national development agendas

The unique educational model will be based on four pillars that is, entrepreneurship, environmental and social consciousness, ethical values and scientific and technical knowledge. Based on these principles, students will be nurtured into agents of change. They will learn by doing, working closely with staff members and sector communities to implement methods that promote development and increase productivity. While deepening their understanding of the problems facing different communities so they will be better equipped to respond to them.

ACADEMIC UNITS

The university will start with two schools namely **School of Health Sciences** and the other academic unit is **School of Science and Technology**.

SCHOOL OF HEALTH SCIENCES

Departments are grouped into:

1. Department of Anatomy
2. Department of Physiological Chemistry and Pharmacology
3. Department of Pathology
4. Department of Microbiology
5. Department of Internal Medicine
6. Department of Surgery
7. Department of Community Medicine
8. Department of Obstetrics and Gynaecology
9. Department of Paediatrics
10. Department of Psychiatry and Behavioural Sciences
11. Department of Research and Institutional Development
12. Clinical Reaching Programme
13. Department Of Public Health and Disease Control Centre

SCHOOL OF SCIENCE AND TECHNOLOGY

The School of Science and Technology shall consist of 14 academic units of studies namely:

1. Biosciences and Biotechnology,
2. Applied Physics,
3. Chemical Sciences and Food Technology,
4. Mathematical Sciences and statistics,
5. Science Education Studies
6. Environmental and Natural Resource Sciences.
7. Electric, Electronics and System Engineering;
8. Chemistry and Process Engineering;
9. Civil and Structure Engineering; and
10. Mechanical and Material Engineering.
11. Department of Architecture.
12. Informatics and communication
13. Design and Creative Arts.
14. Economics and Financial Studies.

Learning support

Preparatory year for science, engineering or computing and mathematics

If you want to study a science, engineering or computing and mathematics subject, but don't have the right qualifications, you can include a preparatory year of study within your degree.

The integrated foundation year provides an alternative entry route if:

- a) you have studied an advanced course, such as A-levels, but not in science or computing and mathematics areas;
- b) you studied relevant subjects at an advanced level, but didn't get high enough grades;
- c) you're a mature student without the formal entry qualifications needed for university; or
- d) You are international student who did not do A-Level but possess O-Level qualifications.
- e) You want to refresh your knowledge and study skills before starting Year 1.

The foundation year is taught at Soroti University for engineering, health, science, maths and computing degrees.

View our course pages for more information: (*details of foundation courses are being worked out*).

OTHER ACADEMIC SUPPORT UNITS

A) Centre for Information and Communication Technology (CICT)

CICT is recommended for establishment to promote facilities for teaching and research and to satisfy the needs of the University Administration for data processing facilities. It will provide both hardware and software support services to the university community. To make itself resourceful the Centre will offer consultancy and training to internal and external clients, making the existing in-depth knowledge on information technology, hard ware, software, systems development and communication to the Ugandan market.

B) Centre for Entrepreneurship Innovation and Technology Transfer

Centre for Entrepreneurship Innovation and Technology Transfer - CEITT is a key unit in Soroti University, with the mandate of teaching Entrepreneurship Development to all the students of the University. Entrepreneurship Education is very important to any nation in the world and Uganda has underscored this in the National Development goals and plans. Like many countries, Uganda has the challenge of providing employment, especially for the many youth who graduate each year university with big dreams of earning a living. With the job market shrinking globally, a new strategy is to create jobs by exploring all opportunities available.

Creating jobs or turning job seekers to job creators is not the only objective of teaching Entrepreneurship. Wealth creation, economic and social developments are part of global development goals that each nation tries to achieve. Uganda is laying a lot of

emphasis on this through promotion and development of Entrepreneurship Education in all sectors of the economy.

IEITT shall make an important contribution towards the national strategy on economic growth as outlined in the Uganda Vision. Entrepreneurial skills empower our graduates to identify competitive and viable business ideas and opportunities. Armed with creative and innovative ideas, a reasonable number of our graduates have been able to start and manage very profitable business enterprises. Entrepreneurial skills have also made our graduates very attractive to the job market in all sectors of the economy. Entrepreneurs are as important as entrepreneurship. They bring innovative but viable ideas that drive their employer's businesses to high heights of profitability and wealth creation.

The entrepreneurial skills imparted to students of Soroti University are useful to those who want to start and operate their own businesses, while still in school. Many students are running profitable businesses, and others are equipped and prepared for future ventures.

In partnership with Ministry of Youth, we have and continue to expose our students to techniques of benefiting from the Youth Enterprise Fund. Business planning skills have enabled quite a number to access the fund through the Microfinance Institutes across the country.

Departments in Canter for Entrepreneurship Innovation & Technology Transfer

- Technology Transfer Unit/Department
- Technology Incubation Unit
- Entrepreneurship Development Unit/Department
- Business Development Unit/Dept.

TECHNOLOGY TRANSFER UNIT/DEPARTMENT

This is concerned with identification and development of innovative technology-based idea for the real world. The mandate of this unit is to develop and transfer technology to the end-users for the purpose of industrialization, social and economic development and as well as building individual capacity for technology innovation. The Production sub unit will focus on producing a range of business equipment. It will undertake prototype development and adaptation in conjunction with Project engineers. The range of products expected is: Food processing equipment, Agricultural equipment, Rural Transport and farm power, Renewable energy equipment, Low cost building materials etc The functions of this unit include:

- Innovative idea generation
- Technology Development
- Intellectual Property Protection through patenting, Trade Marks and
- Copyrights.
- Commercializing of viable innovative ideas

Technology transfer to industry and community

It will also provide technology development, dissemination and technology transfer to incubatees, thus supporting innovations spin offs from research and engineering graduates.

Some of the areas being considered as possible projects include:

Renewable Energy e.g. wind and solar energy Water Catchment and Conservation Domestic Appropriate –technology e.g. Energy Saving Jikos, Cereal shellers, Cane Crushers, water pumps etc.

Agro-Technology farm trollies, motor-driven or animal driven carts

Industrial Technology plant parts, building and construction materials etc.

TECHNOLOGY INCUBATION UNIT

Small and medium enterprises (SME's) are considered to be one of the principal driving forces of Uganda's economy. However, SME's contribution to Economic Development has not realized their full potential due to enterprise survival, growth and expansion challenges. Business/ Technology incubation will address these challenges by offering infrastructure where on site workshop/office and administrative services, and assistance in various areas such as technical support services, access to financing, counselling, marketing, access to equipment, management assistance etc. can be provided to business start-ups in a bid to enhance their rate of success.

Consultancy and Research Unit will offer consultancy in the following areas: Product design and development; product adaptation to local conditions and use, training in Engineering Design and Manufacturing, Development of Water and Sanitation Systems, Socio-economic Feasibility Studies and Technology needs assessment and Information on Available Technologies and Documentation. Documentation and Design Facilities will be open to students, business people and researchers from NGOs, government departments and development agencies.

It is an interactive developing process which aims to encourage people to start their own businesses, and which supports start-up companies engaging in the development of innovative products and services. Incubation 'hybrid' model will be adopted to provide incubators "within walls" and "without walls". Within walls incubators will be housed at the incubator facility and without walls or virtual incubation, will involve

incubates receiving services at their location. Incubation will mainly offer business development services (BDS) on site and also online. Services Offered by the Incubator

- i. Reception
- ii. Photocopying, Laminating and Binding
- iii. Couriers
- iv. Telephone & Internet
- v. Internet
- vi. Meeting Room Hire
- vii. Bureau services
- viii. Virtual officer Service
- ix. Business Development Services
- x. Networking and partnership
- xi. Innovation Guide

BUSINESS DEVELOPMENT UNIT/DEPARTMENT

This unit is concerned with building the capacity of practicing and aspiring entrepreneurs, through training in short courses that range from one day to six months. It is a Business Service Provider whose mandate includes:

- i. Networking development among entrepreneurs and other stakeholders
- ii. Organizing Entrepreneurship Conferences, workshops and symposiums.
- iii. Mentorship programme for young entrepreneurs
- iv. Business Counselling and Rehabilitation
- v. Business Consultancy
- vi. Business Coaching
- vii. Community Outreach in Entrepreneurial Skills

Short Courses

- i. Entrepreneurship & Innovation
- ii. Start your own business

Seminars and Workshops

- i. Business Start-up
- ii. Business Plan Development
- iii. Project Management
- iv. Managing Business Growth
- v. Fleet Management and Transport Logistics
- vi. Defensive Driver Training Programme
- vii. Cash flow Management
- viii. Debt and Credit Management

- ix. Supervisor Training
- x. Workshop Organization and Administration

Career Opportunities: Participants in our short courses and seminar gain practical skills and have their business skills capacities built to enable them achieve the following:

- i. Improved business output and profitability
- ii. Access to funding for their business projects
- iii. Continual support for business management
- iv. Induced growth and expansion for their businesses
- v. Professional approach to business ownership
- vi. Informed business decision making

PROGRAMMES

HEALTH PROGRAMMES

One of the biggest headaches today in Uganda is the shortage of middle level human resources in health. There are almost no nurses in the villages. Drug shops are run by people who have least idea about the chemistry of drugs. This puts people in great danger. Nursing and Pharmacy are both undertaken in Makerere University but supply is very low. But the country's requirements far out way the current capacity. Therefore it is proposed that in this proposed university the following programmes be developed.

- a) Bachelor of Medicine and Bachelor Of Surgery
- b) Bachelor of Science Nursing (BSc. Nursing)
- c) Bachelor of Biomedical Sciences.
- d) Bachelor of Pharmacy (B. Pharm).
- e) Bachelor of Health Records.

SCIENCE PROGRAMMES

- i. B.Sc. Computer Science (Major and Minor Courses)
- ii. B.Sc. Mathematics (Major and Minor Courses,
- iii. B.Sc. Economics(Major and Minor Courses)
- iii. B.Sc. With Education courses

STRATEGIC PLAN FOR SOROTI UNIVERSITY

'Failing to plan is planning to fail' (Chinese Proverb)

THE STRATEGIC PLAN GOALS

1. GOAL ON LAND :

Over 500 acres of land has already been allocated by the Soroti District near Soroti town for the proposed university which will have residential facilities both for the students and the faculty members.

**To Acquire Land for the Establishment of Soroti University
Strategies**

- i) Surveying and Obtaining land title in university names
- ii) Opening and Securing boundaries
- iii) Dealing with encumbrances on the land
- iv) Topographical mapping
- v) Setting up steering committee for Drawing Master Plan with clear responsibilities

Deliverables

- a) Land title in university names
- b) Secure boundaries for land
- c) Master plan for the university land

2. GOAL ON GOVERNANCE AND ORGANIZATIONAL EFFECTIVENESS

To set up Governance system, organization structure and design policies which ensure effective and efficient operation of the university Process

Strategies

- i) Identify all national and international laws, conventions and treaties applicable to universities and how they impact university education
- ii) Identify lawyers to pick relevant parts to consider in writing strategic plan
- iii) Task force to acquit itself with relevant national and international laws, conventions and treaties applicable to universities and how they impact university education.
- iv) Carry out benchmarking for best practices.
- v) Engage stakeholders(NCHE ,MOES, Finance, Health, Professional, Association, Elders
(*expectations /deliverables*)
 - a) Vision (Strategic planning is worthless, unless there is first a strategic vision'(John Naisbitt),
 - b) Mission
 - c) Core values
 - d) Philosophy of the university
 - e) Statutes
 - f) Operations Guidelines
 - g) Structures and organs of the university
 - h) Roles and responsibilities of key officials

3. GOAL ON INFRASTRUCTURE AND EDUCATIONAL FACILITIES

To set up world class infrastructure, facilities and equipment supporting the University's strategic ambitions for learning, research and outreach engagement.

Strategies

- i) Design a Master plan
- ii) Provide the highest quality technology-based services to support teaching, learning, research, creative activity, and the delivery of administrative services to the University community
- iii) Carry out benchmarking for best practices
- iv) Order of Priorities of infrastructure
 - a) Science education
 - b) ICT
 - c) Administration offices
 - d) Medicine and allied health
 - e) Pure science and technology
 - f) Management and business sciences
 - g) Value addition
 - h) Environmental sciences and irrigation
- v) Teaching and learning facilities
 - a) Library services
 - b) Lecture rooms
 - c) ICT labs
 - d) E-learning
 - e) Welfare facilities
 - f) Housing for key staff

Deliverables

- a) Master plan
- b) Architectural drawings with costs
- c) Constructed facilities which are well furnished

4. GOAL ON HUMAN RESOURCES

To attract, recruit, develop, support, and retain diverse, qualified and talented employees who are the key to Soroti university's development, reputation and success.

Strategies

- Develop Terms of service which is attractive within the context of market forces
- Recruitment and deployment (Select the right person for the right job through a transparent recruitment and hiring process).
- Work out strategy for Staff development to include Re-skilling and up-skilling

Deliverables

- a) Terms of service/ Human resources manual
- b) Human capital acquired and working
- c) Staff establishment in place with Job description and competences
- d) Insurance and health policy
- e) Career and professional development strategies with clear and measurable goals
- f) Continuity of effective leadership at all levels
- g) Developing and recognising leaders who inspire through example and leadership skill

5. GOAL ON ACADEMIC PROGRAMMES AND RESEARCH AREAS:

To Develop academic programmes and research agenda that meet the needs of stakeholders, global market expectations and to ensure that the graduates from these Programmes attain valuable skills, knowledge and attitudes

NB: The occupations projected to grow the fastest in Uganda and globally into the next century are professional and technical occupations.

Strategies

- i) Carry out needs assessment and identify gaps and niche for Soroti University
- ii) Define the profile of the graduates per each programme; Every student, undergraduate or graduate, regardless of major or program of study shall at graduation:
 - a) Achieve competence in communication, analysis, quantitative reasoning, and information literacy
 - b) Acquire deep knowledge of at least one discipline or program area
 - c) Gain problem solving skills that transcend disciplinary boundaries
 - d) Commit to ethical conduct
 - e) Become open to diverse people, ideas, and experiences
 - f) Be dedicated to the ideals of democracy and freedom
 - g) Recognize his/her responsibilities as a global citizen.
 - h) Committed to lifelong learning
- iii) Identify limited number of programmes to kick start the university. The programmes identified should have high impact in the region and nationally. Identify a few fields of critical importance to the university and move them into a position of world leadership
- iv) *To choose from National priorities as set by government of Uganda indicated bellow*
 - a) Medicine and allied professions
 - b) Technology
 - c) Science teacher education
 - d) ICT
 - e) Value addition
 - f) Entrepreneurship/management sciences
 - g) Community programmes
- iii) Identification of programmes based on the following set priorities

- a) Science education and ICT
- b) Medicine and allied health
- c) Pure science and technology
- d) Management and business sciences
- e) Value addition
- f) Environmental sciences / engineering
- iv) Benchmarking locally and internationally
- v) Setting up writing teams to develop to programmes
- vi) Profile of graduates': problem solver practically oriented theoretically knowledgeable versatile, employability, global requirements

Deliverables

Written curriculum ready for accreditation

6. GOAL ON FUNDING AND RESOURCE DEVELOPMENT

Ensure that adequate resources are in place to fund infrastructure development and university operations over the next five years.

Strategies

The following financial sources shall be pursued to implement strategic plan goals and robust Framework for accountability to be developed:

- Government subvention
- Creating avenues for internally generated funds from fees (AIA) appropriation in aid.
- Creation of discipline specific Chairs
- Solicitation of scholarship
- Endowment fund
- Hire of facilities
- Gift donations
- Private sector funding
- Investments

7. GOAL ON STUDENTS

Attracting the qualified students to Soroti from diverse background and ensuring that the completion rates are high

Strategies

- 1) To develop quality measures which are flexible to attract and retain students
- 2) To work out framework for admission and mode of delivery based on the following:
 - i) Admission avenues to be used*
 - a. A level leavers
 - b. Mature age scheme
 - c. Diploma holders scheme
 - d. Through bridging courses

e. Credit transfer from recognise institution.

ii) Mode of delivery shall be by the following mode:

- a. Day programmes conducted through lectures, tutorials, seminars, practicals
- b. Evening programmes conducted through lectures, tutorials, seminars, practicals
- c. Weekend programmes conducted through lectures, tutorials, seminars, practicals
- d. Distance learning programmes through study materials in electronic media and face to face sessions by video link

iii) Registration

- a. Shall be done on line registration
- b. There shall be robust guidelines for monitoring progression
- c. Student handbook to guide from admission to graduation shall be provided at registration time

iv) Accommodation

- a. Limited campus accommodation for disable and venerable groups shall be made available by the university
- b. Some hostels on university property shall be established with partnership with private developers on principle of Build operate and transfer (BOT).
- c. Arrangements with Private hostel owners shall be made to ensure adequate secure affordable accommodation for students within the vicinity of the university

v) Graduate competences

The university shall be committed to developing graduates who are:

1. **Informed:** Have a sound knowledge of an area of study or profession and understand its current issues, locally and internationally. Know how to apply this knowledge. Understand how an area of study has developed and how it relates to other areas.
2. **Independent learners:** Engage with new ideas and ways of thinking and critically analyse issues. Seek to extend knowledge through on-going research, enquiry and reflection. Find and evaluate information, using a variety of sources and technologies. Acknowledge the work and ideas of others.
3. **Problem solvers:** Take on challenges and opportunities. Apply creative, logical and critical thinking skills to respond effectively. Make and implement decisions. Be flexible, thorough, innovative and aim for high standards.

4. **Effective communicators:** Articulate ideas and convey them effectively using a range of media. Work collaboratively and engage with people in different settings. Recognise how culture can shape communication.
5. **Responsible:** Understand how decisions can affect others and make ethically informed choices. Appreciate and respect diversity. Act with integrity as part of local, national, global and professional communities.

8. GOAL ON SUPPORT SERVICES

To set up support services Infrastructure and facilities that provide an attractive, welcoming campus that support institutional goals.

The support services policies and facilities and services listed below shall be availed:

1. Welfare Service
2. Bookshop
3. Career Development Office
4. Equity Support
5. Counselling Service
6. Learning Support (reading, writing ,time management, critical thinking, self study
7. Financial Advisory
8. Accommodation Service
9. Computing Support
10. Disability Support
11. Language Support
12. International Student Support
13. Medical Services
14. play grounds and other recreational services
15. Religious Services
16. Multipurpose shopping Mall
17. Housing
18. Catering services
19. Student centre

9. GOAL ON OUTREACH AND COMMUNITY PROGRAMMES

Soroti university staff, and students shall make meaningful contributions to local, societal, and global issues (e.g., problems of environmental sustainability, health, and poverty), from participating in public discourse to applied research and formal extension programs.

‘The person who moves a mountain begins by carrying small stones’

Ancient Chinese Proverb

Work Plan

July 2013-June 2014

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Indicative Annual Procurement Plan	Error! Bookmark not defined.

Executive Summary

During 2012/2013 FY the Task force for Soroti university came up with Strategic Plan based on three phases namely: (1) the planning phase; (2) the implementation phase and (3) the launching of the Institution. This Work Plan identifies activities that will be implemented during the second year of the Task force tenure. The plan provides the approach the Taskforce will use in its work, including lists of products and services to be delivered. The plan also provides strategies the Taskforce will use to accomplish its activities. It concludes by listing, the critical factors likely to influence the project success. A budget and procurement plan, monitoring and evaluation strategy as a tool for performance measurement and management are included.

1. Background

1.1. Purpose and Objectives

The objectives for which the University will be established are:

- (m) To create and offer Programmes that combine lecture room activities with field work (service learning), projects and research and coordinate internships with business, government and Non-Governmental Organizations related to the national development;
- (n) To promote appropriate skills training, technology and innovations for regional integration and development;
- (o) To develop an innovative institutional and educational model for vocationalizing education and extension system so as to increase the productive and entrepreneurial capacity in students/youth and communities;
- (p) To promote student-based community service and training through internships and assist the youth or students to gain employability and offer service in various community settings;
- (q) To conduct specialized and enterprise based short-term training and non-degree capacity building;
- (r) To promote among students appropriate skills for production and employment in community, office and related industry;
- (s) To promote value addition and entrepreneurship development, outreach and extension in all aspects of the University education.
- (t) To promote technology development, outreach and extension in all aspects of University education;
- (u) To plan and conduct research on all aspects of business, health science and technology, value addition on agricultural products, food security and bio-technology.
- (v) To contribute to the attainment and sustainability of Soroti University, the country and partners.
- (w) To promote appropriate skills, technology and innovations for production, employment, regional integration and development of Africa.
- (x) To develop innovative institutional model for vocationalising production sector education and extension systems so as to increase the productive and entrepreneurial capacity of youth and communities.
- (y) To improve on the teaching of sciences in education sector.

(z) To contribute to the national development agenda.

The unique educational model will be based on four pillars that is, entrepreneurship, environmental and social consciousness, ethical values and scientific and technical knowledge. Basing on these principles, students will be nurtured into agents of change. They will learn by doing, working closely with Academic staff members and sector communities to implement methods that promote development and increase productivity. This approach will it is hoped, deepen their understanding of the problems facing different communities so that they will be better equipped to respond to them.

1.2. Tasks Accomplished

During 2012/2013 the following was accomplished by the Task Taskforce mandated to steer the founding of Soroti University.

- 1) Appointment of the Taskforce and its inaugurated in September 2012 and embarked on the planning exercise.
- 2) Office space was identified December 2012 and furnished
- 3) Procurement of equipment and materials for the Taskforce Office was finalized.
- 4) Procurement of two double cabin cars was finalized by June 2013 and the cars delivered to Soroti waiting launching.
- 5) Land for university development was handed over to the Taskforce and the boundaries secured by March 2013
- 6) Needs Assessment were conducted by December 2012 and report produced
- 7) The Taskforce came up with draft strategic plan which will be refined in 2013/2014
- 8) Based on the needs assessment the academic Programmes were identified and curriculum developers started developing the following Programmes by May 2013
 - i. B.Sc. Computer Science (Major and Minor Courses)
 - ii. B.Sc. Mathematics (Major and Minor Courses,
 - iii. B.Sc. Economics(Major and Minor Courses)
 - iv. B.Sc. with Education
 - v. B.Sc. Biomedical Laboratory Science
 - vi. B.Sc. Accounting Finance and Computing
 - vii. Bachelor of Medicine and Bachelor of Surgery

- viii. B.Sc. In Nursing
 - ix. B.Sc. Biomedical Sciences
- 9) Drawing university Zoning plan as prelude to the future Master Plan for specific land use which was done by 2013
 - 10) Structural plans and drawings for the first educational facilities. May 2013
 - 11) Budgeting 2013/14(*Solicitation for funding the university development from Government of Uganda.*)
 - 12) Benchmarking on setting up the School of Health Sciences

2. Implementation Arrangements

2.1. Key activities for 2013 / 2014

- i) Securing of the land and clearing it for development.
- ii) Execution of construction and civil works from November 2013
- iii) Complete the Development of Academic Programmes by October 2013
- iv) Complete the drafting of detail Strategic Plan to kick start the university
- v) Mobilization of funds for putting up infrastructure of the university and staff development
- vi) Identification of key staff
- vii) Drafting of key policies and statutes
- viii) Partnerships and networking

2.2. Outputs/Deliverables

- i) Key academic and non-academic staff recruited and facilitated with necessary equipment
- ii) Strategic Plan in place
- iii) Policies and Statutes in place
- iv) Approved Zoning plan for the infrastructure and building plans in place
- v) First Multipurpose building and facilities planned and built
- vi) Programmes of studies developed submitted to National Council for Higher Education for review and accreditation.

3. Preparation of the Plan

3.1. Basis for the Work Plan

This Plan is prepared in line with the law governing the Universities and Other Tertiary Institutions Act 2001. The Act provides the framework for the purposes of creating a public university as laid out in article 22 (1) of the Act

(as amended in, 2003, and as amended in 2006). This section defines the power of the Minister in establishing a public university. But before the Minister can do that there has to be a satisfactory Road Map to that effect. This Road Map provides a series of activities that must be done and Government to spend money on as preparatory requirements for establishing a University. These requirements will require approval by organs of government at different levels.

3.2. Methodology

The approach the Soroti University Taskforce has adopted in the preparation of the plan is participatory. During the 2012/2013 the task force consulted widely various persons within the locality where the university will be established, professionals, national leaders and also did benchmarking internationally.

The Plan is not cast in stone but justifies the reason why the Taskforce is necessary and work it is expected to do and complete in the first year of its work order that the University is launched in a near future. The Work plan identifies thematic areas in which there is a goal, objectives, strategies and the expected deliverables. Procurement plan is provided to guide in the implementation. This Plan is prepared to assist the Minister of Education and Sports, Permanent Secretary (MoE&S) and senior sector officials and other stakeholders in gaining insight into what the way of establishing the University is, in establishing Soroti University. It is a working document, which is adjustable to fit within the tradition of establishing a university. Details of goals, objectives, strategies and deliverables under each of the above areas are presented in the log table on the following pages.

3.3. The Work Plan - 2013-2014

1. Organization and management:			
Any organization needs a very well laid out and strong Management structures and committed leadership to drive the process. Soroti University being new requires establishing administrative structures capable of driving its agenda.			
Goal	Objectives	Strategies	Deliverables
Creating an efficient and effective system and structures.	<ul style="list-style-type: none"> i) To plan for administrative structures and operation and management systems at all levels. ii) To put in place policies for proper organizational and efficient management of the university. 	<ul style="list-style-type: none"> i) Establish a coordinating office in Kampala ii) Complete set up and equip offices. iii) Procure vehicle for chairperson iv) Draft preliminary policies on university governance and management v) Develop finalize strategic plan for the university vi) Establish a website vii) Conduct management meetings both at management level and at the National level viii) Identify all national and international laws, conventions and treaties applicable to universities and how they impact university education ix) Identify lawyers to pick relevant parts to consider in writing strategic plan x) Engage stakeholders (NCHE, MOES, Finance, Health, Professional, and Association. xi) Benchmarking for best practices. xii) Attending conferences and workshops on organizational management etc. 	<ul style="list-style-type: none"> i) Draft policies ii) Strategic plan with Vision, Mission, Core values, Philosophy of the university iii) Work plan for 2013/2014 iv) Website in place v) Quarterly reports vi) Statutes vii) Operations Guidelines viii) Plan for Structures and organs of the university ix) Blueprint for roles and responsibilities of key offices and officials

		<ul style="list-style-type: none"> xiii) Writing and submitting quarterly reports xiv) Holding strategic planning workshops for Task force to acquaint itself with relevant national and international laws, conventions and treaties applicable to universities and how they impact university education. xv) Provide MoE&S with quarterly reports. xvi) Hold strategic planning workshop on procurement, master planning and financial management. 	
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2. LAND

Space is one of the foundations of any University. Soroti University will require ownership of ample space to serve its purposes

Goal	Objectives	Strategies	Deliverables
Securing the land for University development	<ul style="list-style-type: none"> i) Preparing the land for development ii) To survey the remaining land. iii) To generate a Master plan iv) To complete clearing the university site. v) To complete preparing road network. vi) To secure the land from encumbrances 	<ul style="list-style-type: none"> i) Engage a surveyor to survey land. ii) Setting up steering committee for Drawing Master Plan with clear responsibilities. iii) Designing a Master Plan. iv) Hiring labor and equipment to clear the bush. v) Engaging the local leaders and the tenants in the land vi) Getting the services of government Valuer to value the properties of tenants on the land vii) Preparing compensation plan. 	<ul style="list-style-type: none"> i) Survey map ii) Topographic map iii) Master plan map for road network. iv) Report on University site cleared v) Report on Secure boundaries for land vi) Report on Additional land acquired vii) Report on the funds required for compensation.

3.0 GOAL ON INFRASTRUCTURE AND EDUCATIONAL FACILITIES

Note: Soroti University does not at the moment have any infrastructures that enable it to efficiently carry out their duties.

Goal	Objectives	Strategies	Deliverables
To set up world class infrastructure, facilities and equipment supporting the University's strategic ambitions for learning, research and outreach engagement.	<ul style="list-style-type: none"> i) To construct the first multipurpose building and Plan for the other support facilities ii) Set up appropriate physical infrastructure as a foundation for quality teaching/learning to take place. 	<ul style="list-style-type: none"> i) To Plan space for the first teaching and learning infrastructure ii) Approval of building plans by Task force and MoES officials iii) Preparation of bids and inviting Tenders for construction of Multipurpose building complex. iv) Award of Contract v) Hand over the site to the contractor vi) Monitor and supervise of the building works before approval of payment vii) Plan for utilities (<i>Water, Electricity, Telecommunication, and Lagoon</i>). viii) Plan for Sports Complex 	<ul style="list-style-type: none"> i) Zoning /Master Plan ii) Architectural drawings for first building. iii) Reports on civil works iv) Plan on utilities v) Contract documents vi) Bills vii) Drawings for facilities.
4.0 GOAL ON HUMAN RESOURCES:			
We intend to attract, recruit, develop, support, and retain diverse, qualified and talented employees who are the key to Soroti university's development, reputation and success.			
Employ well qualified and talented employees who are the key to Soroti university's development, reputation and success.	To attract, recruit, develop, support, and retain diverse, qualified and talented employees.	<ul style="list-style-type: none"> i) Develop Terms of Service which is attractive within the context of market forces ii) Recruitment and deployment (Select the right person for the right job through a transparent recruitment and hiring process). iii) Work out strategy for Staff development to include Re-skilling and up-skilling iv) To recruit key academic staff (two Deans. v) To send some core academic staff for training 	<ul style="list-style-type: none"> i) Terms of Service/ Human resources manual ii) Human capital acquired and working iii) Staff establishment in place with Job description and competences iv) Insurance and health policy v) Career and professional development strategies with clear and

			measurable goals vi) Continuity of effective leadership at all levels vii) Developing and recognizing leaders who inspire through example and leadership skill.
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5.0 FINANCIAL MOBILIZATION AND MANAGEMENT

Soroti University will seek to optimally use the existing grants from government of Uganda as well as lobby for funding from other sources.

Goal	Objectives	Strategies	Deliverables
Attract funding and ensure efficient use of funds available	To mobilize funds from various sources and to ensure proper use and accountability of funds and resources given.	i) Budget for the activities of the University FY 2014/15. ii) Spend funds on approved budget lines. iii) Exercising financial discipline iv) Provide quarterly and annual financial reports to the Permanent Secretary. v) Invite internal auditors to carry out an internal audit. vi) Access Audit for all the financial transactions of the Task Force. vii) Draw plan to Establish a University Trust Fund viii) Prepare and submit financial Reports (Quarterly reports) to the Ministry of Education and Sports. ix) Cause Annual audit of funds received.	i) Budget ii) Quarterly Reports iii) Audit Report iv) Security system for project assets v) Register of University Assets

6.0 ACADEMIC PROGRAMS

NB: A university is an academic institution known by excellence in academic programs it offers and other programs it plays roles in. It is also known by the absorption by the labour market of its products. This being emerging university, the Task Force has the responsibility of developing programs that meet the market needs. The occupations projected to grow the fastest in Uganda and globally into the next century

are professional and technical occupations.

Goal	Objectives	Strategies	Deliverables
Develop Academic Programmes and research agenda that meet the needs of stakeholders, global market expectations and to ensure that the graduates from these Programmes attain valuable skills, knowledge and attitudes.	<ul style="list-style-type: none"> i) To Develop the Programmes identified during the planning phase which are essential for National and individual development ii) To identify and form Curriculum development teams. iii) To engage teams of writers to develop curricula iv) To engage experts in evaluating/reviewing the programmes/curricula. 	<ul style="list-style-type: none"> i) Seek/identify a concrete list of programs for development. ii) Hold workshops for consultants and professionals to review and approve the Programmes. iii) Submit Programmes to Ministry of Education and Sports for noting and comments for approval and accreditation. iv) Plan to launch the programs when teaching and learning facilities are developed. 	<ul style="list-style-type: none"> i) Programs development report ii) Academic policies developed iii) Benchmarking report iv) Draft Academic Programs

7.0INTERNATIONALIZATION OF SOROTI UNIVERSITY

Planning for the internationalization of Soroti University	<ul style="list-style-type: none"> i. To attract international staff and students ii. To design a Programme for the teaching of foreign languages iii. To register the university with international organization and gaining membership to Inter University Council for East Africa AICAD, Association of COMMONWEALTH universities, World Of Learning 	<ul style="list-style-type: none"> i) Applying and paying membership to association once the University is gazetted. ii) Including element of foreign staff in university policies. iii) Establishing an academic unit for local and international languages iv) Arrangements be made for UZCHS and KCMUC to mentor Soroti in the areas they have strength and excellence in. v) Continue communications with KCMUC and NECTAR staff to ensure a successful and long-lasting collaboration 	<ul style="list-style-type: none"> i) Policy on internationalization of university (staff, students, researchers and languages. ii) List of international organization listing Soroti University
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INFORMATION COMMUNICATION TECHNOLOGY (ICT)

ICT being an agent of transformation in a globalized world will form part of capacity building process of Soroti University

Goal	Objectives	Strategies	Deliverables
computerize all the operations of the university	1) To develop ICT plan of the university right from the beginning with the aim of computerize all the operations of the university. 2) Introduce state of the art ICT infrastructure, software and management	i) Hire consultant to identify ICT needs of the university ii) Plan for Procure computers and accessories iii) Consult and identify service providers to connect university to internet. iv) Employ end-user support administrator.	i) Plan for computerization of all the operations of the university ii) Server installed iii) Plans for Computer lab. iv) Internet connectivity v) ICT professionals person identified

7.3 DISABILITY

Disability is an issue that worldwide has attracted attention of educational planners at all levels. Soroti University will right from inception give equal opportunity to people with disabilities in employment and in planning infrastructure.

Goal	Objectives	Strategies	Deliverables
Facilitating access and promoting opportunities to people with disability.	i) To consider PWD whenever there is a job opportunity. ii) To plan buildings to be disability friendly. iii) To seek support for facilitation of PWDs iv) To plan to acquire equipment used by different disability groups e.g. braille, lacking computers with wheel chairs	Planning and implementing Programmes for PWDs. Design Disability policy	i) Policy on Disability ii) All buildings and facilities disability friendly.

7.4 GENDER

Soroti University will be mindful of balancing its work force right from the beginning.

Goal	Objectives	Strategies	Deliverables
Gender mainstreaming of all the university functions	To be gender sensitive when planning and design of the University educational facilities	i. To draft gender policy ii. Sensitivity during recruitment of staff,	Policy on Gender mainstreaming

	and services.	design of Programmes policies, facilities	
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7.5 STUDENT /STAFF WELFARE SERVICES
Providing conducive environment and support services up on which students and staff can discover their potential

Goal	Objectives	Strategies	Deliverables
Establishing a conducive environment for staff and students to exercise their rights	<ul style="list-style-type: none"> i. To plan for support services that ensures that the institution takes care of needs of majority members of its community without hindrance. ii. To draw staff recruitment plan for long term and short term 	<ul style="list-style-type: none"> i. To produce support services plan ii. Produce student affairs and staff welfare policy iii. Prudent staff recruitment at plan 	<ul style="list-style-type: none"> i. Places for prayer zoned ii. Students centre marked iii. Pace for Guild offices mapped iv. Recreational facilities earmarked v. Banks included in building plans vi. Bookshop allocated space in a building vii. Health center built iii. Counseling services organized

4. Financing the Work Plan

Soroti University is a project of Government of Uganda under the Ministry of Education and Sports all the funds are coming from the government of Uganda through the Ministry of Education and Sports. To operationalize this Work Plan this FY 2013/14, the Task Force will rely on the allocated budget of UGX 6 billion.

5. Monitoring and evaluation

The performance of any institution is best judged from results it is achieving from the planned activities. The Task force and other stakeholders are developing a monitoring and evaluation framework. This process entails two major activities:

Monitoring

This is a continuous process of checking implementation of activities that the Task force will be doing. For this purpose it will do the following:

- i. Developing tasks and implementing on a continuous basis
- ii. Using a work plan as a guide line for assessing performance.
- iii. Relying on comments from Ministry of Education and Sports on performance appraisal.

Evaluation

- i. Submitting periodic/quarterly reports both administrative and financial to the Appointing Authority as a yard stick of accountability.
- ii. Proposing midterm reviews by the Appointing Authority to evaluate the Task force.
- iii. Holding an annual evaluation by itself as well as the Appointing Authority.

7. Administration of the Plan

Soroti University project is operating with the guidance, support and the direct supervision of the Permanent Secretary of the Ministry of Education and Sports. Regular consultation will be done through the Commissioner for Higher Education and any such officers as will be necessary for implementing specific activities and actions. Matters outside the scope of the Ministry but relating to the University will be channeled through the Ministry of Education and Sports. Examples of issues coming under this may include but not limited to physical plans, infrastructural development etc.

The Taskforce is supported or will seek support of the local authorities in Soroti District Local Government, other districts in matters of local importance. Included here are the area offices of the District Chairpersons, Chief Administrative Officer and their line staff, Resident District Commissioner and other eminent persons including ordinary citizens with ideas relevant to the development of the university. The taskforce will also be seeking whenever necessary the local associations.

8. Management Strategy

The day-to-day management of the project is the hands of the Taskforce. Each of the Taskforce members has a specific term of reference (ToR) to accomplish. This team is based in Soroti Municipality and at a place stated in its physical address. The Taskforce applies a participatory model to reach its objectives. Consultative meetings and workshops will be held from time to time to address specific issues. Management meetings will be held on weekly basis to discuss future plans. Regular briefings and debriefings by members of the task force will be held to appraise members of the team of the developments from outside the work force.

Reporting to higher authority will in the main be done regularly or periodically and reports provided on a quarterly basis to the Permanent Secretary MoE&S through Commissioner for Higher Education. Visitors will be attended to every day for handling their inquiries.

The principles of openness, mutual respect, hard work, and teamwork will drive the agenda towards realizing the purpose for which Soroti University will be established.

The Taskforce will rely on each team member's experience, organizational skills, project and management skills and programme development to achieve its objectives. It will take advantage of service capabilities and equipment under its care to meet the Plan is expectations. It will make connections to access best practices locally, regionally and internationally.

The Taskforce will carry out its work according to agreed administrative and financial guidelines and regulations provided by the appointing authority. Reports will be shared with the Permanent Secretary of the Ministry of Education and Sports and use available means to share information with stakeholders. The Taskforce will apply a multipronged approach to promote and publicize its activities.

9. Financial Management

Since Soroti University is the project of the Ministry of Education and Sports, the financial support for it is coming from the Government through the Ministry of Education and Sports. Financial Management of the Project will therefore be executed in accordance with the established criteria of the Government of Uganda. Qualified staff will be recruited to manage financial resources in accordance with guidelines provided for in the financial regulations of the Ministry of Finance. Financial audits will be conducted and reports submitted to Permanent Secretary Ministry of Education and Sports. Procurements will be done in accordance with the PPDA guidelines or Act 2003 and in consultation with Procurement and Disposal Unit of the Ministry of Education and Sports. Underlying principle is efficient use (Value for money) of the financial resources to gain the planned goals.

10. Critical Success Factors

Factors critical to the launching of Soroti University will include:

- (a) Continued political support(National and Regional) and stable political atmosphere
- (b) Support from the Government of Uganda and development partners in the construction of facilities.
- (c) Timely disbursement of funds for the project
- (d) Timely decision making by higher authorities on the project
- (e) Construction of the first Multipurpose Building Complex.
- (f) Availability of experts to write unique and practical oriented curricula.

